

Internal Control and its Impact on the Accounting Management of Small Companies in the Service Sector in Peru. Case Study - 2023

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Abstract

Internal control provides the actions, plans, policies, procedures and methods that contribute to the continuous improvement, operational, financial and economic efficiency of the entity, together with the achievement of its established objectives; Therefore, the research had as objective: to determine as be control internal affects in the management accountant of the company A1 International Investments EIRL-Lima, 2023. The methodology used was qualitative, descriptive, non-experimental, bibliographic and case design; the technique of bibliographic review and interview were applied as instruments. bibliographical and a questionnaire. The results showed that internal control significantly affects the favorable development of accounting management; from the recording of financial transactions to the analysis of financial information. Accounting management collects, records, analyzes and interprets financial information, which is an essential tool for making informed decisions for the benefit of organizations. Through solid control, accounting management will be developed in order to ensure the protection of assets, the reliability of financial information, the validity of accounting records and systems and compliance with current laws and regulations. According to the results, it was concluded that it is necessary to establish a permanent internal control system in conjunction with its components, designed according to the specific needs of the company under study, to correct the deficiencies of the empirical controls used.

Keywords: *Accounting Management, Efficiency and Internal Control.*

Introduction

Problem Description

Small and medium-sized enterprises (hereinafter SMEs) play a fundamental role in the global economy, they are an important driver of economic growth and social inclusion in the world. They represent 90% of companies in the world and generate 60% of employment. The statistical definition of SMEs, generally referring to the number of employees, differs from country to country. The most widespread option is to consider them as having between 10 and 250 workers, and to distinguish them from micro (with less than 10 employees) and large (with more than 250). SMEs are important for several reasons. First, they generate employment. They are responsible for the creation of most new jobs in the world. Second, they contribute to the Gross Domestic Product (GDP). They represent a significant part of the world's GDP. Third, they promote innovation. SMEs are more likely to innovate than large companies. However, they face a number of challenges that must be addressed if they are to continue to grow and prosper. Support from governments and business organizations is essential to help small businesses overcome these challenges and reach their full potential; to play an even more important role in the global economy in the future. As the world economy becomes more complex and globalized, small businesses will become increasingly important in providing employment, contributing to GDP and promoting innovation. (Ramos, 2022)

In Europe, micro, small and medium-sized enterprises (SMEs) represent 99% of businesses in the Union. They create two out of three private sector jobs and contribute more than half of the total added value generated by businesses in the European Union. Small businesses play a key role in the European economy,

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generating 60% of employment. They employ approximately 100,000 people. 100 million people. They are key economic agents, since a large part of the population and the economy depend on their activity and performance. Small businesses in Europe in the different sectors of the economy can be distinguished in Commerce: Commerce is the most important sector for SMEs in Europe, representing 40% of employment. Industry: Industry is the second most important sector for SMEs, representing 30% of employment. Services: They are the third most important sector, representing 30% of employment. On the other hand, the repercussions of the COVID-19 pandemic and the war in Ukraine have prompted new approaches regarding economic recovery, reconstruction and strengthening the resilience of SMEs. The internationalization of SMEs, in addition to contributing to job creation and increased income, offers the possibility of adding value at source and introducing improvements in production that increase the participation of this type of agents in the markets, promoting greater business dynamism. To achieve this, it is essential to reduce productivity gaps by incorporating technology, innovations and knowledge into their products, as well as promoting improvements in management. (Fernández, 2023)

In Latin America, SMEs play a fundamental role in the economy. They represent 99.5% of all companies in the region and generate 60% of formal employment. However, they face a number of challenges, such as lack of access to financing: SMEs often have difficulty accessing financing through traditional banks. This is because they tend to have fewer assets and less credit history than large companies, which makes it more difficult to obtain a bank loan. Lack of training and technical assistance: They often have difficulty accessing training and technical assistance in areas such as business management, marketing, internal control and innovation. Competition from large companies: SMEs compete in the market with large companies, which have more resources and experience; although they could differentiate themselves by focusing on specific market niches. Despite these challenges, SMEs in Latin America have shown strong growth in recent years. According to data from the Economic Commission for Latin America and the Caribbean (ECLAC), the number of SMEs in Latin America increased by 10% between 2019 and 2022. This growth is due to a number of factors, such as increased demand for goods and services: Latin America's growing population and economic growth have led to increased demand for goods and services. Urbanization in Latin America has led to increased demand for goods and services in cities. Globalization: Globalization has created new opportunities for SMEs in Latin America. They can access new markets and suppliers through globalization.

