

UDC 331

BUILDING SUPPLIER LOYALTY AS A PILLAR OF INTERNAL CONTROL IN RETAIL'S BUSINESS

Lovita Erna*

Sekolah Tinggi Ilmu Ekonomi Indonesia, Jakarta, Indonesia
Ph.D Student of Department of Accounting, University of Brawijaya, Indonesia

Made Sudarma, Zaki Baridwan, Roekhudin Roekhudin
Department of Accounting, University of Brawijaya, Indonesia

*E-mail: ernalovita24@gmail.com

ABSTRACT

This study aims to find a policy foundation in the practice of internal control of the retail business that has succeeded in maintaining the continuity of the company's business. This study uses ethnomethodology to gain an understanding of internal control practices in the retail business. The data used in this study are secondary data and primary data obtained from TT supermarkets located in Jakarta and its surroundings. The collection through observation, documentation and interviews. The stages of analysis in this study are indexical and reflexivity of the data presented as well as analysis of contextual actions and drawing conclusions. The results of the study found that the practice of internal control in the retail business is based on a vision and mission that has Islamic values, which is useful and satisfying to many people. Supplier loyalty is one of the pillars in internal control in the retail business. The pillar of supplier loyalty will ensure the availability of merchandise supply. So that supplier loyalty synergizes with other pillars of loyalty in the company, namely the pillars of customer and employee loyalty. So supplier loyalty is built by and vice versa, it is also strength for internal control of the retail business. The subtle values of supplier loyalty as a pillar of internal control are the strength for the company to maintain its business continuity.

KEYWORDS

internal control, retail business, supplier loyalty pillars, business continuity.

Internal control is a series of processes that spread throughout the company's operating activities and is an integral part of management activities (Hall, 2015). The existence of internal control provides adequate assurance that control objectives can be achieved, starting from the security of company assets to ensuring the quality of information. The definition approach above, shows that the existence of internal control is very important to support the daily operations of the company. Internal control will promote harmony between management policies and implementation of duties.

Recently, the existence of internal control has become increasingly considered along with the increase in cases of corruption and fraud, which in fact often occur in large companies¹. The US Congress passed the Sarbanes-Oxley Act (SOX)² in 2002, one of which contains internal control. That the company management is obliged to issue a supporting report on the financial report which states that management is responsible for the implementation of adequate internal control. This is reinforced by the SEC ordering that management must disclose all material internal control weaknesses and conclude that a

¹ At the end of 1990 to early 2000, the news reported many cases of accounting fraud that actually occurred in large companies. Starting from the cases of Enron, WorldCom, Xerox, Tyco, Global Crossing and Adelphia. Until the bankruptcy of Arthur Andersen, one of the largest accounting firms, in June 2002.

² SOX is a law applied to public companies and their auditors, designed to prevent financial reporting fraud, create transparent financial reports, protect investors, strengthen internal controls, and punish executives who commit fraud. SOX is one of the most important business-oriented laws of the last 80 years.

company does not have effective internal control for financial reporting if there are material weaknesses.

Previous research related to internal control has been carried out, as follows. Companies that are able to implement internal control properly will assist management in providing adequate assurance regarding decision making with all its considerations, so that it will provide success in achieving goals. This is because internal control is a framework that aims to provide reasonable assurance to companies in various ways, including the achievement of company targets and goals (Duncan, Flesher, & Stocks, 1999; Dillard, Yuthas, & Baudot, 2016). Other research results state that at least good internal control practices reflect the existence of good managerial practices, so that it will increase public confidence in the company itself (Triyuwono & Roekhuudin, 2000). If public trust in the company is high, there will be loyalty to the company's products. It is realized that consumer loyalty is an invaluable asset for the company. So that when these assets are large in number, it will become the company's main capital in maintaining its existence.

Another thing of concern regarding the role of internal control is improving the quality of information. As stated in several studies, good internal control will produce quality internal data related to inventory, debt and performance measures, and the risk of employee fraud will be lower (Doyle et al., 2006; Ashbaugh-Skaife et al., 2008). When the data is of high quality, it will indicate a high AIS alignment, which will help the company achieve its organizational performance targets. It is important to consider the valency of the form of internal control that leads to ensuring the continuity of company activities, leading to the identification of the company's success factors as well as the communication of appropriate information for decision making (Briciu et al., 2014).

Previous research has shown that many companies have succeeded in achieving their targets or goals and maintaining their business continuity, thanks to the development of unique internal controls that are in accordance with the characteristics and conditions of the company. The following studies show how the company's internal control framework is more based on local wisdom that develops in the company environment.

