

Readiness Analysis for The Implementation of ISAK 335 in Financial Reporting at Universitas Gadjah Mada Academic Hospital (RSA UGM)

Rina Rosady^{1*}

¹Magister Manajemen Rumah Sakit, Program Studi Kebijakan dan Manajemen Kesehatan, Fakultas Kedokteran, Kesehatan Masyarakat, dan Keperawatan. Universitas Gadjah Mada, Yogyakarta, Indonesia

ABSTRAK

Universitas Gadjah Mada Academic Hospital (RSA UGM) is a special unit within a State University with Legal Entity (PTN-BH) authorized to manage its finances independently. In this context, preparing separate financial statements is essential for managerial accountability (stewardship) and to meet the information needs of external stakeholders (valuation), requiring compliance with applicable standards, particularly ISAK 335. This study aims to analyze RSA UGM's readiness in financial reporting based on ISAK 335 and identify influencing factors. The research employed a descriptive qualitative case study method, with primary data obtained through in-depth interviews with four participants and secondary data from financial records and regulations. Results show that both external and internal regulatory pressures are the main drivers of ISAK 335 implementation. However, RSA UGM's readiness remains partial, currently focusing on the Statement of Activities, Cash Flows, and Financial Position, while other components like the Statement of Changes in Net Assets and Notes to Financial Statements still require improvement, especially in financial systems and asset database accuracy. In conclusion, RSA UGM has demonstrated initial commitment but needs to strengthen internal regulations, enhance integrated information systems, and improve financial reporting processes to produce reliable, relevant, and decision-useful financial information.

INFORMASI ARTIKEL

Riwayat artikel

Tanggal masuk 11 Juli 2025
Versi revisian diterima 17 September 2025
Diterima 19 September 2025

Kata kunci

ISAK 335; Nonprofit Financial Statements; Academic Hospital

ISSN: 2302-1500

*Corresponding Author at Magister Manajemen Rumah Sakit, Program Studi Kebijakan dan Manajemen Kesehatan, Fakultas Kedokteran, Kesehatan Masyarakat, dan Keperawatan. Universitas Gadjah Mada, Yogyakarta, Indonesia
email: rina.rosady@ugm.ac.id (author#1)

A. INTRODUCTION

Teaching hospitals are institutions that carry out integrated functions of healthcare services, education, and research in various health disciplines, including medicine and dentistry (Ministry of Health, Republic of Indonesia, 2022). In Indonesia, teaching hospitals are classified into main, affiliated, and satellite teaching hospitals. According to the policy of the Directorate General of Higher Education, Ministry of Education and Culture, in 2013 a specific guideline was issued regarding University Teaching Hospitals (RS-PTN), which are hospitals under the university rectorate used as educational settings for medical and health sciences (Ministry of Education and Culture, 2013). These RS-PTNs are managed under various financial management models such as Legal Entity State Universities (PTN-BH), Public Service Agency Universities (PTN-BLU), and Working Unit Universities (Satker), each with different levels of autonomy, with PTN-BH being the most autonomous (Ministry of Education and Culture, 2023).

RSA UGM is one of the Rumah Sakit Akademik (RSA), translated as Academic Hospital under Universitas Gadjah Mada and has been designated as a PTN-BH based on Government Regulation No. 67 of 2013 (Government of Indonesia, 2013). The hospital was first established through UGM Rector's Regulation No. 69/P/SK/HT/2010 and subsequently underwent several name changes and organizational structure adjustments until it officially became Universitas Gadjah Mada Hospital (RS UGM) in 2014 (RSA UGM, 2021).

In 2024, through Rector's Decree No. 286/UN1.P/KPT/HUKOR/2024, RSA UGM was designated as a special unit, granting it greater autonomy in management, including in financial matters (Universitas Gadjah Mada, 2024). As a consequence, RSA UGM is required to prepare its own financial statements in accordance with the Standar Akuntansi Keuangan (SAK), translated as the Indonesian Financial Accounting Standards and hereafter referred to as SAK, as mandated by the Ikatan Akuntan Indonesia (IAI / Indonesian Institute of

Accountants) and the Government Regulation No. 26 of 2015 concerning PTN-BH financing (Ministry of Research, Technology, and Higher Education, 2018).

As a reporting entity, RSA UGM must present financial reports based on the conceptual framework of accounting, which includes reporting objectives, qualitative characteristics, financial elements, as well as principles of recognition and measurement. These financial statements are expected to fulfill two primary purposes: stewardship and valuation functions. This is critical since stakeholders, including investors and university management, require relevant and reliable information to support economic decision-making (IAI, 2025).

As a nonprofit academic hospital, RSA UGM exhibits characteristics that differ from those of business entities. Any surplus generated is not distributed as profit to owners but reinvested into service, education, and research development. Therefore, RSA UGM's financial reporting must refer to the Interpretasi Standar Akuntansi Keuangan (ISAK / Interpretation of Financial Accounting Standards) 335, which is the financial reporting standard for nonprofit entities and was ratified in December 2022 to replace PSAK 45 through PPSAK 13 (Fadhilah *et al.*, 2023). The presentation of financial statements for nonprofit entities, as regulated in ISAK 335, refers to PSAK 201 on the Presentation of Financial Statements. PSAK 201 mandates four primary financial statements—namely the statement of financial position, the statement of comprehensive income (or activities), the statement of changes in net assets, and the statement of cash flows—accompanied by notes to the financial statements, which provide additional explanations and disclosures. Adjustments in terminology and financial item classification are required to better reflect the nonprofit nature of teaching hospitals (IAI, 2025).

The change of RSA UGM's status to a special unit necessitates a major transition in its financial system. Previously, all financial transactions at RSA were integrated into

Universitas Gadjah Mada's system. Currently, RSA UGM is required to prepare and present its own financial statements, including establishing internal policies, developing an accounting information system, and strengthening human resources in the field of accounting (Universitas Gadjah Mada, 2024). Another challenge lies in the transition from PSAK 201 to PSAK 118, which will come into effect in 2027. RSA UGM must prepare accounting systems and procedures that allow this transition to occur smoothly while maintaining financial transparency and accountability.

The required readiness includes the availability of recording systems and adequate asset databases, as these elements are crucial for the accuracy of financial information, especially in inventory and depreciation reporting. The absence of a reliable system may result in financial information that does not faithfully represent the actual economic condition, ultimately harming decision-making and policy formulation. In this context, analyzing RSA UGM's readiness to implement ISAK 335 becomes crucial in supporting the successful transition of financial management.

In addition to regulatory demands, compliance with financial reporting standards also serves strategic purposes, particularly as a core document in financing proposals. Given the rapid growth of the hospital, the need for funding to invest in medical equipment and new infrastructure is substantial. Financial statements serve as a foundation for financial institutions or investors to assess RSA UGM's ability to manage its finances and ensure operational sustainability (Universitas Gadjah Mada, 2024). Therefore, implementing ISAK 335 is not merely an administrative obligation but also a key to RSA UGM's long-term development.

However, despite the growing body of literature on nonprofit financial reporting and accounting standards, studies focusing on the readiness of teaching hospitals, particularly RS-PTN operating under the PTN-BH scheme to adopt ISAK 335 remain scarce. Previous research has

predominantly examined either general nonprofit organizations or public hospitals under different regulatory frameworks, leaving a gap in understanding how academic hospitals with unique governance and funding structures navigate this transition. This gap highlights the urgency of examining RSA UGM's readiness, as it represents one of the first cases of ISAK 335 implementation in a university hospital context in Indonesia.