SMEs have a positive impact on the Latin American economy in several ways. Generating employment: They are an important generator of employment in Latin America. It is estimated that SMEs generate 60% of formal employment in the region. Contribution to GDP: SMEs contribute significantly to the GDP of Latin America. It is estimated that they represent 30% of the region's GDP. Promoting innovation: They are an important driver of innovation in Latin America. They are more likely than large companies to develop new products and services. Supporting the development of SMEs is fundamental to promoting economic growth and social inclusion in Latin America. Governments, business organizations and universities can play an important role in supporting the development of SMEs. Governments can support development through policies and programs that facilitate access to financing, training and technical assistance and competition with large companies. Business organizations can support the development of SMEs through the provision of training and technical assistance services, the creation of business networks and the promotion of collaboration between SMEs. Universities can support their development by training professionals in business management and collaborating with SMEs on innovation projects. With the right support, SMEs in Latin America have the potential to continue growing and contributing to the economic and social development of the region. (Mendoza & Bayón, 2019)

In Peru, SMEs are the driving force of the Peruvian economy. They represent 96% of all companies in the country and generate 53% of employment. However, their current situation is complex and they face various challenges. The main challenge for Peruvian SMEs is informality. According to figures from the Ministry of Production, in 2023, 85% of SMEs are informal. This means that they do not pay taxes, do not have access to formal credits and have difficulties competing with formal companies. The informality of Peruvian SMEs has a number of causes, such as barriers to formalization, which are complex and expensive. The procedures to formalize a company are long and bureaucratic, and the associated costs can be prohibitive for smaller SMEs. The lack of a culture of formalization; in Peru, there is a deep-rooted culture of informality, which

makes companies see informality as an easier and more profitable option. The informality of Peruvian SMEs has a negative impact on the country's economy. Informal companies do not pay taxes, which reduces state revenues. In addition, informal companies have difficulty accessing formal credit, which limits their capacity for investment and growth. (Comexperú , 2022)

The COVID-19 pandemic has had a significant impact on the global economy, and Peruvian SMEs have been no exception. The health crisis has caused a decrease in demand, leading to a reduction in sales and production. In addition, confinement and social distancing measures have made it difficult for companies to operate. According to figures from the Ministry of Production, in 2020, the number of Peruvian SMEs fell by 48.8%. In addition, the informality of SMEs increased to 85%. The sectors most affected by the pandemic were commerce, tourism and gastronomy. These companies depend largely on consumer demand, which was reduced during the health crisis. SMEs that managed to survive the pandemic had to adapt to the new market conditions. Many companies implemented new sales modalities, such as e-commerce and home delivery. In addition, companies had to invest in biosecurity measures to protect their workers and customers.

Through the implementation of an internal control system, together with its components, small businesses will be able to develop effectively. A risk assessment: the company must identify the risks to which it is exposed and develop controls to mitigate them. Written procedures: the company must document its internal control procedures to ensure that they are followed consistently. Separation of duties: responsibility for critical tasks must be separated among different people to avoid fraud or error. Supervision: The company must conduct periodic reviews of its internal controls to ensure that they are effective. Implementing an effective internal control system can be a significant investment for small businesses. However, it is an investment that can help protect the company's interests and avoid significant financial losses. Alvarez et al. (2021)

Accounting management in small business is the process of collecting, recording, analyzing, and interpreting a company's financial information. Financial reporting is important for businesses of all sizes because it provides information that managers and owners need to make informed decisions. It aims to record the company's financial data accurately and completely. This includes recording financial transactions such as sales, expenses, and revenue. Analyzing financial information to identify trends and patterns. This can help managers understand the company's financial performance and make informed decisions about the future. Interpreting financial information to provide useful information to managers and owners. This can help managers make informed decisions about the company's operations, investments, and growth strategies. We see management accounting applied in financial accounting: It focuses on recording and analyzing a company's financial information to meet legal and financial requirements. Financial accounting provides information to investors, creditors, and other external stakeholders. In management accounting: Management accounting focuses on using financial information to help managers make informed decisions. It provides information to internal managers so they can make decisions about the company's operations.

