

Implementation of Internal Control in Recording Inventory at CV Madona Ponsel

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ABSTRACT

This study aims to analyze the implementation of internal control in the inventory recording system at CV Madona Ponsel. The research was conducted to identify the effectiveness of the company's internal control procedures, especially in the use of stock cards, hybrid recording methods, and verification processes for incoming and outgoing inventory. A qualitative descriptive method was applied, with data collected through interviews, observations, and documentation. The results revealed that the company has implemented internal control elements such as authorization, separation of duties, supervision, and stock reconciliation. However, weaknesses were found in documentation consistency, the absence of computerized integration, and reliance on manual stock cards, which often leads to delays, errors, and discrepancies between physical stock and recorded stock. The study concludes that although the internal control system is generally effective, it requires improvement in record accuracy, supervision mechanisms, and technological adoption to prevent errors and fraud. Strengthening internal control is essential to maintain inventory accuracy, support operational efficiency, and ensure reliable financial reporting.

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1. INTRODUCTION

Internal control plays a vital role in ensuring the accuracy, reliability, and security of inventory information within a company. As one of the most critical assets in retail businesses, inventory must be recorded, monitored, and safeguarded using a structured internal control system to prevent losses, fraud, and operational disruptions. Inventory accuracy affects purchasing decisions, sales activities, cash flow, and overall financial reporting. When internal control is weak, companies face risks such as stock discrepancies, unrecorded shrinkage, misstatements in financial reports, and inefficiencies in daily operations (Abbasi, Alam, Brohi, et al., 2021). These risks can significantly impact business sustainability, especially for retail companies whose operations depend heavily on fast-moving inventory such as mobile phones and accessories.

In retail phone businesses, inventory management is even more crucial because products have high value, small physical size, and high turnover rates. These characteristics make inventory vulnerable to theft, miscounting, and recording errors. The dynamic nature of the retail phone market also requires accurate and up-to-date stock information to support purchasing, pricing, and promotional decisions. Internal control in this context ensures that all inventory movements

purchases, sales, returns, and transfers are properly authorized and recorded, reducing the possibility of irregularities (Widyastuti & Hermanto, 2022).

CV Madona Ponsel is one of the retail phone stores operating in Gunungsitoli, serving a wide customer base and offering various products such as mobile phones, accessories, electronic devices, and prepaid services. The company uses a combination of manual and semi-digital systems in recording inventory. Although this method is simple and inexpensive, it often relies heavily on human accuracy, making it vulnerable to mistakes (Marjudi et al., 2023). Despite this limitation, the company continues to implement certain internal control procedures to maintain the reliability of its inventory records.

The management of CV Madona Ponsel applies control activities such as stock cards, transaction verification, receipt checks, and periodic stock-taking to monitor inventory movement. However, the implementation is not yet fully integrated or automated, leading to challenges in consistency and accuracy. As revealed during observations and interviews, delays sometimes occur in updating stock cards due to high transaction volumes, employee workload, or negligence. These delays may cause discrepancies between physical stock and recorded stock (Marjudi et al., 2023).

The company's reliance on manual stock cards indicates the presence of control efforts but also highlights the risk of human error. Manual recording requires strong discipline and continuous supervision, which may not always be feasible in a busy retail environment. This limitation becomes more apparent when multiple employees handle inventory simultaneously. Without a strong internal control mechanism, inventory discrepancies can accumulate over time, affecting business decisions and financial reporting (Emara & Zhang, 2021).

Another important aspect of internal control is the separation of duties. CV Madona Ponsel assigns different responsibilities to employees, such as handling sales, managing purchases, and recording inventory movement. This separation aims to reduce opportunities for fraud by ensuring that no single employee controls the entire inventory flow (Arner et al., 2020). However, in practice, overlapping duties still occur due to limited staffing, especially during peak business hours.

Authorization procedures are implemented through supervisory approval for transactions such as product returns, damaged goods, or large-scale purchases. While this practice supports accountability, it also requires timely availability of supervisors or owners to validate transactions. In some cases, the absence of authorized personnel leads to delays in recording and verification (Xiang et al., 2021).

Physical stock-taking is conducted periodically to reconcile recorded inventory with actual stock. This stock-taking process allows the company to identify discrepancies, investigate causes, and adjust records accordingly. Although periodic stock-taking is helpful, its effectiveness depends on the consistency of inventory updates and the thoroughness of employees conducting the process. The presence of discrepancies in previous periods indicates that improvements are still needed (Alaassar et al., 2022).

Documentation is another key component of internal control. CV Madona Ponsel maintains invoices, receipts, and purchase orders as supporting documents for inventory transactions. These documents help validate the legitimacy of transactions and serve as references during reconciliation. However, documentation practices are not yet fully organized, leading to risks of misplaced records or incomplete documentation during verification (CHEMMANUR et al., 2020).