A company in Java shows that the value of local wisdom is the principle applied in corporate accounting transactions, with the aim that the company can maintain harmony in social life. The form of internal accounting control applied by the owner is more of an effort to get "*katentreman ati*" (peace of mind) (Setyaningsih, 2014). The focus of the owner in this case is the comfort created for each individual in the company and the environment in which the company is located.

Hanif's research (2015) reveals a Padang X restaurant group that has a culture-based management policy. The owner in running his business holds the principle that the piti (money) of one rupiah is shared property, thus binding their behavior to work together to achieve organizational goals. Internal control formed itself through the philosophy of the restaurant owner. Each member of the restaurant organization will mutually maintain the existence of company assets in order to achieve the progress of the company.

In contrast to the Mubarakfood company in Kudus, Central Java, the owner's philosophy of the word '*amanah*' as outlined in the company's mission is one of the benchmarks for every company's activity in achieving its goals. A company is said to be successful if it is trustworthy or honest. If the company is trustworthy, *barakah* will come (Mutmainah et.al., 2010). The philosophy of the owner is then derived to form a strong internal control concept in order to achieve the security of company assets and ensure the accuracy of accounting / financial information.

Octariana & Suryandari's (2017) research was conducted by looking at the synergy between religious teachings and internal control. The eightfold path that guides the ethical education of Buddhism is a supporter of the implementation of internal control at the Bodhicitta Maitreya Temple. Buddhist teachings synergize with the components of internal control to form good internal control practices in achieving organizational goals. The research proves that science in its application cannot be separated from religious teachings which are the basis of life for the wider community.

The various studies on internal control that have been described above basically show how the role of internal control is for a company or organization. Likewise, several studies have shown challenges and constraints in implementing internal control and the alternative solutions offered. Including that the internal control framework should be specific to each company because it is necessary to be uniquely related to the characteristics of the company. Some companies apply specific values based on spiritual and culture in their internal control.

Regarding the discussion of internal control, the retail industry also requires a special concept of internal control. Retail or retail is a business entity that distributes goods / services to consumers, usually selling at retail. Retail has an important role in distribution, because in addition to providing added value to products, for example by using product tutorials, it also plays a role in promoting certain items, namely by the presence of various product advertisements on display in the shop area.

There are several other reasons why internal control is so important for retail companies. First, the retail business, especially the modern market, is a business with a profit that is not too high, ranging from 7-15% of turnover. However, the advantage of this business is that sales to consumers are made in cash, while payments to suppliers can generally be made gradually, resulting in a high level of liquidity. The second reason is the uniqueness of the consumer characteristics of the retail business. Consumers in the retail business have two stages of purchasing decisions, namely the decision to choose retail and the decision to choose merchandise or merchandise to buy. In addition, there are conditions where retail consumers tend to be disloyal to ones and easily change their shopping habits according to their wishes (Soliha, 2008). The third reason is, in the retail business, human resource management contributes greatly to improving company performance, to create a company's competitive advantage. The shopping experience of customers in a store is largely determined by the quality of employees in selecting merchandise, their skills in displaying merchandise stocks on display racks, and their ability to provide information and services. According to Utami (2010), human resource management in the retail business is very different from business and companies in general.

On the other hand, the phenomenon in the retail industry shows that there is a sharp and increasingly unstoppable competition with the increasing number of "newcomers" who enter this industry. The retail industry once recorded the highest growth of over 12% in 2012-2014. The industry growth trend since 2016 has slowly declined with a realized growth of around 8% and is increasingly depressed in 2017 with a growth rate of 3.5% (katadata.co.id, 2019). Growth hit a record in the fifth month of 2020 of -22.9% (ceicdata.co.id, 2020). This was also demonstrated by the closure of several Ramayana and Giant outlets, including several minimarket outlets from Indomart and Alfamart.

The declining growth of the retail industry has also had an impact on local retailers, who have played a very important role in the economic turnover of the community. Retailers that were unable to survive eventually had to go out of business. In fact, the existence of local retailers is more synergized with the links that form the basis of the people's economy. This is because local retailers rely a lot on and cooperate with local suppliers and local communities. Compared to large retailers, which usually only prioritize price without paying attention to the origin of the product, and only lead to large profits for the company (Sulmiah, 2017).

