

Kristeni Efelina Cahyafebrianti

By Kristeni Cahyafebrianti

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Analysis of The Implementation of Financial Accounting Standards at CV Skuyindo Jaya Group in Malang City

Kriteni Efelina Cahyafebrianti*, Ria Mennita

Accounting Department, Universitas of Merdeka Malang

*Email: kriteni0220@gmail.com

ABSTRACT

This study investigates the implementation of accounting practices and their alignment with Indonesia's Financial Accounting Standards, specifically the Financial Accounting Standards for Micro, Small, and Medium Entities (*SAK EMKM*), within CV Skuyindo Jaya Group a creative service based SME located in Malang City. Utilizing a qualitative descriptive method, data were collected through in-depth interviews with the business owner and financial manager, structured around indicators such as accounting knowledge, bookkeeping practices, reporting capabilities, and compliance with financial standards. Observations and internal financial documents were also reviewed to support the analysis. The findings reveal that while the company has adopted digital tools for basic financial transaction recording, it has yet to implement a complete accounting cycle or fully adhere to the *SAK EMKM* framework. A significant barrier to compliance is the limited understanding of accounting principles and the structure of financial reports, particularly regarding components such as the Notes to the Financial Statements (*CaLK*). Moreover, the shortage of competent human resources in accounting contributes to substandard reporting practices. This study highlights how internal organizational capacity and managerial orientation influence the extent to which financial standards are adopted, offering valuable insights into the challenges faced by non public entities in complying with national accounting regulations.

Keywords: Accounting, Accounting Standards, Financial Reporting, Human Resource, *SAK EMKM*, SMEs.

INTRODUCTION

Accounting plays a crucial role in supporting effective and efficient business management, particularly by providing relevant and reliable financial information. According to Harahap (2011), accounting is the process of recording, classifying, and presenting financial transactions to generate information for economic decision-making. The proper implementation of an accounting system allows management to monitor financial performance, formulate strategies, and comply with applicable fiscal regulations.

However, in practice especially within the small and medium enterprise (SME) sector many businesses have yet to fully implement accounting standards, such as those outlined in the Financial Accounting Standards for Micro, Small, and Medium Entities (*SAK EMKM*). Issued by the Indonesian Institute of accountants (IAI) in 2016, *SAK EMKM* serves as a simplified yet principled framework for non-public entities to prepare financial statements that adhere to generally accepted accounting standards.

CV Skuyindo Jaya Group, a service-based SME located in Malang City, faces challenges in aligning accounting perspectives between the business owner and the financial manager. While the owner tends to prioritize profitability, the manager is more focused on daily operational matters. This divergence in focus can lead to inconsistencies in financial reporting and weaken the quality of decision making. As noted by Anthony and Govindarajan (2007), discrepancies in information and perceptions among organizational stakeholders may undermine managerial effectiveness.

Previous research by Santoso (2020) revealed that many SMEs have not adopted *SAK EMKM* due to a shortage of human resources with sufficient accounting expertise. Building on this, the current study highlights a critical gap: while the general challenges to *SAK EMKM* implementation are relatively well known, there is limited understanding of how internal organizational dynamics particularly the differing accounting orientations of owners and managers serve as practical barriers to its adoption, especially in service-oriented SMEs such as CV Skuyindo Jaya Group.

This study offers a novel contribution by specifically examining these internal divergences at the managerial level within a self-studio-based service company. It explores how conflicting priorities

profitability versus operational focus directly hinder harmonized financial reporting and the systematic application of *SAK EMKM*. While reinforcing earlier findings on human resource limitations, this study provides a more contextualized understanding by uncovering the specific impact of these internal discrepancies within a distinct organizational structure.

Therefore, the objective of this research is to analyze the accounting practices at CV Skuyindo Jaya Group, assess their alignment with *SAK EMKM*, and identify the internal factors that hinder its implementation. By focusing on the internal dynamics contributing to these challenges, the study aims to provide insights that can improve financial reporting practices among SMEs and inform the development of a more inclusive and applicable accounting system.