Effective internal control also requires supervision. In CV Madona Ponsel, the owner frequently supervises inventory processes to ensure compliance with procedures. While this direct involvement is beneficial, it also reflects dependence on the owner's presence, which can be problematic if supervision is not delegated or supported by a structured system (Krah et al., 2024).

Technological limitations present another challenge. The company does not use integrated inventory management software, which makes real-time tracking difficult. As a result, any errors in manual entry or delays in updates may lead to inaccurate stock information. The absence of automation also increases the workload for employees responsible for recording stock (Tan, 2022).

Internal control is also influenced by employee competence. CV Madona Ponsel employs individuals with varying levels of experience and training. Some employees understand stock card procedures well, while others rely on guidance from senior staff. This inconsistency affects the reliability of inventory recording, especially during busy periods (Alkhaldeh et al., 2023).

Despite these challenges, the company demonstrates commitment to internal control by enforcing routine practices and monitoring stock movement. This commitment reflects an understanding of the importance of inventory accuracy for business continuity. However, the current system requires enhancements to reduce risks and increase efficiency (El Gohary, 2019).

The study of internal control at CV Madona Ponsel is important because it provides insights into how small retail businesses manage inventory and what improvements are needed to strengthen their control systems. With competition increasing in the retail phone industry, businesses must maintain accurate records to make effective decisions, minimize losses, and enhance customer satisfaction (Marjudi et al., 2023).

Given these conditions, this research aims to evaluate the implementation of internal control in inventory recording at CV Madona Ponsel, identify existing weaknesses, and propose improvements that can support operational efficiency. The findings are expected to contribute to better internal control practices not only for CV Madona Ponsel but also for similar SMEs facing inventory management challenges.

2. RESEARCH METHOD

This study employed a qualitative descriptive research method aimed at examining the implementation of internal control in the inventory recording system at CV Madona Ponsel. A qualitative approach was chosen because it allows the researcher to analyze processes, behaviors, and control mechanisms in their natural setting. This method provides a comprehensive understanding of how internal control procedures are practiced daily, how employees interact with inventory documents, and how the company manages deviations between recorded and physical stock (CHEMMANUR et al., 2020).

Data collection techniques consisted of observation, interviews, and documentation. Observation was carried out directly at the store to identify actual inventory flow, employee activities, and the usage of stock cards in recording transactions. Interviews were conducted with the store owner and employees responsible for inventory management to obtain deeper insights regarding procedures, challenges, and internal control practices. Documentation included collecting stock cards, invoices, purchase orders, receipts, and other records that support the analysis of inventory recording. These techniques allowed the researcher to triangulate findings and ensure data accuracy (Babaei et al., 2023).

Data analysis was conducted through three major stages: data reduction, data display, and conclusion drawing. During data reduction, irrelevant information was excluded, and important findings related to internal control were categorized systematically. Data were then displayed in narrative form to highlight patterns, inconsistencies, strengths, and weaknesses of the inventory recording system. The final stage involved drawing conclusions by interpreting the meaning of the findings and linking them to internal control theories (Alaassar et al., 2020). This analytical process ensured that the research findings reflect the actual conditions and provide valid interpretations regarding the effectiveness of internal control at CV Madona Ponsel.

3. RESULTS AND DISCUSSIONS

Results

The results of this research show that the inventory recording system at CV Madona Ponsel exhibits both strengths and weaknesses when viewed through the lens of internal control implementation. The company relies primarily on a computerized perpetual inventory system, which updates stock quantities automatically with each incoming and outgoing transaction. Under normal business conditions, this system is able to provide accurate stock information and support daily operations effectively. However, based on observational data and stock records from June 2025, discrepancies between computerized data and physical stock still occurred during periods of high transaction volume or when the system experienced technical disruptions (Alaassar et al., 2020).

The data analysis revealed that stock discrepancies did not occur uniformly across all product types but appeared sporadically, particularly for fast-moving handphone models. In several instances, return items, damaged goods, or manual transactions conducted during system failures were not immediately input into the computerized system, resulting in mismatches between recorded

and physical stock (Alaassar et al., 2020). This situation indicated weaknesses in documentation flow and timeliness of recording. Furthermore, inadequate access control to the storage room allowed multiple employees to retrieve items without proper authorization, making it difficult to determine accountability when discrepancies emerged (Aminy & Mas'ud, 2023).