However, in the midst of a phenomenon where the retail industry is said to be declining and forced to reduce its outlets by closing in order to maintain its business continuity, a supermarket has managed to survive and even plans to open new branches. Supermarkets that are based in Rawamangun, East Jakarta and have seven branches in the Jabodetabek area are able to maintain their existence. TT supermarket is a supermarket run by a local retailer and has been around for 39 years. Based on the researcher's preliminary observations, there are several features of the TT Supermarket that make it able to sustain its business.

Basically, local wisdom values and spiritual determines the quality of internal control in various types of business fields. There should also be internal controls in the retail business.

Companies that are supported by appropriate internal controls will help ensure the continuity of the company's business. The suitability of the internal control framework with the condition of the company is one of the main factors in the success of internal control practices in realizing its objectives.

Based on these considerations, this study focuses on the internal control practices in TT Supermarkets. The practice of internal control on the site is a social reality, namely a subjective reality that is formed through labels, names and the underlying concepts in building that reality. The social reality referred to in this case, that internal control is the result of social interaction. Social interaction built by components in a company, leader and employees.

This research is focused on understanding the internal control practices in TT Supermarkets. The features of the TT Supermarket, ranging from problems building consumer trust, employee loyalty to good relations with suppliers and other third parties, show the ability of management to build internal controls in accordance with company characteristics. The practice of internal control at TT Supermarket is carried out by actors who take part with all its attributes, constituting a series of human thoughts, words and views, which form an action. Based on the background and focus of the research, the formulation of the research problem is, how is the practice of internal control at TT Supermarket in an effort to support company operations to maintain business continuity?

LITERATURE REVIEW

A business phenomenon, namely the fall of financial institutions in the US in the 1980s, again became a trigger to highlight the existence of internal control. The AICPA is supported by four major professional associations in the US, namely The Institute of Internal Auditors (IIA), Financial Executives International (FEI), The Institute of Management Accountants (IMA) and the American Accounting Association (AAA), forming an independent institution called the Committee of Sponsoring Organizations (COSO). The main task of COSO is as a private sector institution that focuses on studying the factors that cause fraud in financial reports. One of COSO's phenomenal works was the publication of the Internal Control Framework in 1992 which stated the objectives and components of internal control. COSO defines that internal control is:

“... .A process, effected by an entity's board of directors, management and other personnel, designed to provide reasonable assurance regarding the achievement of objectives in the following categories: a. Effectiveness and efficiency of operations b. Reliability of financial reporting c. Compliance with applicable laws and regulations”.

However, increasingly complex business developments prompted COSO to develop an internal control framework - COSO 1. Until finally, in 2013 COSO published a control framework which he called the Integrated Framework Internal Control or also known as COSO 2013 or COSO 2.

In addition to the COSO 2 model which has become a reference for several companies in developing their internal control framework, there are several other popular internal control framework models. Namely, the KPMG internal control model, the COCO internal control model, the COBIT internal control model and the Cadbury internal control model.

The existing development in the internal control framework is an impact that many findings find limitations on internal control practice. This is evidenced by the increasing number of cases of fraud that have occurred, even in large companies that usually have tight internal controls. This happens because internal control only provides adequate, not absolute, assurance on the achievement of the objectives of the organization's internal control.

Reflecting on some of the limitations of internal control, the implementation of internal control in the company will certainly face many obstacles. It is necessary to develop an internal control framework, so that it becomes more suitable to be applied to companies in accordance with the characteristics of each company. This is based on the findings of

several studies where cultural and spiritual factors play a strong role in the company's internal control practices.

The practice of internal control of a company will be very close to the organizational culture it adopts. Organizational culture is a value system whose meaning is felt by all people in the organization (Hofstede, 1991). This value system will be understood and believed by every individual in the organization as a foothold in every organizational activity and behavior in the organization. The values as guidelines for managers solve problems, external and internal of company. So that internal control carried out by each member of the organization will absorb the existing values and how they will act or behave. Including when these values are colored with relevant if the spiritual element is part of the company's internal control practices. It is culture, the practice of internal control will be thick with cultural nuances.

Apart from culture, the spiritual element has recently become a phenomenon in the company's development. Some companies have started to revive religious nuances in the corporate environment, such as forming payroll groups, holding grand da'wah and so on. It was found that the implementation of religious and spiritual values has a positive influence on organizational performance and employee productivity as well as job satisfaction and customer satisfaction (Kalipaksi, 2009; Arief, 2010).

Based on the spiritual concept and how its values can be developed in an organization, this research sees that it becomes hoped that internal control that prioritizes spiritual values will provide greater and more effective benefits for the company. Although based on various frameworks of internal control that have developed so far, the spiritual element is not a component.