Based on the aforementioned background, this study is designed to analyze RSA UGM's readiness to implement each provision of ISAK 335 and assess the extent to which internal and external regulations, including UGM Rector Regulations, Ministry policies, and Hospital By Laws, influence this readiness. The research aims to provide recommendations for the development of financial reporting guidelines at RSA UGM in accordance with ISAK 335 and to support accountable and transparent financial governance.

Research Questions

To achieve these objectives, the study addresses the following research questions:

1. How do internal and external regulations influence the readiness of RSA UGM in implementing ISAK 335?
2. What is the current condition of RSA UGM's readiness in preparing financial statements in accordance with the Interpretation Paragraphs of ISAK 335?
3. What strategic recommendations can be proposed to overcome challenges and accelerate RSA UGM's readiness to prepare financial statements in compliance with ISAK 335?

B. THEORETICAL FRAMEWORK AND LITERATURE REVIEW

1. Institutional Theory Coercive Isomorphism

The theoretical foundation of this study adopts the institutional theory approach, specifically the concept of coercive isomorphism, to

analyze the factors driving the readiness for ISAK 335 implementation at RSA UGM. This theory posits that organizations adjust to their external environment in order to gain legitimacy (Handika, 2020). According to DiMaggio and Powell (1983), isomorphism is the process through which organizations in a given institutional environment become increasingly similar to one another. This convergence does not solely stem from efficiency considerations but rather from the need to conform to external expectations, including regulatory pressures, professional norms, and technical uncertainty.

There are three primary forms of isomorphism: coercive, mimetic, and normative. Coercive isomorphism arises from pressures exerted by external entities such as government bodies and regulatory agencies. Mimetic isomorphism occurs when organizations emulate other successful organizations, particularly in response to uncertainty. Normative isomorphism develops through educational and professional associations that establish norms and practices in a given field.

In the context of RSA UGM, coercive isomorphism is particularly relevant due to its new designation as a special unit, which mandates adherence to specific standards, including the application of ISAK 335 in financial reporting. By employing institutional theory, particularly coercive isomorphism, the study can evaluate how external pressures—such as regulations from the university, government mandates, auditors, and other stakeholders— affect RSA UGM's readiness to adopt ISAK 335.

2. ISAK 335

ISAK 335 is an Interpretation of Financial Accounting Standards that governs the presentation of financial statements for nonprofit entities, including academic hospitals such as RSA UGM. This standard was issued by the Financial Accounting Standards Board (DSAK IAI) on December 12, 2022, in response to the need for clear and harmonized nonprofit financial reporting, which had previously been inconsistently addressed by PSAK 201 and PSAK 45 (IAI, 2025). ISAK 335 comprises 13

paragraphs, with paragraphs 09 to 12 providing technical interpretations on presentation that serve as the primary reference for this study.

Paragraph 9 stipulates that nonprofit financial statements must adopt the structure outlined in PSAK 201, which includes five key components: the statement of financial position, the statement of profit or loss and other comprehensive income, the statement of changes in net assets, the statement of cash flows, and the notes to financial statements (CALK). Each of these components has specific technical requirements, such as the classification of assets and liabilities based on liquidity, analysis of expenses by nature or function, and the structured presentation of information in the notes. Compliance with this structure forms the basis for evaluating RSA UGM's readiness.

Paragraph 10 allows nonprofit entities to adjust the descriptions of financial statement line items according to the nature of their resources, whether with or without restrictions. The ability to identify and distinctly report these resource types reflects the maturity of an entity's accounting system. Paragraph 11 highlights flexibility in naming financial reports, such as replacing "statement of changes in equity" with "statement of changes in net assets," provided that the substance and reporting objectives are preserved. Meanwhile, paragraph 12 emphasizes the importance of considering all relevant facts to maintain the quality of financial information.

3. Previous Studies on the Implementation of Accounting Standards

Several studies have analyzed the implementation of nonprofit financial reporting standards, particularly ISAK 35/335, in different organizational contexts. Ernawati (2022) examined the application of General SAK and ISAK 35 in financial reporting at Universitas Gadjah Mada as a PTN-BH. The study revealed that UGM developed a conceptual framework and accounting guidelines (KKPK) as the basis for preparing consolidated financial statements. The implementation led to significant changes,

including modifications to the titles and components of financial statements, the addition of new accounts, adjustments in investment recognition methods for subsidiaries, and retrospective impacts from the adoption of PSAK 71, PSAK 72, and PSAK 73. The difference from the current study lies in the unit of analysis, as Ernawati focused on the university level with broader coverage of both General SAK and ISAK 35, while this study specifically concentrates on ISAK 335 at the sub-unit level, namely the Academic Hospital.

Similarly, Fadhilah et al. (2023) investigated the financial reporting practices of RSUD Kota Yogyakarta. Their findings showed that the hospital prepared a Statement of Financial Position, Notes to Financial Statements, and a Budget Realization Report, yet had not fully implemented ISAK 335. The key distinction from this research lies in the type of institution and methodology. While their study used a descriptive quantitative approach in a public hospital (RSUD), the present study employs a descriptive qualitative method in an academic hospital operating under the PTN-BH framework.

In another study, Damanik et al. (2022) analyzed the financial statements of Hospital X and found them to be partially noncompliant with ISAK 35. Specifically, the hospital had not presented the Statement of Changes in Net Assets, and several terminologies in its financial statements still required adjustment to align with ISAK 335. Unlike that research, which did not clearly identify the hospital's institutional status, the current study explicitly addresses the context of an academic hospital under PTN-BH governance, offering a more precise institutional perspective.

Furthermore, Umaina et al. (2024) assessed the financial reporting of a teaching hospital that had successfully implemented ISAK 35 in full. Their results indicated that the hospital's financial statements were of high quality, fully aligned with applicable standards, and easily understood by users. The hospital's accountants also demonstrated a high level of competence

in preparing the reports. In contrast to Umaina's work, which emphasized evaluation after full implementation, this study focuses on readiness prior to implementation, thereby filling a critical gap in the literature.

Overall, these previous studies highlight the diversity of ISAK 35/335 implementation across universities and hospitals, reflecting differences in institutional settings, methodological approaches, and reporting outcomes. This study extends the literature by concentrating on the readiness of an academic hospital within the PTN-BH framework, a context that has not yet been extensively explored (Damanik et al., 2022; Ernawati, 2022; Fadhilah et al., 2023; Umaina et al., 2024).

4. Financial Reporting and Accountability in the Hospital Industry

The issue of financial reporting and accountability has become increasingly critical in the hospital sector, given the complexity of hospitals as both healthcare providers and, in some cases, educational and research institutions. Transparent and reliable financial reporting is essential to ensure legitimacy, effective resource allocation, and public trust.

Jalilvand et al. (2024), in their scoping review on hospital governance accountability structures, emphasize that accountability in hospitals is multidimensional, encompassing regulatory compliance, financial transparency, and managerial responsibility. Their findings underline the need for robust governance frameworks to ensure hospitals can achieve efficiency, service quality, and financial integrity simultaneously.

This perspective is highly relevant to the present study, as the readiness of RSA UGM to implement ISAK 335 cannot be separated from its broader accountability framework. While prior studies on ISAK 35/335 have primarily examined technical compliance in financial reporting, integrating the accountability perspective provides a more comprehensive understanding of the institutional and

governance pressures that influence teaching hospitals' financial reporting practices.

