

# Optimization of MSMEs Revenue: The Key Role of Internal Control, Accounting Records, and Sustainability Performance in the Digital Era

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## ABSTRACT

*According to the Ministry of Cooperatives and MSMEs, based on data as of May 2022 there are around 65 million MSMEs in Indonesia. Palangka Raya City is one of the cities in Central Kalimantan Province whose people generally use MSMEs as one of the main sources of income to meet their living needs. One of them is JB Photocopy, whose business is selling decorative flowers, children's toys and women's fashion equipment. In running its business, JB Photocopy experienced several obstacles, namely market competition, implementation of internal controls, not yet implementing an accounting recording system and sustainability performance. The research method used is qualitative methods. Data processing in this research uses descriptive analysis methods. The research results show that JB Photocopy has not implemented good internal control because there are several internal control criteria that have not been met. Accounting records also do not apply the cash basis and accrual basis as well as SAK EMKM, while the use of social media as a promotional medium only uses Facebook which is promoted and only decorative flowers. The findings from this research are that the implementation of good internal controls can help MSMEs to prevent fraud, ensuring that financial transactions are carried out in accordance with applicable policies and procedures. Implementing adequate accounting records can help MSMEs to measure business performance, make business decisions, and reduce the risk of fraud. The use of social media in product promotion can help MSMEs to reach a wider target market and increase sales. In sustainability performance, Seiton and Seiso have been implemented, whereas Seiri, Seiketsu, and Shitsuke have not yet been implemented.*

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## I. INTRODUCTION

According to the Ministry of Cooperatives and MSMEs, based on data as of May 2022, there are around 65 million MSMEs in Indonesia, which are on a positive trend with their numbers continuously

increasing every year (Kementerian Koordinator Bidang Pembangunan Manusia Dan Kebudayaan bidang Pembangunan Manusia Dan Kebudayaan, 2023). This positive trend will have a beneficial impact on Indonesia's economy. Based on data from the Ministry of Cooperatives and MSMEs, the contribution of MSMEs to the National GDP is 60.5%. This shows that MSMEs in Indonesia have great potential to be developed further, allowing them to contribute even more to the economy.

Palangka Raya is one of the cities located in Central Kalimantan Province, where the average of its residents makes MSMEs one of the main sources of income to meet their living needs and as a livelihood. Based on data from the Cooperative and MSME Office of Palangka Raya City, the number of MSMEs in Palangka Raya City has been increasing every year. Especially in 2022, there was an increase of 34,710. This shows that the people of Palangka Raya City still dominate MSMEs as their main source of livelihood. Although MSMEs are a prevalent form of business in the city of Palangka Raya, they still receive insufficient attention. Because fundamentally, MSMEs are developed from family businesses without adequate managerial skills.

This demands hard work in improving the managerial skills of an entrepreneur. Without proficient managerial skills, small businesses will not survive, especially with numerous competitors; even if they do survive, their development will be slow, because management ensures that all elements of the business operate and move in synergy to achieve business goals (Yulastri, 2020).

Mistakes in managing a business in MSMEs become the main reason for the closure of MSME. The main mistakes faced are how they manage risks, protect company assets, and manage human resources. In addressing these weaknesses, it is very important to implement an internal control system in MSMEs.

An internal control system is a system that can help micro, small, and medium enterprises (MSMEs) control financial performance and information flow, as well as reduce the risk of fraud. The internal control system consists of all interrelated methods and actions implemented by an organization to secure assets, enhance the reliability of accounting records, improve operational efficiency, and ensure compliance with legal provisions (Marina et al., 2019).

As shown by the literature review on internal control in Southern Africa, organizational management flexibility negatively correlates with internal control; however, in the context of MSMEs, internal control can be an important foundation to ensure the reliability of financial data, prevent internal fraud, and improve operational effectiveness (Bruwer et al., 2017). However, based on the research by Enow and Kamala (2016), it was found that many MSMEs have not implemented internal control effectively. In fact, the proper implementation of internal control significantly affects the financial management of MSMEs (Enow & Kamala, 2016). On the other hand, accounting also plays an important role in the development of small businesses. Accounting is usually used in financial reporting and has many benefits for business development. However, many micros, small, and medium enterprises (MSMEs) do not realize the importance of accounting. The industrial structure in Indonesia shows a large number of small businesses. In fact, the number of medium enterprises and cooperatives exceeds the number of large enterprises. However, many MSMEs are currently struggling to obtain financing.