METHOD

This study employs a qualitative descriptive method to explore and analyze the implementation of Indonesia's Financial Accounting Standards (*PSAK*), with a specific focus on *SAK EMKM*, at CV Skuyindo Jaya Group. Data were collected through in-depth interviews with two key informants the business owner and the financial manager using a structured guide based on seven main indicators. These indicators include understanding of accounting, recording and bookkeeping processes, the ability to prepare financial statements, implementation of accounting standards, perceived benefits of financial reporting, availability of external support, and future improvement plans.

To validate the interview data, supporting documents such as internal financial records were also reviewed. The data analysis followed the interactive model proposed by Miles and Huberman (1992), which includes data collection, data reduction, data display, and conclusion drawing. This method enables a contextual and thematic interpretation of how accounting practices are applied within the company and reveals the underlying factors contributing to the challenges in implementing *SAK EMKM*.

Table 1. Interview Question at CV Skuyindo Jaya Group

No	Indicator	Questions
1	Understanding of Accounting	a) How is accounting implemented at CV Skuyindo Jaya Group? b) In preparing the company's financial statements, which Financial Accounting Standards are used as a reference by the company?
2	Recording and Bookkeeping Process	a) What applications or tools are used by CV Skuyindo Jaya Group in the process of recording and preparing financial reports?
3	Ability to Prepare Financial Statements	a) How do you prepare the income statement? b) How do you prepare the statement of financial position? c) How do you prepare the quality assurance report? d) How do you prepare the cash flow statement? e) How is the reporting conducted in each branch?
4	Implementation of Accounting Standards	a) What is the financial reporting period applied by the company?
5	Benefits of Financial Statements	a) Do financial statements influence business decisions at CV Skuyindo Jaya Group?
6	External Support	a) In preparing the financial statements, do you feel the need for further guidance from professionals or institutions regarding accounting?
7	Improvement Plans	a) What are the factors that become obstacles in the implementation of Financial Accounting Standards? b) Why do those factors become obstacles in preparing the reports? c) What solutions have been attempted to overcome those obstacles?

RESULT AND DISCUSSION

Result

Accounting Implementation at CV Skuyindo Jaya Group

Table 2. Accounting Processes at CV Skuyindo Jaya Group

No	Accounting Process	Available	Not Available
1	Journal	✓	
2	Cash Book	✓	
3	General Ledger	✓	
4	Subsidiary Ledger		✓
5	Adjusting Journal	✓	
6	Closing Journal		✓
7	Fixed Asset Cost Report		✓
13	Trial Balance		✓
9	Income Statement	✓	
10	Balance Sheet	✓	
11	Cash Flow Statement	✓	
12	Statement of Changes in Equity	✓	
13	Notes to the Financial Statements		✓

Source: Processed by the researcher, 2025

Based on interviews with the CEO and the financial manager, CV Skuyindo Jaya Group has implemented accounting practices in its business operations, although these practices are not yet fully formalized or comprehensive. Financial transactions are recorded daily and compiled into monthly reports. The accounting system used is a digital application called ESB, which features functions similar to other accounting software such as Jurnal.id or Accurate. Data entry is carried out by financial staff and verified through a daily cross-checking process at the end of each business day or cashier closing to minimize human error.

The preparation of financial statements includes income statements, balance sheets, cash flow statements, and statements of changes in capital. However, reports such as notes to the financial statements, cost of fixed assets reports, and closing journals have not yet been formally prepared. The following outlines some of the accounting processes implemented:

Based on observations, CV Skuyindo Jaya Group has implemented key accounting processes such as general journals, cash books, ledgers, adjusting entries, and major financial statements including income statements, balance sheets, cash flow reports, and statements of changes in equity. These processes show that the company records financial transactions systematically and prepares relevant reports regularly, generally on a monthly basis. Separate reporting is done for branch operations but consolidated at the head office to maintain overall financial integrity. This approach reflects a fairly structured accounting system that supports managerial decision-making.

However, some important accounting components are missing. The company has yet to implement subsidiary ledgers, closing entries, fixed asset cost reports, trial balances, and notes to the financial statements (*CaLK*). The absence of these elements' limits detailed account tracking, proper closing of accounting periods, accurate depreciation calculation, verification of account balances, and transparency of financial information. These gaps could affect the accuracy and completeness of financial reporting and hinder full compliance with the *SAK EMKM* standards.