5. Conceptual Framework

This study is guided by a conceptual framework that links regulatory pressures, organizational readiness, and strategic recommendations. Drawing on institutional theory, particularly the concept of coercive isomorphism, the framework positions external regulations (e.g., Ministry policies, ISAK 335, PSAK standards) and internal regulations (e.g., UGM Rector's Regulations, Hospital By Laws) as key drivers shaping RSA UGM's adaptation. These pressures influence the hospital's readiness to prepare financial statements in accordance with ISAK 335 Interpretation Paragraphs, covering the statement of financial position, statement of activities, statement of changes in net assets, statement of cash flows, and accompanying notes. The analysis of this readiness then provides the basis for proposing strategic recommendations to accelerate the implementation of ISAK 335 and strengthen financial accountability.

C. RESEARCH METHOD

This study employs a qualitative descriptive approach with the research setting at the RSA UGM. A case study method was used to address the research questions: the influence of regulatory pressures in driving the readiness for ISAK 335 implementation, and the current condition of ISAK 335 implementation readiness at RSA UGM, particularly in relation to the Interpretation Paragraphs. The data sources used include both primary and secondary data.

Primary data were obtained through in-depth interviews with four participants selected via purposive sampling: two Penanggung Jawab Penyusunan Laporan Keuangan (PJPLK; Person in Charge of Financial Statement Preparation), one accounting coordinator, and one accounting staff member. To maintain objectivity, the interviews were conducted by an external interviewer. Secondary data were gathered from regulatory documents and RSA UGM's financial records.

Data analysis was conducted using the interactive model developed by Miles and Huberman (2009), which involves three concurrent steps: data reduction, data display, and conclusion drawing. Data validity was ensured through source and method triangulation (Patton, 1999), as well as member checking. This study also adhered to ethical research principles, including ethical clearance and informed consent.

D. RESEARCH RESULTS

The presentation of findings is divided into two main sections in accordance with the conceptual framework of the study. The first section discusses the driving factors behind readiness, derived from both internal regulations—including the Hospital By Laws and the RSA Financial Reporting Guidelines—and external regulations, including the Ministerial Decree of the Ministry of Research, Technology, and Higher Education on Accounting Policies for Legal Entity State Universities (PTN-BH), and the Rector's Regulation on Special Units. This analysis aims to identify coercive pressures that compel the organization to align with the implementation of ISAK 335.

The second section outlines the current readiness of RSA UGM in fulfilling the requirements of each Interpretation Paragraph in ISAK 335. This includes the statement of financial position, the statement of comprehensive income, the statement of changes in net assets, the statement of cash flows, and the notes to the financial statements, along with the readiness of supporting systems.

The findings are presented based on data obtained from in-depth interviews conducted on May 9, 2025, with participants directly involved in the financial reporting process at the hospital. The discussion begins with a profile of the participants, intended to provide an initial overview of their backgrounds and roles within the context of this research. Subsequently, the main findings from the qualitative data analysis are presented systematically according to the themes established in line with the research focus.

1. Drivers of Readiness for ISAK 335 Implementation

This study found that the implementation of ISAK 335 at RSA UGM is influenced by two main factors: external and internal drivers. Both factors contribute to the readiness of the hospital's finance department in preparing financial statements in accordance with ISAK 335.

a. External Drivers for ISAK 335 Implementation

Several external regulations function as coercive pressures (coercive isomorphism) that encourage RSA UGM to adjust its financial reporting to comply with ISAK 335. This aligns with the following statement from one of the participants:

"Yes, it is the regulation that pushes us to prepare the reports embedded within it. Because we have only managed to prepare the activity report, Miss. This motivates us to start working on the cash flow statement, balance sheet, and the notes to the financial statements. As for the equity report, I think it still needs further discussion." (K1-511)

The participant explained that RSA UGM is currently only capable of preparing the activity report (referred to in ISAK 335 as the statement of comprehensive income). However, with regulatory encouragement, RSA UGM has begun targeting the development of the cash flow statement, statement of changes in net assets, statement of financial position, and notes to financial statements (CALK).

Another form of external pressure arises from RSA UGM's new status as a special unit under Rector's Regulation No. 1 of 2024. Article 17 of the regulation states that RSA UGM is required to prepare a performance achievement report every six months, which includes the cash flow statement and the activity report. This regulation creates a formal obligation that accelerates the effort to prepare additional financial reports.

"So, as stated in the regulation for special units, if I remember correctly, it includes the activity report and the cash flow statement. The balance sheet hasn't been mentioned yet." (K1-38)

The obligation to submit financial reports to UGM every six months has led the finance department to feel the urgency to adjust the reporting system, as expressed by participant T2:

"If there's a rector's regulation requiring certain reports to be submitted, then we have to comply—whether we're ready or not. For example, UGM is now requesting the cash flow statement every six months. Like it or not, we have to prepare it." (T2-106)

Nevertheless, the implementation of ISAK 335 still faces readiness challenges, especially in terms of human resources, data availability, and information systems. This was conveyed by participant T1:

"As for our own readiness, the question is: are the data available, and are the people preparing the reports ready? To align with ISAK, we are still facing many obstacles, and with those challenges, it's still quite difficult." (T1-667)

To address this, the finance department has begun studying how to present reports based on UGM's requirements and ISAK 335:

"Perhaps the push ultimately comes from necessity... Adjustments have already begun, such as separating resources with or without restrictions, as outlined in ISAK." (K1-62-66)

b. Internal Drivers for ISAK 335 Implementation

In addition to external pressures, internal drivers also emerge from internal regulations and RSA UGM management policies.

First, the Hospital By Laws (HBL) and internal accounting guidelines. The RSA UGM Hospital By Laws stipulate that financial statements must

be prepared in accordance with generally accepted regulations. This serves as an internal foundation for the finance department to refer to ISAK 335.

"There is [a push from the enforcement of the Hospital By Laws], to make financial statements more aligned with whatever applicable regulation, Miss, I've heard of that." (T1-663)

RSA UGM's internal accounting guidelines are also developed based on the HBL:

"Is it related to the report? Ms. X, the accounting guidelines seem to have been created and are based on the HBL, right?" (T3-235)

This aligns with UGM Rector's Regulation No. 9 of 2024 concerning the Hospital By Laws, which assigns the finance department to comply with accounting standards in the preparation of periodic reports.

Second, there is directive support from RSA UGM leadership. The RSA UGM leadership has explicitly encouraged the preparation of financial reports based on ISAK 335. This directive became prominent particularly after the hospital was designated as a special unit.

"According to the mandate, the financial reports should comply with SAK." (K1-36)
"It has already been shared... since we're now a special unit, we have to prepare our own balance sheet, like in ISAK 335... and recently, Ms. Y was also required to prepare a report... we're working on that." (T3-221)

While the preparation of the Notes to Financial Statements (CALK) is not yet a primary focus, developing the balance sheet (statement of financial position) has become a top target for this year.