Looking at various reasons why MSMEs find it difficult to obtain bank loans, it turns out that the most important one is that they never record their financial transactions. More specifically, because their main focus is on generating profits from their business, they do not understand financial statements and bookkeeping (Annisa et al., 2024).

In achieving their goals, MSMEs need good financial management and proper bookkeeping. Whereas business is the activity of transactions for purchasing equipment or initial supplies. This applies to all types of businesses, including micro, small, and medium enterprises. To ensure business sustainability, MSME actors need to engage in activities such as maintaining accounting records. Because this will affect the revenue cycle. A good revenue cycle can be seen from how a company or entity is able to create optimal accounting records. Because an optimal accounting recording system becomes a main foundation for the smooth running of a business's financial activities in analyzing effective financial performance and facilitating decision-making for the business owner.

In addition, MSMEs in the city of Palangka Raya must engage in innovative thinking. One of the strategies is to utilize digital platforms to promote and sell products as well as expand sales channels, thereby increasing sales and revenue. MSMEs can benefit from the advancements in technology today by registering their businesses on e-commerce platforms, supported by financial technology for payments, and by using social media for promotion. To be able to compete with other MSMEs, MSMEs must improve their marketing capabilities through advancements in digital marketing or social media.

Micro, Small, and Medium Enterprises (MSME) heavily depend on sustainability performance. MSMEs that adopt sustainability practices can strengthen their market position as public awareness of environmental and social issues increases. The principles of sustainability can reduce negative impacts on the environment and attract customers towards ethical and responsible goods and services. This can increase customer loyalty and create a better perception of the business. Clear and accurate sustainability reports can also help MSMEs build trust with investors, customers, and the community. MSMEs that prioritize sustainability are more likely to meet increasingly stringent regulatory demands, which can protect them from legal and reputational risks. Therefore, the emphasis on performance sustainability encompasses social responsibility as well as enhancing growth opportunities and long-term business sustainability.

JB Photocopy is one of the MSMEs located in the city of Palangka Raya, established in 1999. The business initially started by offering photocopying services. A few years later, the owner also opened various new businesses, namely a food stall, selling ornamental flowers, women's fashion accessories, and children's toys. Then, until now, the businesses that have survived are the photocopy service, selling ornamental flowers, children's toys, and women's fashion accessories. And in running the business, they have one employee.

However, in running its business, JB Photocopy faces several obstacles. For example, there is market competition that currently utilizes social media for product promotion, customer service related to the implementation of internal control, and the absence of a good accounting recording system. Therefore, the purpose of this research is to provide information on how to optimize internal control systems, accounting records, and social media in improving the revenue cycle of JB Photocopy. Through this case study, it is hoped that practical solutions can be found to help MSMEs improve their revenue cycle through the implementation of accounting recording systems, internal control, and social media as marketing tools.

## **II. LITRATURE REVIEW**

### **1. Internal Control**

The definition of internal control according to the publication titled "Internal Control Elements of Co-Management and The Independent Public Accountant" is "supervision that includes the organizational structure and all coordinated methods and procedures implemented by the company to secure its assets, verify the accuracy and reliability of accounting data, encourage efficient activities, and promote compliance with company policies" (AICPA, 1949).

Clear standards are needed for good internal control so that MSME operators can track their operational control activities. Examples of good internal control include a clear organizational structure and authorization system, good personnel policies, an accounting system with internal audit staff, and an active and competent board of commissioners (Mock & Turner, 2012).

- a. Good internal control includes the following characteristics (Leo Christyanto & Rapina, 2021):  
The organizational structure has an appropriate separation of functional responsibilities.
- b. The system of authorization and recording procedures is adequate to allow for reasonable control over assets, liabilities, revenues, and expenses.
- c. Reasonable work methods must be used in the execution of tasks and functions of each organizational unit.
- d. Staffing quality commensurate with their responsibilities.

Ensuring effective internal control is crucial for achieving the goals within the company, regardless of its size. Labelling whether an organization has implemented its internal controls well or poorly can be done using these very good internal control qualities as a guide.

### **2. Accounting Record System**

In 2009, the Financial Accounting Standards Board of the Indonesian Institute of Accountants (DSAK IAI) issued the Financial Accounting Standards for Entities Without Public Accountability (SAK ETAP) to be applied to small and medium entities. However, seeing the need for simpler accounting standards for micro, small, and medium entities, DSAK IAI issued the Financial Accounting Standards for Micro, Small, and Medium Entities (SAK EMKM). (SAK EMKM). SAK EMKM contains accounting regulations that are simpler than SAK ETAP because it regulates transactions conducted by MSMEs with measurement primarily using historical cost. SAK EMKM is expected to help MSMEs actors in preparing financial statements, thereby facilitating their access to funding.