METHODS OF RESEARCH

The practice of the internal control system in the TT Supermarket is a specific social reality that is formed by the individuals in it. This social reality is also intentional, meaningful and interpretive. It really depends on the meaning and interpretation attributed by the humans who see it (Bungin, 2001). So that it becomes the basis for this research to understand how the views of the individuals at the TT Supermarket in carrying out their daily activities, especially those related to their internal control practices.

The interpretive paradigm is a methodologically appropriate approach to achieving the objectives of this study. The interpretive paradigm places more of its methodological orientation by studying social life in a natural setting; experience, observe, describe, understand and analyze parts of social life in real situations, free from scientific manipulation (Brewer, 2003).

The interpretive paradigm with ethnomethodology method is an approach that seeks to describe how human behavior or actions within the "ethnicity" are related to the patterns of interaction that occur and those behind their actions. Ethnomethodology focuses on interaction behavior between individuals in their ethnic / group. Like the practice of internal control in a company, it is basically the result of an interaction between individuals (employees) in their group, with a certain background. Internal control is a pattern that is formed in daily activities between individuals in the company. The focus of ethnomethodology is 'everyday activities'. On the basis of this thought, this study uses an ethnomethodology approach as the methodology.

This research is in line with the idea that the practice of internal control at TT Supermarkets is not limited to understanding what can be seen and felt or observed, such as the existence of an organizational structure, standard operating procedures or related documents. But more than that, this study seeks to uncover behind the existing internal control practices, to understand the behavior or actions taken on the site related to internal controls established by the leadership and employees. Furthermore, the researcher will explain again the actors' motives and actions to provide a systematic picture of reality (Kamayanti, 2016). This will be a starting point for generating a new concept of the internal control system. It is an advantage in qualitative research that a similarity study is needed but a study of differences (uniqueness) is prioritized.

Another consideration for using ethnomethodology methods (non-mainstream) in the practice of internal control at TT Supermarkets is that this qualitative research approach arises due to social interactions among humans. Disclosure of social life is carried out more holistically or thoroughly, so that with this approach it is able to answer the natural needs of a research. Data is not always visible on the surface, but must be extracted to obtain a true picture of a reality.

This study uses three stages of analysis in studying daily activities that are agreed upon with group members. The practice of internal control as a form of mutual agreement of each individual in the organization will therefore be analyzed using the following stages. The first stage is indexical analysis, then the reflectivity analysis stage and the last stage is the contextual action analysis stage (Garfinkel, 1967; Kamayanti, 2016).

The practice of internal control at TT Supermarket is a day that is formed by the individuals in it. Everything that is done and not done in the company's internal control is not something that is independent of the surrounding environment. The every activity will require the approval of company members. The main task of ethnomethodology research is to look for themes or expressions of indexical (Kamayanti, 2016). The search for themes or expressions of each individual in the company is something that is very relative, depending on the time and place. This is based on the assumption that the daily activities of individuals in internal control are an agreement or agreement between the individual and the group. Therefore in ethnomethodology the existence of individuals are "members" of the group, not as individuals.

After doing the indexical expression, the next step is to examine the reflexivity of the expression. Reflexivity is referred to here as capturing things that are considered "unattractive" by individuals or informants who are involved in an activity. Ethnomethodology must find out how individuals in their "disinterest" discuss their actions, always conducting studies about what is happening around them (Kamayanti, 2016). Individual behavior in internal control practices in the company is based on the logical thinking of the individual concerned based on the logic of the community / group in the company. This is the role of the researcher to restore the informants' interest in logical reasons and the process of how to search for these reasons.

The search process is carried out using sociological reasoning or what is called the coding instruction according to Garfinkel (1967). The description of the coding instruction here includes; 1) informant's self, 2) informant's deep awareness and 3) informant group agreement. The description of coding instructions in the practice of internal control at the TT Supermarket will reveal how the informant's existence and awareness will form an agreement within the group. The result will be obtained a picture of the mutual understanding of each member when interacting to form an agreement to build internal control within the organization.

This stage reveals daily activities that can be recognized (recognizable) and can be reported (visible) so that it becomes a form of accountability. Accountability here refers to an organizational / group action due to interactions between group members. Based on the sequence of analysis above, the presence of researchers in the group is very necessary in order to obtain a form of activity and to relate it directly to indexical and reflexivity.