"Not yet, I think CALK hasn't been addressed yet, Miss. This year, I think our target is the balance sheet first." (T1-597)

Third, there is individual motivation among financial staff. Another internal factor is the

personal drive of financial staff to improve the quality of financial reporting. One participant noted:

"Yes, actually from a personal standpoint, I'm curious—or maybe not just curious, but I want the balance sheet to have a clearly defined opening balance." (K1-515)

This motivation arises along with the awareness that, as a special unit, RSA UGM must "stand independently" in its financial reporting system:

"It's for our own progress too. We can't keep producing operational reports only. We really want our reports to meet proper expectations... we must be competent in this area... and we are working toward that." (T3-237)

2. Readiness of Financial Statement Presentation Components Based on ISAK 335

The readiness of RSA UGM in implementing ISAK 335 is assessed based on the degree of compliance with the provisions outlined in the Interpretation Paragraphs of ISAK 335, particularly Paragraphs 9 through 12. In addition, this study also evaluates supporting factors that contribute to the hospital's preparedness in implementing ISAK 335.

a. Components of Readiness for ISAK 335 Implementation According to Paragraph 9

This section describes the extent to which RSA UGM fulfills the financial statement elements outlined in Paragraph 9 of ISAK 335, which include the statement of financial position, the statement of comprehensive income, the statement of changes in net assets, the statement of cash flows, and the notes to the financial statements.

1) Readiness in Presenting the Statement of Financial Position

Current Assets: Cash and Cash Equivalents

RSA UGM records cash internally using the SISTEMA information system, which is integrated with SIA. Cash movements are automatically recorded upon receipt and

disbursement, including transactions related to expenses and payables.

"As for cash, the records are taken from SISTEMA, Miss." (T2-302)

"(Expenses) are directly charged, Miss. At that moment, the cash will either decrease or increase the payables." (T2-278)

Cash is also recorded as income upon receiving grants and research funds.

"Here it is first recorded as income... the cash goes here and then it is recorded as research income." (T2-312)

Cash receipts are categorized as either medical or non-medical income. Medical income comes from general patients or insured services (BPJS, insurance), while non-medical income includes training, asset rentals, laundry services, external catering, etc.

"For current assets, the first is from general patients... from insurance and non-patients." (T2-100)

"... from asset use here, asset rentals, then from the nutrition unit... there is also income from laundry and training programs." (T1-195)

Cash disbursements cover expenditures for goods/services, employee expenses, taxes, and debt installments.

"The allocation includes personnel expenses, maintenance... goods and services, and capital expenditures." (K1-244)

Receivables

RSA UGM has three types of receivables: healthcare services, education, and asset utilization. Examples of receivables include BPJS, Jasa Raharja, benchmarking activities, and room rentals.

"So we have receivables from healthcare services, education, and other

receivables... like bakeries in front, cafés." (T3-13)

Receivables are recorded in SISTEMA and then input into SIA. However, receivable payments still require manual journal entries:

"For the payments... currently it's still manual. From the bank, we manually record it in SIA." (T2-116)

"Ideally, it should automatically reverse from receivables to cash in receivables." (T2-728)

Differences in claim amounts from third parties (such as insurance) are recorded under "revenue variance."

"If the SIA figure is greater than the verified amount... we have to reduce the receivable... the account is 'revenue variance'." (T3-31)

Inventories

Inventories are categorized by unit, such as pharmacy, nutrition, laboratory reagents, office supplies, public relations, and others.

"We have several types of inventories... from pharmacy, nutrition, laboratory reagents... office supplies and household items." (T1-32)

Inventory records are maintained through the SISTEMA system, which is then integrated with FINANCE SIMASTER and SIA, where further classifications are made.

"The procurement staff inputs into SISTEMA for SPJ submission... then it is entered into FINANCE... and later into SIA." (T1-189)

The initial journal entry for expenses is recorded in the RAK Kredit account, and then an adjustment journal is created from RAK Kredit to Cash.

"Yes, initially it is recognized as inventory upon arrival, but later adjustments are made based on the actual report." (K1-258)

Fixed Assets

Land and buildings of RSA UGM are currently recorded by the Asset Directorate at Universitas Gadjah Mada, not by RSA.

"As for the land, it is recognized under UGM, not RSA." (T2-298)

RSA only records and manages medical and non-medical equipment, including donated assets.

"Most of what we manage here are medical and non-medical equipment." (T2-334)

Asset recording is performed quarterly by the asset team. Donations are recorded based on minutes of handover.

"Then it is recorded in the accounting system... as either restricted or unrestricted donated assets." (T1-118)

However, depreciation is not recorded by RSA because it is still handled by UGM, and it has not been included in RSA's financial statements.

"But in terms of recording, our operational report has never included depreciation, Miss." (T2-346)

In addition, the large depreciation expense is considered potentially detrimental to RSA's financial position.

"It seems we haven't recorded depreciation yet, because the burden is too high." (T3-275)

Short-Term Liabilities

Short-term liabilities primarily consist of accounts payable for goods and services, reported by procurement staff from 19 different departments.

"Short-term liabilities include goods and services payable to vendors." (T1-335)

Recording is done after the SPJ (accountability report) is received and adjusted manually.

"Any SPJ that hasn't been paid is then recorded as a payable." (T2-406)

Long-Term Liabilities

RSA has long-term liabilities to UGM, consisting of two types: land purchase debt and investment financing debt.

"The debt began in 2023 for land acquisition, amounting to 118 billion rupiah, and we recorded it as debt at RSA." (T2-90)

Each payment is recorded based on a formal decision (Surat Keputusan) issued by UGM.

"UGM does the calculations. So I record it as long-term debt, based on that decree." (T1-451)

Net Assets

Net assets have not yet been recorded or reported by RSA because the data is still centralized under UGM.

"No (there's no recording of net assets yet)." (T1-485)

All grants and research funds are recorded as income upon receipt and as expenses when used.

"First, we record the incoming funds as income... then they are recorded as expenses." (T2-318)

Challenges in Preparing the Statement of Financial Position

This study identified seven key challenges in the preparation of the statement of financial position at RSA UGM: some financial data is recorded by UGM, not RSA, Differences in Chart of Accounts (COA) between SIA and SIMASTER FINANCE, the system does not automatically generate adjusting journal entries for receivables and cash, the information system has not been prioritized for development, persistent technical problems within the information system remain unresolved, human resource limitations and inconsistencies in accounting comprehension, the transition to a

Special Unit status has not been accompanied by journal system updates.

2) Readiness in Presenting the Statement of Comprehensive Income

RSA UGM demonstrates a higher level of readiness in preparing the Statement of Comprehensive Income compared to other financial reports. This is due to the routine preparation and submission of the activity report to UGM. The report has already classified revenues and expenses in a manner aligned with the principles of ISAK 335. Revenues are separated into medical and non-medical income, and grant income is added if received during the reporting period. This categorization reflects an initial understanding of restricted and unrestricted resources, which form the basis of ISAK 335.

"As far as I know—apologies if I'm mistaken—there is income from services, income from education, and others, and if there's a grant, grant income is added." (T3-47)

However, the current presentation structure still focuses on the type of activity or account, rather than on resource restrictions as required by ISAK 335. The separation between restricted and unrestricted income, as well as resource constraints, has not been fully implemented. This indicates the need for further development to ensure that the report fully reflects the use and source of restricted resources.

Furthermore, participants noted that expense classifications have also been divided into medical and non-medical categories, and in some cases have referred to restricted or unrestricted usage. Although not yet fully documented in the formal report, the awareness of this principle is a positive signal toward ISAK 335 adoption.

3) Readiness in Presenting the Statement of Changes in Net Assets

As of now, RSA UGM has not yet been able to prepare the Statement of Changes in Net Assets.

"No (recording of net assets yet)." (T1-485)

This is primarily due to the unavailability of beginning balances and a structured classification of net assets. Since net assets are formed from the accumulated results of operations and changes in restricted and unrestricted resources, the inability to track resources based on restrictions also constitutes a major challenge.