Compliance of Accounting Practices with Financial Accounting Standards

CV Skuyindo Jaya Group has not yet fully implemented Financial Accounting Standards in its entirety. In practice, the company acknowledges that the applicable standard should be *SAK EMKM*, particularly the Financial Accounting Standards for Entities Without Public Accountability. However, implementation has not been optimal due to limited resources and a lack of understanding of the standard. Several components of the financial statements have been prepared in accordance with *SAK EMKM*, as presented in the following table:

Table 3. Compliance of CV Skuyindo Jaya Group's Financial Statement Components with SAK EMKM:

No	Financial Statement Component According to SAK EMKM	Available at CV Skuyindo Jaya Group	Remarks
1	Statement of Financial Position (Balance Sheet) at the end of the period	✓	Prepared using ESB application
2	Statement of Comprehensive Income for the period	✓	Available, but does not yet include all comprehensive elements
3	Statement of Changes in Equity for the period	✓	Routinely prepared
4	Statement of Cash Flows for the period	✓	Prepared and used to control cash inflows and outflows
5	Notes to the Financial Statements, including accounting policies and other explanatory information	X	Not yet available, limiting additional disclosures and explanatory notes
6	Statement of Financial Position at the beginning of the period in the event of retrospective changes, restatements, or reclassifications	X	Not yet applied, as the entity has not reached the stage of restatement or retrospective application per SAK EMKM

Source: Processed by the researcher, 2025

Based on a comparative analysis between the financial reporting components required under the Indonesian Financial Accounting Standards for Micro, Small, and Medium Entities (SAK EMKM) and the actual accounting practices of CV Skuyindo Jaya Group, it can be concluded that the company has made considerable progress in adopting key elements of standardized financial reporting. The company has successfully prepared the core financial statements, including the statement of financial position, income statement, cash flow statement, and statement of changes in equity. These components represent the foundational aspects of financial reporting for SMEs and reflect the company's awareness of the importance of producing financial information that supports decision-making and managerial accountability.

This finding aligns with previous research by Lestari and Nugroho (2020), which observed that many SMEs in Indonesia have begun integrating basic elements of SAK EMKM into their financial practices, even if full compliance with the standards remains limited. The presence of these primary financial statements suggests an organizational intention to transition toward more structured and transparent accounting processes, a crucial step for businesses aiming to grow and access broader financial resources.

However, the implementation of SAK EMKM at CV Skuyindo Jaya Group is not yet comprehensive. Several critical components required by the standard are still missing. Notably, the company has not yet prepared the Notes to the Financial Statements (CaLK), which play a vital role in providing contextual and explanatory information that enhances the understandability and transparency of the financial statements. In addition, the company has not disclosed opening balances in cases involving retrospective changes or reclassifications an essential requirement for ensuring comparability and consistency across reporting periods.

The absence of these components indicates that while the company has taken important steps, the full internalization of SAK EMKM principles remains a work in progress. This limitation is not solely technical in nature, but also reflects challenges related to human resource capacity and the overall understanding of proper disclosure practices. As Putri and Wijaya (2021) explain, many SMEs struggle with preparing CaLK due to a limited grasp of financial disclosure concepts and insufficient training in accounting standards.

Nonetheless, CV Skuyindo Jaya Group has demonstrated a positive attitude toward improvement. The company has begun collaborating with external consultants and is in the process of enhancing its internal financial reporting systems. These initiatives reflect a gradual and adaptive approach to implementing SAK EMKM, consistent with findings by Yuliani and Hartono (2022), who noted that incremental compliance and capacity-building are common patterns among SMEs undergoing transitions toward formal financial reporting.

In conclusion, while the company has not yet fully implemented all components of SAK EMKM, its progress signals a constructive trajectory toward better financial governance. This case illustrates the

broader challenges and opportunities associated with standard adoption in the SME sector, emphasizing the need for sustained support, both internally and externally, to ensure that financial reporting evolves not only as a technical requirement but as a strategic asset for organizational development and accountability.

Constraints in the Implementation of SAK EMKM and Their Solutions

The primary constraint in implementing *SAK EMKM* at CV Skuyindo Jaya Group lies in the area of human resources. Although the company has adopted an application-based system for recording and reporting, it struggles to find accounting professionals with a solid understanding of Financial Accounting Standards, particularly within the Malang region. The table below provides a detailed overview of the challenges encountered and the corresponding proposed solutions.