Due to the described problematic reality environment, the company A1 Inversiones Internacionales EIRL (Individual Company with limited liability) identified with RUC No. 20514090433 is being considered for study. Its economic activity is to provide national and international cargo transportation, an activity that includes, as added value, management and/or procedures in customs in the north of the country. Currently, the company has 15 collaborators, including the Owner-Manager. It presents a series of problems, weaknesses and deficiencies in its different processes, which makes it difficult for it to fulfill its institutional purposes and objectives. Its biggest problem is the empirical application of internal control. Transportation companies face a series of risks, such as fraud, error and loss of assets. The implementation of an effective internal control system can help mitigate these risks and protect the interests of the company. The implementation of an effective internal control system can be an important investment for transportation companies. However, it is an investment that can help protect the company's interests and avoid significant financial losses. Some of the problems observed in the company under study are:

Fraud: Some drivers have falsified documents, taking advantage of the lack of controls, to charge false expenses, such as travel or representation expenses. Inventory records have been altered to steal merchandise. The information presented is not consistent with the physical existence. Human errors have caused financial losses. Incorrect billing of clients and delivery of merchandise to the wrong address were observed, as well as damage to some merchandise during transport. The lack of control has caused the loss of financial documentation. The risks to which it is exposed have not been identified, and therefore it has not developed controls to mitigate them. It has not implemented an organization and functions manual. Responsibility for critical tasks should be separated among different people to avoid fraud or error. It also does not have an internal audit. It has not documented its procedures, so that they are followed consistently (Cash, billing and inventory). These procedures should be clear and concise, and be available to all employees who need them. The company does not carry out periodic reviews of its internal controls to ensure that they are effective, because it uses empirical controls. Therefore, the following problem was raised: how does internal control affect the accounting management of the company A1 Inversiones Internacionales EIRL- Lima,2023? It is theoretically justified because in many companies in Peru, there is a need to reasonably and comprehensibly apply the concept of internal control and its effect on accounting management, so the research allowed to complement the lack of knowledge in the universe of companies and especially in the study, for when a follow-up to accounting management has to be carried out, especially in the service sector; from the practical point of view, because once the results were known, they were communicated to the legal representative or whoever acts in his place in the company under study and to the other companies through scientific articles for their application and to obtain a positive impact on the generation of information that leads to management accounting or also called accounting for decision making and methodologically because this research was obtained by applying a methodology of the research process, which began with the identification of the problem explained above, objectives were raised and the techniques and procedures were applied to obtain the results, taking into account the geographic scope both national, regional and local. The general objective was raised: to determine the as he control internal affects in the management accountant of the company A1 Inversiones Internacionales EIRL-Lima,2023 , its specific objectives: - describe the importance of internal control and its impact on accounting management in small companies in Peru, - describe the importance of internal control and its impact on the accounting management of the company A1 Inversiones Internacionales EIRL-Lima,2023 and - propose the improvement of internal control in the accounting management of the company Inversiones Internacionales EIRL-Lima,2023.

Materials and Methods

Level, Type and Research Design was descriptive, it only described and analyzed information on recommendations to improve internal control and its impact on the accounting management of small companies in the service sector in Peru, case: Company A1 International Investments EIRL- Lima, 2023. The type of research was qualitative to identify improvements in the study variables and the research design was non-experimental, bibliographic and case-based. Population and Sample The population, defined by Arias et al. (2016), is a defined, limited and available set of instances, which can be people, animals, entities, objects, etc., which will form the reference for sampling and which meet a set of predefined criteria. (p. 202). Thus, the population in the research was made up of small companies in the service sector of Peru. The sample was made up of a part of the universe, in this case, company A1 Inversiones Internacionales EIRL- Lima 2023.

Variables. Definition and Operationalization

Title: Internal Control and its Impact on the Accounting Management of Small Companies in the Service Sector of Peru: Company A1 International Investments Eirl-Lima, 2023.

VARIABLE	OPERATIONAL DEFINITION	DIMENSIONS	FACTORS / ITEMS	MEASUREMENT SCALE
Independent Variable Internal Control	Internal control is a comprehensive process that encompasses all activities of an organization. Internal control aims to provide a reasonable degree of assurance regarding the achievement of the objectives: Effectiveness and efficiency of operations, Reliability of financial information, Compliance with laws and regulations. (Castañeda, 2018 , p. 28).	Internal Environment	1. Do you consider internal control important in inventory management? 2. Does your company have its internal control system implemented?	<ul style="list-style-type: none"> Dichotomous Dichotomous
		Internal Assessment	3. Has your company identified its internal and external risks?	
		Internal Activity	4. Has your company developed, approved and implemented its procedures manual?	
		Internal Communication	5. Has your company developed and approved its internal and external communication system?	
		Internal Supervision and Control	6. Does your company carry out actions of supervision to be aware in a timely manner of the correct development of the activities?	
Independent Variable Accounting management	Accounting management is the process of collecting, recording, analyzing and interpreting financial information for decision making. Accounting	Accounting	1. Does internal control have an impact on your company's accounting	