The basis for measuring elements of financial statements in SAK EMKM is historical cost. The historical cost of an asset is the amount of cash or cash equivalents paid to acquire the asset at the time of acquisition. The historical cost of a liability is the amount of cash or cash equivalents received or the amount of cash expected to be paid to settle the liability in the normal course of business. The fair presentation of financial statements requires entities to present relevant, accurate, comparable, and understandable information. Entities present their financial statements in full at the end of each reporting period (Indonesia, 2018). For the sake of convenience, the financial statements for MSMEs regulated under SAK EMKM consist at a minimum of:

- a. Statement of financial position at the end of the period. The entity's financial position information consists of information regarding the entity's assets, liabilities, and equity on a specific date, and is presented in the statement of financial position.
- b. Statement of profit or loss for the period. The entity's performance information consists of information regarding income and expenses during the reporting period, and is presented in the statement of profit or loss. The entity's statement of profit or loss includes revenue items, financial expenses, and tax expenses.
- c. Notes to the financial statements containing additional details and relevant specifics of certain items.

There are two types of recording bases in accounting used for recording transactions, namely:

- a. Cash basis, which is an accounting basis that recognizes revenue and reports it when cash is received, and recognizes expenses or costs and deducts them from revenue when cash is spent to pay those expenses or costs within a certain period.
- b. Accrual basis, which records every transaction that occurs regardless of whether cash has been received or not.

### **3. Social Media**

Social media, according to grammar, consists of the word "Social," which means community or interaction, and "Media," which is a container or place of that social interaction. Social media is an online medium where users can easily participate, share, and create content including blogs, social networks, wikis, forums, and virtual worlds (Muqsith, 2019). Social media can be likened to an online discussion board that allows us to communicate with one another. In addition, business owners have the option to promote online, commonly referred to as digital marketing (Stanley Wasserman, 1994).

Marketing and promotional efforts are certainly very necessary for business operators to introduce their goods or services to a wider audience. Before social media became as well-known as it is today, promotion was limited to face-to-face interactions, and the target market was of course restricted. However, when using social media to reach the target market, it becomes much broader. Social media is a publication platform that is increasingly being utilized in the digital era; in fact, its usage is rapidly expanding and without limits (McHugh & Perrault, 2022).

### **4. Revenue Cycle**

The revenue cycle is a series of business activities and related, repetitive information processing activities in providing goods and services to customers from those sales as cash. The main objective of this cycle is to deliver commodities at the right time, place, and cost. The revenue cycle consists of four fundamental tasks: entering sales orders, shipping, billing, and collecting payments. The revenue cycle is a system designed to facilitate the exchange of goods or services to customers in exchange for cash. The goals are (Marshall Romney, 2020):

- a. to record order receipts promptly and accurately;
- b. to ensure that customers are creditworthy; and
- c. to deliver products or services on the agreed date.

### **5. Micro Small Medium Enterprises**

Micro, Small, and Medium Enterprises is defined by several sources along with their characteristics as follows:

- a. The Central Statistics Agency provides criteria for MSMEs based on the number of employees. Small businesses have a workforce of 6 – 19 people. Medium businesses have a workforce of 20 – 99 people;

- b. The Minister of Law and Human Rights of the Republic of Indonesia provides criteria in terms of assets and turnover. Micro Enterprises have net asset of no more than Rp50,000,000 excluding land and buildings, and an annual sales of no more than Rp300,000,000. Small enterprises have assets of more than Rp50,000,000 excluding land and buildings, or an annual turnover of more than Rp300,000,000 up to Rp2,500,000,000. Medium enterprises have assets of more than Rp500,000,000 up to Rp10,000,000,000 or an annual turnover of more than Rp2,500,000,000 up to Rp50,000,000,000; and
- c. The World Bank defines MSMEs as businesses with fewer than 150 employees and assets of less than US\$ 500,000 excluding land and buildings.

Micro, Small, and Medium Enterprises (MSMEs) have made significant contributions to the Indonesian economy, particularly in the context of the ASEAN Economic Community. Therefore, these matters need special consideration, and development components need to be identified.

To obtain broader information that is easier to understand for the next stage of research, the researcher visits the research area. To make the collected information and data easier to understand, the researchers then went to the field and conducted observations, interviews, and documentation.