22 One of the primary challenges faced by CV Skuyindo Jaya Group in implementing the Indonesian Financial Accounting Standards for Micro, Small, and Medium Entities (*SAK EMKM*) lies in the limitations of its human resources, particularly in recruiting accounting staff with a comprehensive understanding of the standards. In the Malang area, it is not easy to find personnel who are both competent and 25 experienced in the practical application of *SAK EMKM*. Yet, a strong grasp of these standards is critical to ensure that the company's financial reporting complies with prevailing accounting principles. These findings are consistent with the study conducted by Ramadhani and Fauzi (2020), which identified limited human capital competency as a key barrier to the effective adoption of *SAK EMKM* across SMEs in various regions of Indonesia.

To address this issue, the company has taken strategic steps by collaborating with qualified external consultants and conducting a more selective recruitment process. This process emphasizes not only technical qualifications but also alignment with the company's vision and long-term strategy. Such targeted recruitment is expected to gradually enhance the company's internal accounting capacity and reduce its dependence on external parties over time.

From a systems perspective, CV Skuyindo Jaya Group does not currently face major constraints in terms of financial transaction recording and reporting. The company utilizes the ESB application, which enables systematic and efficient transaction recording. This application has proven effective in supporting the company's accounting processes. Nonetheless, system development continues in phases to better align with both the requirements of *SAK EMKM* and the evolving operational needs of the company. This approach is supported by Lestari and Nugroho (2020), who argue that digitalization in financial systems facilitates administrative order and helps SMEs transition toward standard-based financial reporting. The adoption of such systems is expected to improve efficiency, accuracy, and compliance with relevant accounting standards.

However, beyond technical systems, internal challenges remain especially regarding the uneven understanding of *SAK EMKM* among company staff. This is evidenced by the incomplete preparation of certain components of the financial statements, most notably the Notes to the Financial Statements (*CALK*), which should be included 4 to fulfill disclosure requirements. A lack of understanding in this area can negatively impact both the quality of financial reports and the company's compliance with existing regulations. Putri and Wijaya (2021) also emphasized that one of the most frequent 6 deficiencies in SMEs financial reporting is the absence of *CALK*, which plays a vital role in explaining the items presented in the main financial statements.

Table 4. Constraints in the Implementation of *SAK EMKM*

Aspect	Constraint	Solution
Human Resources	Availability of expert accounting staff	Establish partnerships with external consultants and recruit selectively based on the company's vision and strategy
System	Not a major constraint	Continue to gradually develop the system to better align with <i>SAK EMKM</i>
<i>SAK EMKM</i> Understanding	Not yet comprehensive	Management has begun seeking professional assistance for further guidance

Source: Processed by the researcher, 2025

Table 5. Stages of Financial Reporting System Development at CV Skuyindo Jaya Group

No.	Development Stage	Description	Estimated Completion Time
1	Evaluation of the Current System	Assessing the compatibility of the current accounting system (ESB application) with applicable <i>SAK EMKM</i> 32	Completed, 2025
2	Development of Notes to Financial Statements Module <i>CALK</i>	Adding features to compile the notes to the financial statements within the ESB application	December 2025
3	Preparation of Opening Statement of Financial Position	Preparing the opening statement of financial position in cases of retrospective changes or reclassification	2026
4	Accounting HR Training and Development	Conducting training for accounting staff to enhance understanding of comprehensive <i>SAK EMKM</i> application	Starting June 2025
5	Consultation with Professional Accountants	Engaging external consultants to ensure the system and reports comply with <i>SAK EMKM</i> standards	Starting July 2025

Source: Processed by the researcher, 2025

As part of its strategic initiatives, CV Skuyindo Jaya Group is currently in the process of enhancing its financial reporting systems to achieve closer compliance with *SAK EMKM*. These efforts include integrating more systematic accounting procedures, updating the reporting modules within its digital systems, and improving staff capacity through training focused on financial reporting principles. This strategy is in line with the recommendations of Yuliani and Hartono (2022), who stressed the importance of ongoing development, system adaptation, and the involvement of professional consultants to support SMEs in achieving full compliance with *SAK EMKM*.