4) Readiness in Presenting the Statement of Cash Flows

RSA UGM has compiled a cash receipt report, which contains cash flow information that is available and can be processed by the finance team. However, the report has not yet been prepared periodically or formalized. This is because the statement of cash flows is not yet included in the standard reporting format submitted to UGM on a regular basis. Participants stated that although the data is available, cash flow reporting has not been prioritized, as the current focus remains on the activity report and the statement of financial position.

"As for the cash flow, we already have the data, it just needs to be compiled. It's not part of the regular reports yet." (T2-688)

"Yes, we've recorded it, but it's not yet formalized, still kept as internal archives. It hasn't been submitted to UGM." (T1-503)

5) Readiness in Presenting the Notes to Financial Statements (CALK)

RSA UGM's readiness to prepare the Notes to Financial Statements (CALK) is assessed through data availability and preparation strategies. Based on interviews, general CALK data is not yet specifically available.

"No (general data for CALK)." (T1-577)

However, the data can be gathered if needed.

"It's possible, but we don't even have a clear idea about CALK yet." (T2-794)

In addition, documents such as UGM Rector's Regulations and Performance Reports are considered potential data sources. RSA UGM's accounting guidelines are still being developed due to its recent status as a Special Unit:

"The guidelines are still being drafted, Miss. Because we're newly designated as a special unit, there are no finalized guidelines yet." (T1-579)
"The RSA accounting policies are still in draft form." (K1-439)

Although not yet prioritized, the Performance Report is considered to contain elements similar to what is required in the CALK for RSA UGM:

"Usually when we report figures there, we include notes... so we actually already have something. In a way, we've already started." (K1-423)
"The BPJS COA... is based on verification results up to a certain month." (T3-357)

The CALK preparation strategy begins with aligning its content with the institution's financial activities.

"It's more about identifying... the last time I worked on this, I adjusted it based on those activities." (T3-367)

It is also suggested that each staff member compile detailed notes according to their respective account responsibilities.

"The three of us are still the ones preparing and filling in the CALK." (T3-371)

Initial steps also include learning the CALK format and gathering relevant data.

"We need to study the CALK format first, understand what it looks like... and find out where to get the information from." (T2-828)

"We're not starting from scratch. We can refer to the performance report." (K1-445)

These findings indicate RSA UGM has strong potential to gradually and collaboratively develop its CALK documentation.

6) Readiness of Supporting Systems for Financial Reporting in Compliance with ISAK 335

RSA UGM has currently taken several steps to support the readiness of its financial reporting system based on ISAK 335. The first step involves improving the information system and internal controls, not only by addressing software limitations but also by enhancing employee understanding of financial information.

"The system issue is something we need to improve... the system is not just what's on the computer, but also the SOP process, the people—it's all part of the process." (T1-607)

The second step involves developing the information system, including adding a column for resource classification.

"We need to analyze each transaction... only then can we proceed with the other reports." (T2-836)

Third, RSA UGM has started to align its internal regulations with ISAK 335.

"We assess the current condition of RSA—whether it is in line or not..." (T3-375)

The availability of supporting systems is considered adequate with the use of SIA, SIMASTER FINANCE, and SISTEMA.

"SIA, yes. It has been quite helpful... but we still need manual backups." (T3-337)

In addition, most financial data at RSA UGM is available and can be processed with IT support.

"The data is available (for preparing all reports according to ISAK 335)." (T1-671)

"We have the data, then we process it into the reports." (K1-74)

However, the need for additional human resources and the reconciliation of data since RSA began operations remains a concern.

"Thankfully, we're still able to produce monthly operational reports... but it would be better if we had an extra person." (T3-239)

"We're just starting now... so there's a lot of retrospective effort involved." (K1-254)

7) Transition Toward ISAK 335 Implementation

Before ISAK 335 came into effect, RSA UGM had already prepared Activity Reports and Statements of Financial Position, although only the Activity Report was produced regularly.

"Usually our financial report is just the operational report that we can complete." (T2-68)

RSA UGM also prepares Budget Realization Reports, University-Owned Asset Reports, and Cash Receipt Reports to supplement internal financial information.

"Usually the reports include the balance sheet—oh, I mean operational reports... then the budget part is the expenditure realization report as well..." (T1-617)

Since becoming a Special Unit and the enforcement of ISAK 335, the Activity Report has begun to be presented based on resource restrictions.

"Since January, we've started presenting the Activity Report in line with ISAK." (K1-70)

Changes are not only in content but also in the format and structure of reports. One key aspect is the classification of income and expenses by their nature.

"Yes, restricted and unrestricted resources..." (T3-229)

The report's title has also changed from "Operational Report" to "Activity Report" in accordance with the latest regulations.

"Now it's called the Activity Report. Last year it was the Operational Report, but now it's the Activity Report..." (T2-584)

The Activity Report remains the main basis for decision-making by RSA UGM leadership.

"We still refer to it... to the operational report on the SIA system." (K1-457)

b. Readiness Components According to Paragraph 10 of ISAK 335

Paragraph 10 of ISAK 335 allows entities to adjust the descriptions of financial statement line items and related information to suit the nature of a non-profit entity. RSA UGM has begun adjusting its Activity Report presentation to reflect unrestricted resources and core service programs such as education, research, and healthcare services.

"It means income from grants, services, and other sources for unrestricted activities... then it will be distributed to each program in education, research, and services." (T3-113)

Understanding of the presentation structure based on resources already exists internally at RSA UGM, although it has not yet become a primary focus and most work is still performed manually.

c. Readiness Components According to Paragraph 11 of ISAK 335

RSA UGM is capable of adjusting the titles of its financial statements in accordance with Paragraph 11 of ISAK 335, such as changing "Statement of Changes in Equity" to "Statement of Changes in Net Assets." Participants stated that changing the title does not affect the report's content. RSA UGM's information system is considered capable of supporting this change; however, current focus remains on refining existing systems.

"It's more about the terminology... it's just a difference in language." (T3-395)

"We haven't dared to try yet... still working on fixing the bugs." (K1-481)

These statements indicate that the adjustments are being made gradually in line with system development priorities.

d. Readiness Components According to Paragraph 12 of ISAK 335

Based on Paragraph 12 of ISAK 335, RSA UGM has considered relevant facts and circumstances through the implementation of Standard Operating Procedures (SOP) in recording transactions and preparing financial statements. Participants noted that these SOPs cover asset and inventory reconciliation (T1-649), as well as the financial reporting process (K1-495). This is supported by the Draft Conceptual Framework and Accounting Guidelines, which include detailed steps from recognition to presentation. These documents are currently in the process of being ratified by the rector.

RSA UGM is also continually developing its SOPs to align with ISAK 335, including separating the recognition of revenues and expenses based on their restriction status, as described by participants:

"We haven't reviewed and revised them yet, but they already exist." (K1-449)

E. DISCUSSION

1. Regulatory Pressure from Accounting Policies for PTN-BH, Special Units, Internal Hospital Regulations, and Financial Reporting Guidelines in the Implementation of ISAK 335 at RSA UGM

This study aims to analyze the readiness of RSA UGM in presenting financial statements in accordance with ISAK 335. Based on the concept of coercive isomorphism, the introduction of new accounting and reporting standards by a parent organization imposes direct institutional diffusion pressure on nonprofit organizations (DiMaggio and Powell,

1983). This pressure subsequently stimulates innovation within the nonprofit organization—in this case, RSA UGM—to adapt by fulfilling the regulatory requirements through the development of new models or organizational practices (De Simone, 2017). Ultimately, this pressure acts as a compelling force that encourages nonprofit entities to adopt the regulations established by their parent organization.