RESULTS AND DISCUSSION

TT supermarket is a retail company founded by the late Mr. Rusman based on Islamic values. These Islamic values are clearly expressed in the company's vision and mission. A company needs to build spirituality in its organization, so that the company's existence is good for both its internal and external environment (Efferin, 2016). Why is that? Because spirituality is the source of the birth of good intentions to reduce existing difficulties, and vice versa provides maximum benefits.

This spiritual value in Islamic teachings is reflected in the internal control activities implemented at the TT Supermarket. Basically, internal control is applied differently in each company depending on the effectiveness of internal control itself (Länsiluoto et al., 2016).

The company's ability to apply Islamic values in its internal control has encouraged the company to succeed in maintaining its business continuity to this day.

The developed Islamic values will encourage direct involvement of members of the organization both institutionally and individually, develop awareness to empathize and bring comfort in the work environment. Internal control is a system that can unify commercial mission and social mission in an effort to carry out business operations that benefit many people. The design and practice of internal control will be discussed as follows.

The results of the understanding of the practice of internal control at TT Supermarkets show there are Islamic values, which are beneficial and satisfying to many people, are the main foundation. Islamic values that are beneficial and satisfying to many people are pillars of support for the practice of internal control at the TT Supermarket. Internal control practices have the goal of building loyalty. Loyalty becomes a pillar that is formed through the achievement of internal control practices based on Islamic values. The interesting thing is that it is not only employee loyalty and customer loyalty that are of concern to management. Supplier loyalty is also a target in internal control practices at TT Supermarkets.

Supplier loyalty is defined as a bond of feeling towards the company from its suppliers to maintain continuity of supply so that operations run well. Supplier loyalty is important in order to maintain a sustainable supply that ensures the availability of merchandise. Thanks to the loyalty of suppliers at TT Supermarkets, the supply of goods at TT Supermarkets has always been guaranteed. One of the advantages of TT Supermarket that consumers love is that it is known as a complete supermarket. In addition to being superior with competitive prices, consumers are also satisfied with complete goods in various variants. It's rare to find the shelves at TT Supermarkets empty. This is of course inseparable from the role of suppliers who also participate in ensuring smooth supply and distribution at TT Supermarkets. Suppliers as external parties basically feel that the existence of TT Supermarket is an inseparable part of their business, and vice versa, TT Supermarket considers the existence of a supplier.

The focus of conventional internal control is related to the existence of suppliers, more on the company's ability to suppress suppliers in order to achieve short-term interests, namely maximizing profits (Efferin, 2016). So the relationship between the company and the supplier is solely on bargaining power, so that the basis for the interaction is 'win-win solution'. This kind of relationship is basically powerless, when the company is experiencing difficult, the supplier is not interested in helping the company.

The focus of internal control on suppliers is fair trade. Fair trade starts from efforts to build long-term partnerships, namely determining the standard for a fair purchase price, SOPs in supplier selection and monitoring to ensure the quality and safety of supplier products. Subsequently, SOPs for supplier payments were also developed on time with the aim of not complicating the supplier's capital turnover, this applies to both SME and large suppliers.

Supplier loyalty will eventually be formed when they feel that there is a synergy that benefits both parties in the existing cooperation. Currently, many suppliers are competing to become suppliers of TT Supermarkets. Apart from benefiting from the fast turnover of goods due to the high sales of TT Supermarkets, suppliers are also guaranteed on time payment.

Basically, management's efforts to build supplier loyalty are a form of internal control implemented at TT Supermarkets. The main policies that have an effective impact on building supplier loyalty are the punctuality of payments and administration, as well as high flexibility in setting rental costs for product display in stores. The basis for this policy is not merely a "soft" attitude towards the supplier, but is based more on the long-term impact for both parties. The following is a description of how loyalty is built by TT Supermarket management.

The main thing that TT Supermarket does is to maintain supplier trust by always paying supplier invoice bills on time. The available data shows that the maturity period is also relatively short, around 2 weeks. Even SME suppliers can apply for invoice settlement in a matter of days. This is different from several other retailers, which according to the supplier's admission, can be up to 1 or 2 months due. This policy is of course perceived by suppliers as

beneficial. The supplier can immediately use the bill payment money to turn around his business.

The procedure for receiving goods and submitting price discounts does not make it difficult for suppliers. The procedure for receiving goods at TT Supermarkets tends to be fast and neat, although of course it still goes through a checking process by the responsible party. This is considered by suppliers to be very helpful for suppliers, because it can be more efficient in their labor and time in delivery procedures. Including when submitting discounts or promos to suppliers, suppliers usually do not hesitate to provide discounts. Because the supplier understands very well that the discount will mostly be returned to consumers not solely enjoyed by TT Supermarkets, automatically the supplier's product sales will also be high. So the supplier will ultimately benefit from a high turnover and a low risk of returns.