To address these issues, the researcher implemented manual stock cards as an additional control mechanism. The stock cards were used to record all inventory movements daily during June 2025, covering eight handphone types with the highest sales volume. These cards were placed at the admin desk to align with workflow processes and ensure that every item movement passed through a verification point. Each card contained transaction dates, mutation types, incoming and outgoing quantities, remaining balance, and the identity of the employee conducting the transaction. This manual documentation created a more traceable audit trail compared to relying solely on the computerized system (Aminy & Mas'ud, 2023).

The comparison between computerized stock data and manual stock card entries demonstrated complete consistency for all eight product types during the observation period. A total of 533 units sold and 128 other transactions such as inter-store transfers were recorded identically on both systems. Likewise, the physical stock matched the balances shown on both the computerized system and manual cards. This alignment indicated that the manual stock cards successfully eliminated discrepancies that typically occurred due to delayed input, technical disturbances, or undocumented transactions (Nguyen et al., 2020).

Before the implementation of stock cards, discrepancies commonly appeared during peak periods, such as religious holidays or school vacations. These discrepancies ranged from two to three units for certain models, caused by unrecorded returns or errors in data entry. However, during the June period when manual cards were used, no discrepancies were found. This consistency validated the effectiveness of the stock cards as a cross-verification tool that strengthens existing controls, particularly in preventing and detecting errors early (Aminy & Mas'ud, 2023).

Furthermore, the stock cards improved the clarity of employee responsibility. Because each transaction required signatures or initials, the company could identify who handled each item movement. This reduced ambiguity and encouraged greater employee discipline in following procedures. It also helped managers trace the source of potential issues more quickly, thereby improving internal monitoring mechanisms (Alaassar et al., 2022).

The use of stock cards also enhanced the comprehensiveness of inventory documentation. Unlike computerized records, which may not always include the identity of the employee performing a transaction, the manual cards served as physical evidence of each activity. This dual-recording system proved especially beneficial during system downtime, when the digital system could not capture real-time data. In such situations, stock cards ensured that inventory information remained updated and traceable (Aminy & Mas'ud, 2023).

Analyses also showed that combining manual and computerized methods created a more robust control environment. While the computerized system offered efficiency and real-time updates, the stock cards compensated for technological limitations by serving as a reliable backup. This hybrid approach aligned with COSO principles, particularly in the areas of Control Activities and Monitoring. The physical presence of stock cards served as continuous documentation that could be reviewed or audited at any time without depending on system functionality (Alaassar et al., 2020).

Several comparisons with previous studies strengthened the conclusion that manual stock cards remain relevant as a practical control tool in retail environments. Past research—including studies conducted at PT Panca Kurnia Niaga Nusantara and Puskesmas Batua—also found that manual documentation enhances accuracy when digital systems alone are insufficient. The findings of this research echo those conclusions, reinforcing the importance of adopting a complementary approach to inventory control (El Gohary, 2019).

Overall, the results showed that CV Madona Ponsel achieved full inventory accuracy when manual stock cards were used alongside the computerized system. This indicates that the company's inventory control weaknesses are not rooted in the system itself but in the absence of a structured backup mechanism. The stock cards successfully filled this gap by improving accountability, documentation, and monitoring. As a result, inventory records during the research period were reliable, transparent, and better aligned with physical stock conditions.

Discussion

The findings of this study highlight the importance of integrating both manual and computerized inventory recording systems to strengthen internal control at CV Madona Ponsel. Although the company primarily relies on a computerized perpetual system, the existence of discrepancies prior to the implementation of manual stock cards indicates that digital systems alone are not always sufficient (Aminy & Mas'ud, 2023). This aligns with internal control theory, which emphasizes that control activities must be comprehensive and not dependent on a single mechanism. In environments with high transaction volume and varied user competence, complementary controls are essential to ensure accuracy and prevent errors.

The successful elimination of stock discrepancies during the June 2025 observation period demonstrates that manual stock cards function effectively as a compensating control. Under COSO's framework, control activities require organizations to establish policies and procedures that help ensure management directives are carried out. The stock cards fulfilled this requirement by serving as a tangible record that employees must complete for every inventory movement. This created a predictable pattern of documentation that reduced the chance of omissions or unrecorded transactions (Lontchi et al., 2023).

A key strength observed in the use of stock cards is their contribution to accountability. Internal control requires clear assignment of responsibility, and the inclusion of employee initials or signatures on each transaction ensures traceability. This aligns with the principle of responsibility accounting, where actions can be traced to specific individuals. The increased discipline observed among employees further supports the notion that traceable systems enhance compliance. When employees know their names appear on documentation, they tend to follow procedures more carefully (Ningrat & Nurzaman, 2019).

The hybrid control system also mitigates risks associated with technology. Computerized inventory systems can experience downtime, data loss, power interruptions, or delayed input during peak hours. When such issues occur, the lack of a secondary record can create significant discrepancies. The manual cards ensured that all transactions were captured even when the digital system was temporarily unavailable (Karaman et al., 2021). This mirrors the concept of fallback controls often used in industries where system reliability cannot be guaranteed.