Ministerial Decree No. 379/M/KPT/2018 issued by the Ministry of Research, Technology, and Higher Education sets forth the Accounting Policy for State Legal Entity Universities (PTN-BH), which serves as a reference for preparing financial statements. This document outlines the principles, structures, and accounting and reporting policies that must be applied by all PTN-BHs, including Universitas Gadjah Mada (UGM). Based on this decree, UGM has developed the Conceptual Framework for Financial Reporting and Accounting Guidelines applicable throughout the university and binding on all its units, including RSA UGM. Accordingly, the internal guidelines used by RSA UGM are a direct derivative of the national accounting policies outlined in the ministerial decree. This demonstrates that regulatory pressure arises not only from internal university policies but also from ministerial-level mandates, directing units such as RSA UGM to adopt financial reporting standards based on the Indonesian Financial Accounting Standards, including ISAK 335, to ensure financial transparency and accountability.

Based on this study's findings, RSA UGM is also subject to regulatory pressure to implement ISAK 335 from its parent organization, UGM. There are four primary regulatory instruments that drive the implementation of ISAK 335: the Accounting Policy for PTN-BH, regulations concerning Special Units, Hospital By Laws, and the Financial Reporting Guidelines established by UGM. These regulations mandate that RSA UGM prepares accountability reports in accordance with generally accepted accounting standards. Thus, with the application of ISAK 335 in nonprofit entities, these regulations

compel RSA UGM to prepare its financial reports in alignment with ISAK 335.

Specifically, the regulation on Special Units requires RSA UGM to manage its finances independently through the preparation of separate financial statements. As stipulated in Article 17 of UGM Rector Regulation No. 1 of 2024 on Special Units, RSA UGM must prepare Performance Achievement Reports in accordance with general accounting standards, which include Statements of Cash Flows and Activity Reports every six months. These two reports are among the five financial statements standardized by ISAK 335. This requirement supports RSA UGM's readiness to fulfill all components of financial reporting as mandated by ISAK 335. The requirement to prepare separate financial statements is also regulated in PSAK 227 on Separate Financial Statements.

In line with the Special Unit regulation, RSA UGM must also comply with the Hospital By Laws and the Accounting Guidelines established by UGM. Although RSA UGM is currently developing its own internal accounting guidelines, these still refer to the aforementioned two regulations. These regulations emphasize that RSA UGM must prepare accountability reports in accordance with generally accepted accounting standards. Consequently, the internally developed accounting guidelines must be aligned with ISAK 335 requirements.

The regulatory instruments compelling RSA UGM to adopt ISAK 335 have led the organization to refocus its approach to financial reporting. This new focus is evident in the leadership directive to prepare financial statements in accordance with both UGM's regulations and ISAK 335—extending beyond just two financial reports. This directive is based on the rationale that RSA UGM, as a Special Unit, must also fulfill the information needs of stakeholders beyond UGM. In order to remain competitive with other institutions, RSA UGM must produce relevant and informative financial statements for external stakeholders. To be useful to these stakeholders, RSA UGM must

ensure its financial reports comply with ISAK 335, so they are comparable and aligned with other nonprofit organizations.

According to the data analysis, RSA UGM has outlined a phased plan to comply with ISAK 335 based on leadership directives. In the initial phase, the hospital plans to enhance its financial reports—namely the Activity Report (or Statement of Comprehensive Income) and the Statement of Cash Flows—by overcoming the current implementation challenges. In the next phase, RSA UGM intends to prepare the Statement of Financial Position and Statement of Changes in Net Assets using financial data support from UGM as the parent organization. In the final phase, RSA UGM will develop the Notes to the Financial Statements (CALK), drawing from the information presented in the preceding four financial reports.

The leadership directive issued following regulatory pressure from UGM is consistent with the theory of coercive isomorphism. De Simone (2017) argues that regulatory pressure can lead to changes in organizational culture and practices. Moreover, regulatory pressure positively influences top management to adopt the regulation by fostering organizational commitment, which is essential for promoting implementation readiness (Krell et al., 2009).

In addition to these regulatory drivers, the leadership's directive to prioritize full financial reporting is also grounded in the dual need to fulfill managerial accountability (stewardship) and to meet the information demands of external stakeholders (valuation), including potential investors. From a stewardship perspective, a complete financial report for RSA UGM—as an independently managed financial entity apart from UGM—can provide more effective and efficient support for financial decision-making compared to using only partial reports. For example, a complete Statement of Financial Position can offer a comprehensive picture of RSA UGM's assets, liabilities, and net assets for a given period. This information is crucial for management to assess the hospital's

financial health and determine its ability to meet short- and long-term obligations.

On the other hand, producing complete financial reports in accordance with ISAK 335 not only fulfills internal regulatory obligations but also plays a critical role in addressing the information needs of external stakeholders (valuation). Complete financial reports offer a comprehensive overview of RSA UGM's financial condition, operational performance, and net asset position. This information is essential for various external parties—including creditors, donors, government institutions, and potential strategic partners—to evaluate the hospital's financial capacity, the sustainability of its healthcare services, and the level of transparency and accountability it upholds. Furthermore, by adhering to financial accounting standards, benchmarking with similar organizations becomes more objective, clearly positioning RSA UGM within the nonprofit healthcare service sector. The reliability and completeness of these reports are also vital in supporting external decision-making processes related to funding, social investment, service partnerships, and the evaluation of RSA UGM's program sustainability.

2. Readiness for the Implementation of ISAK 335 Based on the Interpretation Paragraphs at RSA UGM

In accordance with the theory of coercive isomorphism, government regulations or legal mandates compel organizations to adopt specific practices in order to maintain legitimacy (DiMaggio and Powell, 1983). Regulatory pressure forces organizations to conform to established norms and practices, thereby enhancing their readiness to adopt such regulations (Khanna et al., 2009; Mokodompit et al., 2025). The readiness stemming from regulatory pressure, as explained in coercive isomorphism theory, aligns with the condition at RSA UGM, which demonstrates that regulatory directives from UGM to implement generally accepted accounting standards have encouraged RSA UGM's readiness to comply. Furthermore, RSA UGM has undertaken

organizational practice adjustments related to the presentation of financial statements in accordance with ISAK 335.

In this study, RSA UGM's readiness to respond to existing regulatory pressures is assessed through several key aspects: the availability of data and the availability of supporting systems. In addition to these driving factors, this study also identifies obstacles that hinder RSA UGM's readiness to present financial statements in compliance with ISAK 335. These barriers are primarily related to financial data, other supporting resources, and the systems involved in financial reporting.

Based on the availability of data and supporting systems for financial statement preparation, RSA UGM is considered to be in a ready condition to prepare financial reports that comply with ISAK 335. Since its establishment, RSA UGM has facilitated its business operations using an integrated information system aligned with internal regulations. The use of such information systems allows RSA UGM to obtain structured financial data directly. These systems have enabled RSA to systematically perform bookkeeping through to the preparation of financial statements. In addition, RSA UGM utilizes three integrated information systems, which are interconnected both internally within RSA and externally with UGM.