	<p>management is an important component of internal control, as it provides reliable and timely information to help achieve objectives.(Carro & González, 2016)</p>		<p>management? 2. Do you believe that internal control is essential to promote effectiveness and efficiency in the company's accounting management? 3. Do you have a computerized registration system? 4. Is training provided to staff on the management and recording of financial information?</p>	
		<p>Accounting control</p>	<p>5. Are authorization, registration and custody functions separated to reduce the risk of fraud or error? 6. Are accounting records and documents presented complete, accurate and timely? 7. Is the effectiveness of the internal control</p>	

			<p>system evaluated ?</p> <p>8. Are applicable laws and regulations complied with?</p>	
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Source: Author's own elaboratio

Techniques and instruments for collecting information : For the study, the technique of bibliographic review was applied, derived from the different authors who have carried out some research regarding the study variables such as internal control and accounting management. Likewise, the technique of an interview with the managing director was applied, using an instrument such as a questionnaire with diversified questions that allowed determining the results and the description to know the effect of internal control on the accounting management of the company under study. To meet objective 1, the bibliographic and documentary review of national, regional and local background was used. To achieve specific objective 2, an interview was carried out using a questionnaire prepared based on questions related to the theoretical bases and background, to the managing director of the company A1 Inversiones Internacionales EIRL- Lima, 2023. Finally, to achieve specific objective 3, a proposal was made to improve internal control in the accounting management of the company A1 Inversiones Internacionales EIRL- Lima, 2023.

Ethical Aspects

According to Uladech (2023), to carry out an investigation, Art. 5 of the Ethical principles approved by agreement of the University Council with Resolution No. 1212-2023-CU-ULADECH Católica are taken into account, which are detailed below:

- Respect and protection of the rights of those involved: their dignity, privacy and cultural diversity.
- Care for the environment: respecting the environment, protecting species and preserving biodiversity and nature.
- Free participation of one's own free will: being informed of the purposes and objectives of the research in which they are participating in such a way that their free and specific will is unequivocally expressed.
- Beneficence, nonmaleficence: during the research and with the findings found, ensuring the well-being of the participants through the application of the precepts of not causing harm, reducing possible adverse effects and maximizing benefits.
- Integrity and honesty: which allows for objectivity, impartiality and transparency in the responsible dissemination of research.
- Justice: through a reasonable and balanced judgment that allows for the taking of precautions and limits biases, as well as equitable treatment of all participants.

Results

Regarding specific objective 1:

Describe the importance of internal control and its impact on accounting management in small businesses in Peru

Table No. 1. Results of Specific Objective 1

AUTHOR(S)	RESULTS
Vargas (2023)	<p>The implementation of an internal control system, designed according to the needs of the organization, is essential for accounting management; it guarantees the accuracy and reliability of financial information, improves the efficiency and effectiveness of operations, the protection of company assets and compliance with laws and regulations.</p> <p>Financial reports They are an essential tool for making informed decisions for investors, lenders and other stakeholders who need to rely on a company's financial information. An effective internal control system helps ensure that financial reporting is accurate, complete and free from error or fraud.</p>
Alvarez (2019)	<p>internal control system will ensure that management in the accounting area is effective; this will be reflected through the presentation of accurate and reliable financial information; it will serve for adequate planning, control of operations and decision making; and for the achievement of institutional goals. The establishment of internal control is consistent with a favorable development of accounting management; the company will reduce costs, improve productivity and increase sales.</p>
Sicha (2022),	<p>For effective accounting management, it is essential to have an internal control system designed according to the specific needs of the company, which provides accurate and updated information that supports informed decision making. Accounting management is the main source of financial information for companies. This information is essential for decision making because it allows management to evaluate the company's financial performance, identify areas for improvement and take corrective measures; combined with a solid internal control structure, it will be able to promote the achievement of its established objectives, such as its continued competitiveness in the market.</p>
Leyva (2022),	<p>Internal control is an essential tool for the accounting management of a company; it has a significant impact on it. The implementation and maintenance of an effective internal control system is necessary to help protect assets, ensure the integrity of records and promote the efficiency of its operations, followed by the fulfillment of objectives. A company with internal control keeps its accounting records updated and accurate; which ensures that it has an accurate view of its financial situation and can make informed decisions.</p>
Valverde (2023),	<p>Internal control and accounting are two closely related processes. Both processes are related to financial reporting. Internal control helps ensure that financial information is accurate and reliable, which is essential for accounting. An effective internal control system can help ensure the accuracy of financial records, prevent fraud and errors, and provide timely and accurate information for decision-making. It is essential to implement a solid and continuous internal</p>