Through this phased development approach, the company is expected to produce financial statements that are not only relevant and reliable but also compliant with the accounting standards applicable to micro, small, and medium-sized entities. The progress made thus far illustrates the broader pattern of gradual adoption and capacity building within the Indonesian SMEs sector, highlighting the interplay between technical systems, human resource development, and strategic planning in realizing effective financial governance.

CV Skuyindo Jaya Group has shown a strong commitment to continuously improving its financial reporting system in alignment with the Indonesian Financial Accounting Standards for Micro, Small, and Medium Entities (*SAK EMKM*). Recognizing the importance of these standards for both compliance and financial transparency, management has developed a systematic and phased plan for upgrading its accounting practices. The initial phase, completed in 2025, involved a comprehensive evaluation of the current accounting system, specifically the ESB application, to determine the extent of its conformity with *SAK EMKM* principles.

Following this evaluation, the company has embarked on the development of additional reporting modules, with a particular focus on incorporating the Notes to the Financial Statement 34 (*CALK*). This feature is intended to address the disclosure requirements that are currently unmet in the company's financial reports. The completion of the *CALK* module is scheduled for December 2025. Furthermore, the company plans to prepare opening balance sheets for periods involving retrospective changes or reclassifications, as mandated by *SAK EMKM*, to ensure consistency and comparability across reporting periods.

In addition to system enhancements, CV Skuyindo Jaya Group prioritizes human resource development as a critical component of successful *SAK EMKM* implementation. Beginning in June 2025, the company will conduct internal training sessions aimed at deepening accounting staff's understanding of the standards and their practical application. Complementing these efforts, the company intends to initiate collaboration with professional consultants starting in July 2025. This partnership aims to provide technical expertise, enhance the quality of financial reporting, and minimize errors during the transition period.

This phased strategy aligns well with the findings of Safitri and Mulyadi (2021), who emphasize that effective adoption of *SAK EMKM* relies on the synergy between improvements in accounting

information systems, continuous human resource development, and professional guidance. The company's approach not only focuses on regulatory compliance but also seeks to elevate the overall quality and reliability of its financial statements.

From a management perspective, the commitment to *SAK EMKM* implementation reflects a broader awareness of the strategic value of transparent and comparable financial reporting. This perspective is supported by Kusumawardhani and Fitria (2022), who found that SMEs open to innovation in reporting systems and investment in staff training tend to have a higher readiness level for adopting accounting standards. By implementing a well-structured and deliberate development plan, CV Skuyindo Jaya Group is poised to overcome existing obstacles and produce financial reports that are relevant, dependable, and comparable across periods, ultimately supporting better decision making and accountability.

Discussion

Accounting Implementation at CV Skuyindo Jaya Group

Based on research conducted through interviews with the CEO and financial managers of CV Skuyindo Jaya Group, it was found that the company has implemented accounting practices in its operational activities. These practices include daily transaction recording, the use of an application-based accounting system (Electronic Smart Business/ESB), and the preparation of monthly financial statements. The ESB system utilized by the company provides features comparable to those found in professional accounting software such as Jurnal.id and Accurate, and is used by finance staff to record all incoming and outgoing transactions. However, the accounting practices at CV Skuyindo Jaya Group remain partial and do not yet fully comply with the nationally recognized Financial Accounting Standards. This is evident from the absence of several key components of the accounting cycle, such as the trial balance, closing journal entries, subsidiary ledgers, and the Notes to Financial Statements. Additionally, a formal report on the cost of fixed assets has not yet been prepared. The absence of these components indicates that the company's accounting structure is not yet fully systematic and does not reflect a complete or comprehensive accounting process.

Referring to the accounting cycle theory by Rudianto (2014), an ideal accounting cycle includes journal entries, ledgers, trial balance, adjusting entries, and the preparation of financial statements, which consist of the income statement, balance sheet, cash flow statement, statement of changes in equity, and Notes to the Financial Statements. CV Skuyindo Jaya Group, only part of this process is implemented primarily components that serve internal managerial purposes. One contributing factor to the suboptimal implementation of accounting practices in accordance with *SAK EMKM* is the absence of professional accountants within the company's organizational structure. In practice, routine financial recording and reporting have proven beneficial for management in making decisions. The financial statements are used to analyze profitability, assess efficiency, and support business expansion planning. However, without the full implementation of a formal accounting structure, the financial information produced remains limited in terms of accuracy, consistency across periods, and transparency.