Although RSA UGM has thus far only been able to present the Statement of Activities, observations of the information system and related documents indicate that RSA UGM can utilize existing data from these systems or reports to prepare other financial statements. For instance, the Finance Department at RSA UGM already possesses Performance Reports and Rectoral Regulations from UGM, which contain data that can be used to prepare the Notes to Financial Statements (CALK). The preparation of CALK can be carried out by extracting itemized information from the Performance Report as well as general data and RSA UGM's accounting policies as stipulated in the Rectoral Regulations. Another example is

that RSA UGM can prepare the Statement of Cash Flows using the existing Cash Basis Report, complemented by disbursement data from the expenditure treasurer.

The Statement of Comprehensive Income—referred to at RSA UGM as the Operational Report—has been formally prepared and reported by RSA UGM to its Board of Directors. This report has also been adjusted to reflect the needs of a not-for-profit entity, including the classification of resources based on their restrictions and a breakdown into medical and non-medical components. The preparation of the Operational Report has been systematized within the information system, processed from the initial recording of revenues and expenses according to predefined categories. The fulfillment of the Operational Report is also supported by the UGM Rector's Regulation concerning Special Units, which requires the submission of one of the financial statements, namely the Statement of Activities, as part of RSA UGM's accountability obligations.

Although RSA UGM has not yet presented other reports beyond the Statement of Comprehensive Income, it is currently feasible for the hospital to prepare other ISAK 335-compliant statements given the availability of data and supporting systems. First, RSA UGM can prepare the Statement of Financial Position using data that has been separately recorded by RSA UGM and UGM. Although some accounts, according to UGM policy, must be presented by the university, this does not mean the data is inaccessible. RSA can request the relevant directorates at the university for data such as land and building assets, depreciation values, and net assets.

Regarding the opening balance of the Statement of Financial Position, RSA should seek guidance from UGM's Directorate of Finance to ensure data alignment. A consensus between RSA and the Directorate is essential since this report is not mandatory for RSA as a Special Unit; however, as a hospital organization, RSA management requires a complete standalone financial report to support

internal decision-making. Based on the findings, RSA UGM has recorded and classified each account in the Statement of Financial Position as needed. Observations show that the preparation of this report is already facilitated by the SIA (Accounting Information System), further strengthening RSA's readiness. An example of classification tailored to RSA UGM's needs as a hospital is the separation of medical and non-medical resources. This also aligns with Paragraph 10 of ISAK 335, which allows not-for-profit entities to adjust the descriptions used for items in their financial statements.

Second, the Statement of Cash Flows can be prepared using the available data at RSA UGM. Although the hospital has not yet formally presented this report, it has compiled a Cash Basis Report detailing cash receipts. While this report is still manually prepared by the RSA accounting team, it is feasible for RSA UGM to process both cash inflow and outflow data to produce a Statement of Cash Flows. In terms of readiness, the availability of cash mutation data is adequate. The hospital already uses internet banking for both receipt and disbursement treasuries, which has the potential to be integrated with the SIMASTER FINANCE system to identify cash types based on operational, investing, or financing activities. Moreover, RSA UGM has previously prepared a manual Statement of Cash Flows at the request of hospital leadership, indicating that the accounting team is already familiar with the process. This serves as a foundational asset for developing the information system, which to date has not yet accommodated this function within SIA. The preparation of the Statement of Cash Flows is prioritized over the Statement of Financial Position, as it must be submitted biannually in compliance with Special Unit regulations.

Third, in order to prepare the Statement of Changes in Net Assets, an opening balance of net assets or equity is required. In this study, RSA UGM's opening equity has not yet been identified. This is due to the fact that, prior to becoming a Special Unit, RSA's financial

statements were officially consolidated with those of UGM. A specific calculation coordinated with the university—specifically, the Directorate of Finance—is needed to ensure that the opening equity value can be properly accounted for.

According to the Rector's Regulation on Special Units, the required financial reports are the Statement of Activities and Statement of Cash Flows; thus, from the university's perspective, there is no urgency to separate equity. However, based on RSA's Hospital Bylaws (HBL), which mandate compliance with applicable accounting standards, and in line with Paragraph 9 of ISAK 335, the Statement of Changes in Net Assets must be presented.

As preparation for calculating the opening equity, RSA needs to at minimum provide asset data from the Directorate of Assets and cash reconciliation data with the Directorate of Finance from the beginning of RSA's operations. These data will serve as a basis for reconciling equity values with the university's Directorate of Finance. Consequently, the opening equity balance will be calculable for the preparation of the Statement of Changes in Net Assets. This data is also closely related to the opening balance in the Statement of Financial Position. Ideally, the opening balance of the Statement of Financial Position, including equity, should be provided by UGM's Directorate of Finance.

Finally, the Notes to the Financial Statements (CALK) can be prepared based on the available data at RSA UGM. At the time of this research, there was no supporting system in place to provide a format within the existing information system; however, the structure for preparing the CALK was already outlined in a draft of RSA's Financial Reporting Guidelines.

The availability of CALK data is demonstrated by the presence of RSA's Performance Reports and UGM Rectoral Regulations, which contain information that can be used in preparing the notes. CALK can be developed by extracting detailed line items from the Performance Reports as well as general data and accounting

policies from the applicable Rectoral Regulations. The availability of this data makes it feasible for RSA UGM to currently prepare the CALK.

Although the availability of data and supporting systems has placed RSA UGM in a state of readiness to present financial statements in accordance with ISAK 335, several obstacles still hinder the presentation process.

First, there are challenges related to the information system. RSA UGM has implemented an information system to support the collection of financial data from all business activities. However, this system occasionally encounters issues, such as errors in recording transaction amounts and failures in transferring financial data between different information systems. As of now, RSA UGM has not fully resolved these issues and relies on manual corrections made by the Finance Department as a temporary solution.

Second, there are human resource constraints. Based on interviews, the Finance Department of RSA UGM faces a need to increase the number of personnel. One of the primary reasons is the requirement to correct data inaccuracies originating from the hospital's financial information system. The addition of human resources is expected to support more effective delegation of tasks, where some staff members can focus on the development of financial statements aligned with ISAK 335, while others address improvements and adjustments to the information system. Furthermore, another obstacle stems from differing levels of understanding among staff regarding financial activity recording in the system. This is due to the lack of internal rotation within the accounting team, resulting in limited familiarity with accounts outside their designated responsibilities—despite the interrelated nature of these tasks. Consequently, staff members' understanding of accounting regulations is confined to their specific assignments.

Lastly, there are challenges concerning the recording of certain financial data that are split between UGM and RSA, particularly regarding fixed assets such as land, buildings, and their depreciation calculations. This issue arises from regulations that mandate part of RSA UGM's financial data to be recorded at the UGM level. As a result, RSA UGM does not have control over these elements. This limitation necessitates additional adjustments to the financial statements to address missing values in several accounts.

These constraints align with the theory of coercive isomorphism, which posits that non-profit organizations are restricted by external pressures from their parent institutions (Krause et al., 2019). Such external pressures compel non-profits to comply with rules imposed by their principal organizations and reflect the centralized control over critical resources (Verbruggen et al., 2011). Under these circumstances, RSA is required to prepare two versions of its financial statements: one according to UGM's standards and another tailored to RSA's own operational context.