## 6. MSMEs Sustainability Performance

The sustainability of MSME's business is the outcome of business processes that prioritize the equilibrium of profit, people, and the environment (Sari et al., 2023). A metric that can be employed to assess the sustainability of MSME's has been identified in a variety of studies. The performance measurement and management model for sustainability is validated not only by financial performance but also by non-financial performance (Sholikha et al., 2023). This model is known as the 5S, which was introduced by Takashi Osada in the early 1980s. The 5S are as follows Seiri (Sort), Seiton (Set in Order), Seiso (Shine), Seiketsu (Standardize), dan Shitsuke (Sustain) (Setiawan et al., 2021).

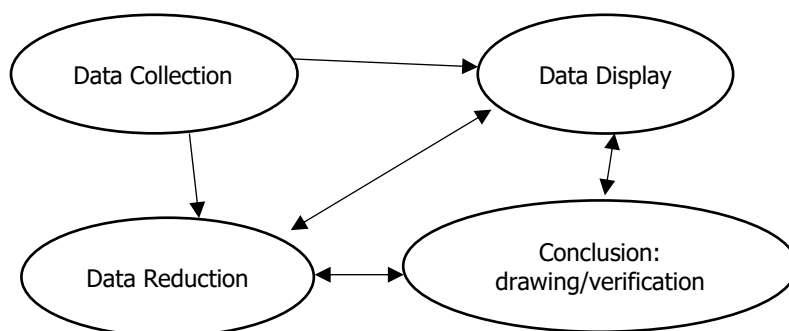
## III. METHODS

Research is an activity of examining or seeking information about something that is conducted carefully and may be done to discover new facts, and possibly to test the validity of new ideas (Sari Lubis, 2018). The research approach used is a descriptive qualitative approach with a case study type. Qualitative research is a type of research that provides a complex picture, examining words, detailed reports from respondents' perspectives, and studying situations in their natural context (Juliansyah, 2011). The qualitative research method focuses on a deep understanding of social, cultural, or individual and group behaviors. The aim of this approach is to explore the meaning and context of an event or experience rather than just collecting numerical data (Hartono, 2021). The type of case study research aims to provide a clear and in-depth picture of the phenomenon being studied. In addition, the researcher collects data to explain the nature and context of the research subject (Hennink, Monique, Inge Hutter, 2012).

This research was conducted on the Micro, Small, and Medium Enterprises (MSMEs) JB Photocopy. The data collection technique used in this study was through interviews conducted with informants, specifically the store owner of JB Photocopy. The data collected through the interviews is referred to as primary data. Primary data is a source of data that directly provides information to the data collector (Sekaran & Bougie, 2016). The data source in question is related to the data concerning the research title.

In this research, we used data collection, reduction, display, and conclusion are the steps in the analytical process (Miles, B. Matthew, 2014). The first stage involves data collection obtained from in-depth interviews with participants. The second stage, after the data has been collected, involves transcribing the data and assigning codes according to the predetermined themes. The third stage includes data visualization, such as validating the data through source triangulation. Finally, the researchers obtained conclusions or research findings that answer the research questions.

Figure 1. Components in Data Analysis



## IV. RESULTS AND DISCUSSION

### 1. Implementation of Internal Controls that Meet Good Criteria

During the interview with the business owner, it was found that the business being run did not meet the criteria for good control. From the perspective of task separation, employees have access to various aspects related to finance. Regarding its finances, the MSME has never recorded its business income or expenses, so the exact amount of its turnover is unknown. The employees working there are also not competent, as they cannot operate the device to print. Therefore, the customers themselves do it. Based on the findings above, there are several factors that disrupt the revenue cycle, namely:

- a. Inadequate separation of duties  
 Employees have access to various documents and financial transactions, making it possible for fraud to occur, such as embezzlement or abuse of authority.
- b. Lack of internal control  
 The MSME does not have adequate authorization and recording procedures, making it impossible to ensure that financial transactions are conducted in accordance with applicable policies and procedures.
- c. Lack of employee competence  
 The employees are not competent in performing their tasks, which can lead to errors in recording and processing financial data.

Based on those findings, JB Photocopy needs to implement adequate internal control. Here are some steps that JB Photocopy can take to implement internal controls:

- a. To prevent fraud, adequate task separation must be implemented. Each employee must have clear responsibilities and should not have access to various documents and financial transactions. For example, employees responsible for receiving payments should not also be responsible for recording the receipt of payments.
- b. JB Photocopy needs to implement adequate authorization and recording procedure systems. This system must ensure that financial transactions are conducted in accordance with the applicable policies and procedures. For example, all expenditures must be authorized by the business owner or manager.
- c. Employees need to be provided with training and competency development, especially in the areas of financial data recording and processing. This training can help employees perform their tasks better and reduce the risk of errors.