	control system in companies to ensure that accounting management is effective, influencing decision-making aimed at the benefit of the organization and its corresponding achievement of objectives.
Chu (2020)	Internal control has a significant impact on the accounting management of companies. To the extent that it is effective, accounting management will be effective; it will provide accurate and up-to-date information that allows achieving strategic objectives, improving financial performance and making informed decisions. It is recommended to promote the timely exercise of the internal control system. Internal control significantly impacts accounting management by ensuring the integrity of records and promoting the efficiency of operations and financial information. Accounting management as a fundamental basis for decision-making for the benefit of the organization must be preceded by the indispensable implementation of a relevant internal control system.
Gonzales (2020)	The results showed that the internal control system has a direct impact on accounting management and on all areas involved in the company. Risk assessment does have an impact on the analysis of accounting accounts, control activities do have an impact on expense control, monitoring and supervision do have an impact on the review of expenses incurred, and thus have an impact on the preparation of financial statements. Through solid control, accounting management will be developed in order to ensure the protection of assets, the reliability and validity of accounting records and systems ; in addition to implementing a relevant internal control, this must be periodically evaluated in order to ensure that it continues to be effective, for the benefit of the areas that make up the organization, influencing accounting management, followed by the achievement of the established objectives.

Source: Prepared using national, regional and local background information

Regarding specific objective 2:

Describe the importance of internal control and its impact on the accounting management of the company A1 Inversiones Internacionales EIRL-Lima,2023.

Table No. 2. Results of Specific Objective 2

Interview Results

No.	Internal control questions	Answer
1	Does your company have an internal control system implemented?	The company does not have an internal control system in place, as the owners believe that it is expensive to implement and review. They have not budgeted for hiring an internal auditor or purchasing internal control software.

2	Do you consider internal control important in accounting management?	Internal control is of utmost importance for companies, for their effective operation in an integral manner, however, the owners do not yet consider assuming the costs for its implementation. Regarding accounting management, an independent accountant has been hired to prepare tax returns and payrolls. The company only complies with what is essential in the laws and regulations in force of the tax collection agency.
3	Has your company identified its internal and external risks?	The risks to which it is exposed have not been identified and therefore no controls have been developed to mitigate them. The company has been providing solutions to its problems as they arise.
4	Has your company developed, approved and implemented its procedures manual?	The company does not have an organization and functions manual in place. Responsibility for critical tasks is not separated among different employees; it has empirical measures to verify that staff fulfill their assigned functions.
5	Has your company developed and approved its internal and external communication system?	The lack of formal controls in the company has led to a series of deficiencies in the development of activities and in relation to communication; we do not have a culture of communication where ideas and information are shared. We are aware that we have a deficiency in our flow and access to information.
6	Does your company carry out supervision actions to ensure timely knowledge of the correct development of activities?	As I mentioned, mainly due to cost issues, we have not yet implemented formal controls in our company, nor have we hired an internal auditor or specialized personnel for this specific function.
No.	Accounting Management Questions	Answer
1	Does internal control have an impact on your company's accounting management?	Our company carries out practical controls, in the absence of formally establishing an internal control system; in relation to our accounting, we do not have a department in charge, but we hire an independent accountant, who once a month makes the corresponding tax returns to avoid sanctions with the tax collection agency. Due to the above, the accounting management in our company is extremely limited, the financial information is not precise and pertinent for decision making,
2	Do you believe that internal control is essential to promote effectiveness and efficiency in the company's accounting management?	Internal control has significant importance for the accounting management of companies, improving the accuracy and reliability of financial information, ensuring that accounting records are complete and accurate, which can help managers make informed decisions about the financial performance of the company.
3	Is training provided to staff on the management and recording of financial information?	The company does not provide technical training to its staff, only verbal assignments of their functions, due to the moderate staff turnover that currently occurs. The owners should consider implementing an

		internal control system, followed by its components, and of course also implementing an accounting area, due to the importance of accounting management for informed decision-making for the benefit of the company and its employees.
4	Is accounting control carried out?	The accounting is independent, there are no elaborate accounting controls, which I consider a difficulty for the financial development of the company.
5	How often do you carry out accounting controls in the accounting area?	We do not carry out accounting controls, but we comply with the laws and regulations applied by Sunat .
6	Do you consider to be your weaknesses in terms of internal control and accounting management?	The lack of knowledge and experience has prevented us from realizing the importance and benefits of implementing an internal control system and that it precedes accounting management in our company, due to this. We have several weaknesses such as lack of regular supervision and staff training, errors of competence and some thefts, among others.