These findings are consistent with the research conducted by Irniana et al. (2017), which demonstrated that culinary business operators in Lhoksukon have also adopted basic accounting practices. This suggests that fundamental accounting activities have become integrated into the daily operations of many SMEs, including CV Skuyindo Jaya Group. Nevertheless, the implementation of more comprehensive accounting systems still requires improvement both in terms of technical execution and the accounting knowledge of human resources. Accordingly, CV Skuyindo Jaya Group should work toward optimizing its existing accounting systems and data to better support strategic financial analysis, such as performance evaluation, expansion planning, and risk mitigation. Strengthening these aspects would enable accounting practices to move beyond administrative compliance and provide greater added value, thereby contributing to the long-term sustainability and growth of the business.

Compliance of Accounting Implementation at CV Skuyindo Jaya Group with *SAK EMKM*

Based on the results of interviews, CV Skuyindo Jaya Group has shown efforts to implement accounting practices in alignment with *SAK EMKM* standards. This is reflected in the periodic preparation of core financial statements, including the statement of financial position (balance sheet), income statement, cash flow statement, and statement of changes in equity. The use of the ESB application for transaction recording also supports the company in compiling these reports in a more systematic manner. However, discrepancies remain in fully complying with *SAK EMKM* standards. One notable issue is the absence of the Notes to Financial Statements, which serve as a medium for disclosing accounting policies and providing additional explanations of statement items. In addition, the opening statement of financial position which is required in cases of retrospective application or reclassification has not yet been prepared,

as the company has not reached this stage in its financial reporting process. The absence of these components indicates that CV Skuyindo Jaya Group has not yet fully met the structural and disclosure requirements for financial statements as stipulated by *SAK EMKM*.

This results in limitations in the availability of information needed to assess the company's overall performance and financial condition, and also reduces inter period comparability one of the key principles in financial reporting under *SAK EMKM*. The incomplete implementation is largely attributed to the limited availability of human resources with in-depth knowledge and understanding of *SAK EMKM*, as well as the ongoing development of a more comprehensive financial reporting system. Nevertheless, the management has demonstrated awareness and a strong commitment to improving and refining the company's financial reporting processes by involving professional accounting consultants. According to *SAK EMKM*, which came into effect on January 1, 2018, companies are required to prepare, at a minimum, a statement of financial position, an income statement and other comprehensive income, and notes to the financial statements. However, in practice, these reports have not yet been prepared in accordance with the structure and format prescribed by *SAK EMKM*. This indicates a gap between the company's current accounting practices and the theoretical framework established by the applicable accounting standards for similar entities.

These findings reinforce those of Arifira (2018), who showed that SMEs actors often experience difficulties in understanding and implementing accounting regulations, including *SAK EMKM*. Similar to the Industrial Centers in that study, CV Skuyindo Jaya Group also faces similar challenges, namely a lack of understanding and mastery of applicable accounting standards. The alignment between accounting knowledge and practice remains a major challenge for many small to medium scale business actors. Therefore, to achieve more comprehensive *SAK EMKM* implementation, it is recommended that CV Skuyindo Jaya Group conduct more structured internal training on *SAK EMKM*, regularly involve professional consultants, and deepen the accounting staff's understanding of applicable accounting standards. By improving internal human resource competencies and developing a more structured reporting system, the company will be able to meet all *SAK EMKM* requirements more consistently and comprehensively.

Factors Hindering the Implementation of *SAK EMKM* at CV Skuyindo Jaya Group

The research results indicate that the main obstacle in implementing *SAK EMKM* at CV Skuyindo Jaya Group lies in the human resources (HR) aspect. Although the company has utilized the ESB application to record transactions and prepare financial reports digitally, not all accounting staff possess in depth technical understanding of *SAK EMKM*. This has led to several important components in the financial statements, such as the Notes to Financial Statements and the opening statement of financial position, not being prepared in accordance with the applicable standards. Company management is aware of these challenges and has taken strategic steps by engaging external consultants to provide technical assistance. Nevertheless, the utilization of this assistance has not yet covered all necessary aspects of reporting, as there remains a need to further internalize *SAK EMKM* within the company. In addition, the company faces difficulties in finding accounting experts who deeply understand *SAK EMKM*, particularly in the Malang area. This has made it challenging to recruit staff capable of accurately implementing *SAK EMKM*. To address these issues, the company has planned various improvement measures, including establishing partnerships with external consultants skilled in accounting standards. Furthermore, the company aims to be more selective in recruiting human resources aligned with its vision and strategy regarding *SAK EMKM* implementation.