### 2. Implementation of Accounting Records

At JB Photocopy, SAK EMKM, cash basis, and accrual basis are not applied in their records. Neither the business owner nor the employees record either expenses or income. So, it just flows like that. The business owner said that they buy raw materials almost every day if something runs out. And every shopping trip is never recorded, just estimated in terms of budget.

So, the daily or monthly turnover is not known for sure. The owner said that since they feel their income is sufficient to meet daily needs, recording it is not considered very important. However, there

are certain times that make the owner feel that their turnover is decreasing. Based on these findings, the lack of implementation of accounting records can disrupt the revenue cycle, namely:

- a. Difficulty in measuring business performance  
JB Photocopy cannot accurately determine the daily or monthly turnover. This can make it difficult for the business owner to measure the performance of their business, such as determining whether their business is profitable or not, or identifying sales trends.
- b. Difficulty in making business decisions  
Without accurate data, business owners will struggle to make the right business decisions. For example, business owners cannot determine which products or services are most in demand by customers, or when the right time is to conduct promotions.
- c. Increased risk of fraud.  
Without proper record-keeping, business owners will be more vulnerable to fraud, such as embezzlement or theft of goods.

JB Photocopy needs to implement adequate accounting records. This recording must be done systematically and consistently in accordance with applicable accounting standards. Good accounting records will help business owners measure business performance, make business decisions, and reduce the risk of fraud. Here are some steps that JB Photocopy can take to implement accounting records.

- a. Choosing an appropriate accounting system, JB Photocopy needs to select an accounting system that aligns with its needs and capabilities. The chosen accounting system must meet the requirements for adequate accounting records.
- b. Conducting training and competency development for employees, employees need to be provided with training and competency development. This training can help employees understand the accounting system used and perform their tasks better.

### **3. The Use of Social Media in Product Promotion**

During the interview process with the business owner, they have already been using social media to promote their products. However, the promotion carried out only promotes ornamental flowers. Meanwhile, women's fashion accessories, children's toys, and photocopy services were not promoted. The media used is Facebook. The promotion successfully increased the sales of ornamental flowers, thereby boosting revenue. But for the sales of other items on a daily basis, they tend to not experience an increase. Looking at this issue, promotion plays an important role in increasing revenue.

Besides Facebook, there are other media that can be used such as Instagram and TikTok. The owner stated that the target audience is housewives for the sale of ornamental flowers, which is why only Facebook is used as a promotional medium. Based on these findings, there are several factors that could disrupt the revenue cycle of the business, namely:

- a. Uneven promotion  
Promotion is only conducted for ornamental flower products, while other products are not promoted. This causes only ornamental flower products to experience an increase in sales and revenue.
- b. Inappropriate promotional media  
Facebook is indeed one of the popular social media platforms in Indonesia, but not everyone uses Facebook. Therefore, the use of other social media platforms, such as Instagram, should also be considered to reach a wider target market.
- c. Incorrect market target  
The business owner stated that the target market is housewives for the sale of ornamental flowers. However, if the target market for other products is different, then the promotional strategy also needs to be adjusted. Based on the findings above and the theories presented, the researcher provides several solutions that must be implemented to address the issue.

JB Photocopy needs to conduct more even promotion for all the products sold. Additionally, it should also consider using other social media platforms, such as Instagram, to reach a wider target market.

Here are some steps that JB Photocopy can take to enhance product promotion:

- a. Creating an integrated promotion strategy, JB Photocopy needs to develop an integrated promotion strategy for all the products sold. This strategy must include promotional goals, target markets, promotional media, and promotional budgets.
- b. Using various promotional media, besides Facebook social media, JB Photocopy can also use other social media, such as Instagram and TikTok, to promote its products. Additionally, it can also use other promotional media, such as mass media advertising or offline promotions.

- c. Conducting market research, JB Photocopy needs to conduct market research to understand the needs and preferences of its target market. The results of this research can be used to develop more effective promotional strategies. By implementing the above solutions, JB Photocopy can improve its business performance, particularly in the revenue cycle. This will result in increased income, profitability, and business competitiveness.