F. CONCLUSION AND RECOMMENDATIONS

1. Conclusion

Based on the discussion presented in the previous section, this study concludes that the readiness for the implementation of ISAK 335 at RSA UGM remains partial. In general, the finance team has demonstrated an understanding of the necessary changes, and preparatory efforts are underway; however, practical implementation still faces various challenges.

a. Influence of Internal and External Regulations

Internal and external regulations have been proven to play a significant role in encouraging the readiness for ISAK 335 implementation. Regulations such as the Ministerial Decree of the Ministry of Research, Technology, and Higher Education on Accounting Guidelines for PTN-BH, the UGM Rector's Regulation on Special Units, and the RSA UGM Hospital By

Laws provide a legal and policy foundation that drives the adjustment process of financial reporting. Nevertheless, further reinforcement is needed in the form of more specific financial reporting guidelines at the operational level. Additional strengthening is also required to enhance the technical staff's understanding of the substance and objectives of ISAK 335, so that regulations can be effectively translated into practice rather than functioning merely as formal requirements.

b. Readiness of Financial Statement Presentation Based on ISAK 335

The readiness of RSA UGM to implement ISAK 335 is still partial and varies across financial statement components:

- Statement of Activities / Comprehensive Income – concluded as ready, supported by complete data and the Accounting Information System (SIA), with revenues and expenses separated into restricted and unrestricted categories since January 2025.
- Statement of Cash Flows – concluded as moderately ready; data on cash transactions is available, but recording remains manual and inconsistent due to the absence of automated SIA features.
- Statement of Financial Position – concluded as moderately ready; data availability is sufficient, but system reliability issues necessitate further validation and corrections.
- Statement of Changes in Net Assets – concluded as not ready; opening balances and classifications are unavailable, and the system does not yet support this report.
- Notes to the Financial Statements (CALK) – concluded as not ready; although basic data from internal documents exists, systematic preparation has not been carried out and the report has not yet been prioritized.

c. Strategic Recommendations for Accelerating ISAK 335 Implementation

Data Acceleration of ISAK 335 readiness at RSA UGM can be pursued through two primary strategies:

- Strengthening Internal Regulations: reviewing the Draft Guidelines for Financial

Reporting, the Conceptual Framework, and Accounting Policies to ensure compliance with ISAK 335. This process should be accompanied by capacity-building programs to enhance the competence of financial staff.

- Improving and Developing the Accounting Information System: starting with resolving existing bugs and inconsistencies, and subsequently collaborating with professional third parties to develop an integrated reporting system aligned with SAK. The development process should follow a structured timeline to ensure effective implementation within the transition period.

In summary, internal and external regulations act as coercive drivers of readiness. Nevertheless, RSA UGM's implementation of ISAK 335 remains partial due to system limitations, data accuracy issues, and human resource challenges. Addressing these obstacles through regulatory reinforcement and systematic development of the accounting information system is crucial for RSA UGM to achieve full compliance with ISAK 335 and to ensure accountable and transparent financial governance.

2. Recommendations

Based on the conclusions drawn from the readiness analysis for implementing ISAK 335 in the preparation of RSA UGM's financial statements, the following recommendations are proposed: Strengthen regulations and develop specific financial reporting guidelines for RSA UGM, in alignment with ISAK 335 requirements, Prioritize the development and integration of a comprehensive information system to support accurate and timely financial reporting.

G. REFERENCES

Damanik, L.S., Situmeang, K.S., Christin, Y. and Sembiring, B. (2022), "Analisis Penerapan ISAK 35 tentang Penyajian Laporan Keuangan Entitas Berorientasi Nonlaba pada Rumah Sakit X", *Seminar Nasional Manajemen Dan Akuntansi*, Vol. 1, doi:

<https://doi.org/10.54367>.

DiMaggio, P.J. and Powell, W.W. (1983), "The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organizational Fields", *American Sociological Review*, Vol. 48 No. 2, p. 147, doi: 10.2307/2095101.

Ernawati. (2022), *Analisis Implementasi SAK Umum Dan ISAK 35 Dalam Penyusunan Laporan Keuangan Pada Perguruan Tinggi Negeri Berbadan Hukum (Studi Pada Universitas Gadjah Mada)*, Universitas Gadjah Mada.

Fadhilah, A.N., Cahyaningtyas, E.A., Puspitasari, F. and Anisah, R.L. (2023), "Analisis Penerapan ISAK 35 pada Laporan Keuangan RSUD Kota Yogyakarta", *Musyitari*, Vol. 2, doi: 10.8734/mnmae.v1i2.359.

Handika, R.F. (2020), "Aliansi Strategis dan Kinerja Perusahaan: Perspektif Teori Institusional", *Jurnal Manajemen Strategik Dan Simulasi Bisnis*, Vol. 1 No. 2, pp. 83–90, doi: 10.25077/mssb.1.2.83-90.2020.

IAI. (2025), "ISAK 335: Penyajian Laporan Keuangan Entitas Berorientasi Nonlaba", *SAK ONLINE*, available at: <https://mobile-api.iaiglobal.or.id/> (accessed 2 February 2025).

Jalilvand, M.A., Raeisi, A.R. and Shaarbafchizadeh, N. (2024), "Hospital governance accountability structure: a scoping review", *BMC Health Services Research*, BioMed Central, Vol. 24 No. 1, pp. 1–18, doi: 10.1186/s12913-023-10135-0.

Kementerian Kesehatan RI. (2022), *Peraturan Menteri Kesehatan No. 31 Tahun 2022 Tentang Peraturan Pelaksanaan Peraturan Pemerintah Nomor 93 Tahun 2015 Tentang Rumah Sakit Pendidikan*.

Kementerian Pendidikan, Kebudayaan, R. dan

<https://doi.org/10.22146/abis.v%vi%i.109104>

<https://jurnal.ugm.ac.id/abis>

Copyright©2025 THE AUTHOR (S).

This article is distributed under a Creative Commons Attribution-Share Alike 4.0 International licence

ABIS: Accounting and Business Information Systems Journal is Published Magister Akuntansi,

Fakultas Ekonomika dan Bisnis, Universitas Gadjah Mada

- T.R.I. (2023), "Mengenal lebih lanjut status Perguruan Tinggi Negeri", available at: <https://itjen.kemdikbud.go.id/web/mengenal-lebih-lanjut-status-perguruan-tinggi-negeri-ptn-bh-ptn-blu-dan-ptn-satker/> (accessed 21 November 2024).
- Kementerian Ristek Dikti RI. (2018), "Keputusan Menteri Ristek Dikti No 379 Tahun 2018 tentang Kebijakan Akuntansi bagi PTNBH di Ling.pdf".
- Miles, M.B. and Huberman, A.M. (2009), *Analisis Data Kualitatif*, translated by Rohidi, T.R., Universitas Indonesia (UI-Press), Depok.
- Pemerintah RI. (2013), *Peraturan Pemerintah Nomor 67 Tahun 2013 Tentang Statuta Universitas Gadjah Mada, Jakarta*.
- RSA UGM. (2021), "Sejarah Rumah Sakit Akademik UGM", *RSA UGM*, available at: <https://rsa.ugm.ac.id/sejarah-rs-akademik-ugm-yogyakarta/> (accessed 14 November 2024).
- Umaina et al., 2024. (2024), "Penyajian Laporan Keuangan Entitas Berorientasi Non Laba: Studi Kasus Rumah Sakit Pendidikan", *Ensiklopedia of Journal*, Vol. 6 No. 2, pp. 76–82.
- Universitas Gadjah Mada. (2024), *Peraturan Rektor Universitas Gadjah Mada Nomor 1 Tahun 2024 Tentang Unit Khusus*.