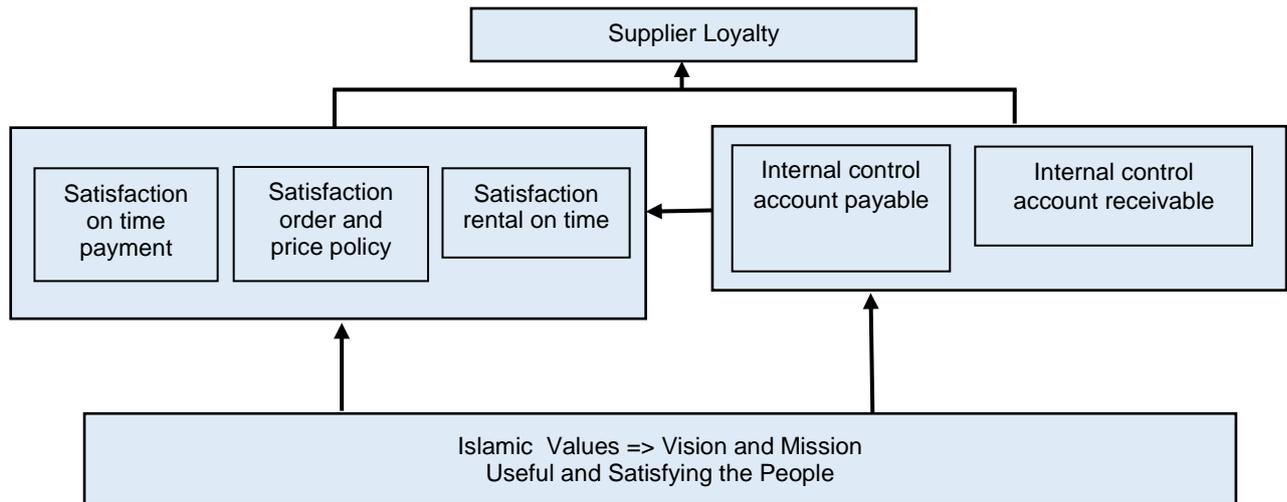


Figure 1 – Supplier Loyalty

Although the supplier is burdened with the cost of renting the place and the listing fee per product when the product is first offered, this does not reduce the supplier's interest in cooperating with TT Supermarket. Rental prices vary depending on the location of the location and the area of the rented place or shelf. The amount of free rent may be quite high at first glance. However, the reality shows that most of the suppliers are scrambling to rent a place at the TT Supermarket. This is of course with the consideration that sales of goods are relatively high, so that suppliers also benefit greatly. According to them, it is commensurate with the rent and the benefits they get. The existing policy also shows that TT Supermarkets have made flexible policies regarding rental of the premises and listing fees, such as there are differences in prices for SME suppliers. It is also possible for some suppliers to apply for rental price relief.

Internal control is implemented in order to ensure that the procedures for payment of accounts payable and receivable to suppliers are well implemented. The practice of segregation of duties, adequate authorization and application of documents and records are implemented in order to ensure payment of debts, i.e. supplier invoices are paid on time. Likewise, the settlement of accounts receivable, the invoice rental expenses from suppliers, is calculated in a neat and detailed manner, avoiding cutting errors. Usually for old suppliers, direct deductions are made for rent per three months by invoice payments. However, for new suppliers the lease payments are usually made in advance.

CONCLUSION

The practice of internal control at TT Supermarket is guided by Islamic values which are the philosophy and beliefs of its founder. Islamic values that encourage the birth of the company's mission and vision, TT Supermarket is a business that benefits and satisfies

many people. One of the pillars built for its internal control framework is the pillar of supplier loyalty.

Indicators and SOPs that are applied as a form of internal control practice will always be oriented towards long-term goals and not merely short-term goals. Indicators and SOPs from each organizational unit, in a series of activities to obtain input and output, are not solely aimed at cost efficiency and profit optimization, as are generally the company's periodic targets. On the other hand, the practice of internal control is aimed at maintaining the supplier's loyalty which has been achieved and is effective in maintaining the company's business continuity.

The internal control pillar that is built supplier loyalty, makes internal control an important role in balancing commercial performance and building corporate value for the benefit. This is what distinguishes the internal control practices at TT Supermarkets from other companies in general.

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