#### 4. Implementation of Sustainability Performance

The implementation of sustainability performance in JB Photocopy's business can be carried out by applying the 5S method developed by Takashi Osada. This method consists of five steps: Seiri (Sort), Seiton (Set in Order), Seiso (Shine), Seiketsu (Standardize), and Shitsuke. (Sus-tain). Based on these five steps, JP Photocopy has implemented:

- a. Seiton (Set in Order)  
JB Photocopy has implemented the organization of tools and materials to make them easily accessible and usable. In this effort, it can include placing photocopy machines and other equipment in strategic locations to minimize wasted time and energy. This step also includes organizing documents and digital files to reduce paper usage.
- b. Seiso (Shine)  
Requires business owners and employees to maintain workplace cleanliness, which not only creates a better work environment but also reduces the risk of waste and pollution.

There are three steps that have not yet been implemented by JB Photocopy, namely:

- a. Seiri (Sort)  
Involves organizing all equipment and materials present in the workplace, so that only what is necessary remains. In the context of a photocopy business, this means identifying and retaining only the equipment and materials that support sustainable practices, such as recycled paper and eco-friendly ink, and disposing of unused items.
- b. Seiketsu (Standardize)  
Involves the standardization of best practices that have been implemented, including procedures for the use of sustainable raw materials and waste management. This may include the creation of clear operational guidelines to ensure all employees follow the same sustainability practices.
- c. Shitsuke (Sustain)  
Emphasizing the importance of self-discipline in implementing and maintaining all previous steps. By building a culture of sustainability within the photocopy business, owners and employees can continue to commit to environmentally friendly practices, thereby enhancing overall sustainability performance.

With a focus on implementing the steps that have not yet been taken, JB Photocopy has the opportunity to strengthen their commitment to sustainability and build a positive reputation as an environmentally conscious business, as well as make meaningful contributions to society and the planet.

The information is summarized and presented in the form of a brief description in the data presentation. Based on the reliability of the analysis results, the researcher will draw conclusions from the presented data.

Table 1. Analysis Result From the Presented Data

Criteria	Yes	No
The organizational structure has an appropriate separation of functional responsibilities.		√
The system of authorization and recording procedures is appropriate to enable reasonable control over assets, liabilities, revenues, and expenses.		√
Reasonable work methods must be used in the execution of the duties and functions of each organizational unit.		√
Staffing with quality commensurate with their responsibilities.	√	
Set in Order and Shine	√	
Sort, Standardize, and Sustain		√



## V. CONCLUSION

Based on the research conducted, it can be concluded that JB Photocopy has not yet implemented internal control, accounting records, and the use of social media for product promotion optimally. This can disrupt the business's revenue cycle. To address these issues, JB Photocopy needs to implement the recommended solutions, namely:

1. implementation of internal control;
2. adequate task separation;
3. adequate authorization and recording procedure system;
4. employee training and competency development;
5. implementation of accounting records;
6. selection of an appropriate accounting system; and
7. use of social media in product promotion.

Here are some important findings from this research:

The implementation of good internal controls can help MSMEs prevent fraud, ensuring that financial transactions are conducted in accordance with applicable policies and procedures. The implementation of adequate accounting records can help MSMEs measure business performance, make business decisions, and reduce the risk of fraud.

The use of social media in product promotion can help MSMEs reach a wider target market and increase sales. Here are some suggestions for further research that can be conducted:

1. investigating the implementation of internal control, accounting records, and the use of social media in product promotion among MSMEs in various regions of Indonesia;
2. examining the impact of the implementation of internal control, accounting records, and the use of social media in product promotion on the performance of MSMEs; and
3. investigating the factors that influence the implementation of internal control, accounting records, and the use of social media in product promotion among MSMEs.

JB Photocopy has implemented the 5S method, which consists of five steps: Seiri (Sort), Seiton (Set in Order), Seiso (Shine), Seiketsu (Standardize), and Shitsuke (Sustain). The company has organized tools and materials to minimize waste and paper usage, while maintaining workplace cleanliness. However, three steps have not been implemented yet: Seiri (Sort), standardizing best practices, and Shitsuke (Sustain). By fostering a culture of sustainability, JB Photocopy can continue to commit to environmentally friendly practices, enhancing overall sustainability performance.

Future research can explore the impact of full implementation of the 5S method on operational efficiency and sustainability performance in photocopy businesses, focusing on analyzing how each step can contribute to creating a cleaner, more organized, and environmentally friendly work environment, as well as enhancing customer satisfaction through more efficient and responsible practices.

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