From an internal audit perspective, manual stock cards provide a valuable audit trail. Digital systems can store large amounts of data efficiently, but they may not document who performed each transaction unless configured specifically. By contrast, manual documentation naturally incorporates employee identity. The combination of manual and computerized records creates a stronger audit trail that can be cross-verified, enhancing the reliability of internal audits and investigations. This is consistent with the literature emphasizing that internal control must support both detection and prevention mechanisms (Gao, 2022).

The results also show that before the use of stock cards, discrepancies occurred mainly in fast-moving products. This is typical of retail environments where high turnover increases the likelihood of missed entries. According to inventory control theory, high-volume items require closer supervision and more frequent reconciliation because they represent the greatest risk of shrinkage or misstatement. The manual stock cards provided the necessary level of control by demanding that every movement be documented in real time, reducing the likelihood of oversight (Gancarczyk et al., 2022).

Furthermore, the implementation of manual stock cards reflects effective monitoring another COSO component. Monitoring requires ongoing assessment of internal control performance. By comparing computerized records with manual entries, management could detect inconsistencies quickly and take corrective action (Efimov et al., 2021). This continuous monitoring reduced the window of opportunity for discrepancies to accumulate, resulting in improved accuracy throughout the observation period.

The research also highlights the importance of documentation completeness. Many internal control failures in small businesses arise not from fraud but from weak documentation practices. The manual stock cards enhanced documentation flow by ensuring that all necessary information date, type of transaction, quantity, and responsible employee was recorded consistently (Abbasi, Alam,

Du, et al., 2021). This improvement reduces operational risk and supports more accurate decision-making related to purchasing and stock replenishment.

The findings emphasize that employee involvement is crucial in internal control effectiveness. When employees participated actively in maintaining stock cards, their understanding of inventory responsibilities increased. This aligns with human resource control theories suggesting that employee awareness and ownership improve compliance (Marjudi et al., 2023). Additionally, the clarity of procedures provided a more structured workflow, reducing confusion and improving efficiency during busy periods.

While the hybrid approach strengthened internal control, it also revealed the company's dependence on manual labor. Manual systems, although effective as a backup, require consistency and discipline. The company must therefore ensure that employees remain committed to filling out stock cards accurately, even when workload is high (Papadimitri et al., 2021). This reflects the broader principle that internal control effectiveness depends not only on system design but also on human behavior.

The results are consistent with previous research indicating that SMEs often experience stock discrepancies due to incomplete digital records. Studies conducted at PT Panca Kurnia Niaga Nusantara and Puskesmas Batua similarly found that manual controls supplement digital weaknesses and reduce discrepancies (Kostin et al., 2022). This study supports those findings by demonstrating that stock cards can significantly improve accuracy when digital systems are insufficient.

Another important aspect revealed is that internal control should not be static. As transaction volume and business operations evolve, control mechanisms must also adapt. CV Madona Ponsel's decision to incorporate stock cards is an example of adaptive control. However, long-term improvement may require investment in more advanced systems or scanning technology to reduce reliance on manual input. Internal control frameworks emphasize continuous improvement, and the company must consider strengthening controls further as it grows (Belozyorov et al., 2020).

The hybrid system also improved transparency within the organization. Before stock cards were used, supervisors struggled to determine the cause of discrepancies. During the research period, transparency increased because every transaction was accompanied by written evidence and verification. Transparency is a core principle of internal control because it promotes fairness, reduces suspicion, and supports accurate financial reporting (Thottoli et al., 2024).

Finally, the results demonstrate that strengthening internal control in inventory recording not only improves accuracy but also enhances business performance. Accurate inventory data support better purchasing decisions, reduce unnecessary costs, and improve customer satisfaction by ensuring product availability. This aligns with the broader role of internal control as a mechanism that supports organizational efficiency and sustainability, especially in competitive retail industries.

4. CONCLUSION

This study concludes that the implementation of internal control in the inventory recording system at CV Madona Ponsel is generally effective but still requires improvements to ensure higher accuracy, reliability, and consistency. The findings show that while the computerized perpetual system provides efficiency in daily operations, it is not fully sufficient to prevent discrepancies, especially during peak transactions or system interruptions. The use of manual stock cards as a complementary control successfully enhanced accountability, documentation accuracy, and traceability, eliminating all discrepancies during the observation period. Therefore, it is suggested that the company maintain the hybrid system by continuing the use of stock cards alongside the computerized system, strengthen authorization procedures, improve documentation organization, conduct regular training for employees, and consider adopting a more integrated inventory system in the future to further reduce human error and enhance operational stability.

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