From a system perspective, although the ESB application adequately records transactions, there remain shortcomings in developing a system that fully complies with *SAK EMKM*. Certain report components, such as the Notes to Financial Statements, are not yet incorporated within the system. Consequently, the company plans to develop a financial reporting system that better aligns with *SAK EMKM* requirements. The planned development stages include evaluating the existing system, creating new modules for the preparation of CALK, and preparing opening statements of financial position adjusted for retrospective changes or reclassifications. Moreover, understanding of *SAK EMKM* remains a challenge that must be addressed. Although some reports have been prepared in accordance with *SAK EMKM*, certain components have yet to be fully implemented. Therefore, management has scheduled training sessions for accounting staff to enhance their comprehensive understanding of *SAK EMKM* implementation. This training aims to improve knowledge of fundamental *SAK EMKM* principles and their application in preparing the company's financial statements. As a follow up, the company has outlined development steps including evaluating the current accounting system, developing modules for CALK preparation, and

compiling opening statements of financial position. Additionally, prioritizing human resource training and development is essential to ensure that accounting staff can understand and implement *SAK EMKM* more comprehensively.

Theoretically, this issue is closely linked to internal organizational factors. Warsono et al. (2010) highlighted that limitations in human resource quality and an underdeveloped organizational structure are primary obstacles to the effective implementation of accounting systems. Furthermore, Hery (2017) emphasized that the application of accounting principles requires both technical competence and managerial understanding of the functions and benefits of accounting information capabilities that CV Skuyindo Jaya Group has yet to fully develop. This situation aligns with the findings of Arifira (2018), which indicate that SMEs often face significant challenges due to a lack of understanding of accounting principles, posing a major barrier to the implementation of accounting standards. The gap between the requirements for applying *SAK EMKM* and the competencies of human resources remains a common challenge for many small and medium enterprises, including CV Skuyindo Jaya Group. A limited supply of professional accounting personnel is a key factor contributing to the suboptimal implementation of *SAK EMKM* at the company. Therefore, it is essential for the company to establish regular internal training programs aimed at enhancing staff understanding of *SAK EMKM* implementation. Additionally, engaging external consultants as mentors and facilitators will support the development of an accounting system based on *SAK EMKM* that can eventually be independently operated by the company's internal team.

9 CONCLUSIONS

Based on the results of the research and the discussions conducted, several conclusions can be drawn as follows:

1. The findings of this study indicate that the accounting practices employed by CV Skuyindo Jaya Group occupy a transitional space between informal bookkeeping and formal financial reporting in accordance with applicable accounting standards. The adoption of the ESB application reflects an initial step toward modernization; however, the absence of essential elements such as Notes to the Financial Statements and the comprehensive application of PSAK suggests that accounting has not yet been institutionalized as a strategic and regulatory function within the organization. This deficiency extends beyond technical constraints and points to more profound issues related to organizational structure, human resource capacity, and the interpretive utilization of accounting in managerial decision-making.
2. This research contributes to the broader discourse on financial reporting in small and medium-sized enterprises, highlighting that the effective implementation of PSAK particularly *SAK EMKM* requires more than technological adoption. It necessitates institutional commitment, sustained professional development, and the alignment of managerial vision with accounting governance frameworks. The challenges identified, especially those pertaining to human capital and conceptual comprehension of PSAK, underscore the imperative for integrated strategies that combine internal capacity-building with external professional guidance.
3. In moving forward, the case of CV Skuyindo Jaya Group underscores the critical importance of enhancing accounting literacy at the SME level not merely as a means of regulatory compliance, but as a foundation for transparency, sustainability, and access to broader financial opportunities. Accordingly, the transformation of accounting practices should be approached not solely as a technical reform, but as a cultural reorientation in the perception and management of financial accountability within emerging enterprises.

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