Fountain: Prepared by the authors based on the questionnaire applied to the managing director of the company A1 International Investments EIRL

Regarding Specific Objective 3:

Propose the improvement of internal control in the accounting management of the company A1 Inversiones Internacionales EIRL-Lima,2023.

Table No. 3. Results of Specific Objective 3

Opportunity for improvement	Proposal
The company does not have an internal control system implemented.	The implementation of a carefully developed internal control system is proposed, according to the needs of the company studied, in conjunction with its components. Planning should aim to define the objectives of internal control, the risks to be mitigated, and the control activities to be implemented. In addition, it should designate and train a person responsible for supervising the operation of the internal control system. The commitment of senior management is essential for the success of the internal control system.
The objectives are not consistent with their operations and are not properly documented.	It is proposed to modify and improve the objectives, according to the internal control planning, where these are clearly defined and documented and include the reliability of financial reports, the effectiveness and efficiency of operations, compliance with laws and regulations, and the protection of assets.

<p>The company has been applying empirical controls, failing to determine the components of a formal internal control system.</p>	<p>Internal control components are the elements that make up the control system; they are essential to ensure its efficiency. Risk identification: identify the risks that could prevent these objectives from being achieved. Risk assessment: Evaluate risks to determine their potential impact. Design control activities: Design control activities to mitigate identified risks. Implementation of control activities: Should be carried out in accordance with established plans. Monitoring the internal control system: Monitor the internal control system to ensure its effectiveness, periodically to identify any problems or deficiencies.</p>
<p>Fraud has been identified as one of the risks of the organization. Drivers have falsified documents to charge false expenses, such as travel or entertainment expenses.</p>	<p>It is proposed through the components, risk assessment and control activities, to promote: Preventive control activities: Implement a policy of segregation of functions to prevent fraud. Detective control activities : Implement an internal audit system to detect fraud . Corrective control activities: Implement an accountability process to correct fraud.</p>
<p>Logistics errors: Incorrect data, damage or loss of merchandise, and delays.</p>	<p>The implementation of software for transport management is proposed, in order to correct manual errors, incomplete information or loss of goods, in addition to relevant training for the corresponding personnel in conjunction with physical inspections of the logistics processes.</p>
<p>The status of the financial documentation has been observed ; it is in disarray, which has caused losses in the documentation. The company does not develop its accounting management in a favorable manner.</p>	<p>It is proposed to implement clear and easy-to-follow accounting and financial processes, periodic internal audits and training for the relevant staff in accounting and financial matters.</p>

Fountain: Own elaboration.

Discussion

Regarding specific objective 1:

Describe the importance of internal control and its impact on accounting management in small businesses in Peru.

It is observed how valuable and prominent the implementation of an internal control system represents for companies, according to López and Vega (2021) it must be established in every organization regardless of its resources, size, sector or activity. Said control system must provide the actions, plans, policies, procedures and methods that contribute to the continuous improvement, operational, financial and economic efficiency of the entity, together with the achievement of its established objectives. Vargas (2023) adds that internal control must be designed according to the specific needs of the company; thus, it will

vary from one organization to another. Design is an important process, correctly structured, it will serve the purposes for which it was implemented; helping the company achieve its objectives and goals, reduce the risk of fraud and error, improve the efficiency and effectiveness of operations, and comply with applicable laws and regulations. Likewise, Leyva (2022) agrees that internal control must be designed to help the company achieve its objectives and goals, mitigate the specific risks to which it is exposed and appropriate for the size, sector and activity of the institution. In addition, it must be reviewed and updated periodically to ensure that it remains effective as the needs of the company change. According to Valverde (2023), The internal control system must protect the company's assets from loss, damage or misuse. This includes tangible assets, such as cash, inventories and equipment, as well as intangible assets, such as intellectual property and confidential information. Ensure the reliability of financial information, that is, that it is reliable and accurate. It includes information on financial statements, accounting records and internal reports; in addition, it must promote the efficiency and effectiveness of operations, referring to the efficient use of resources, cost reduction and improvement of the quality of products and services. In relation to accounting management, Castro (2019) points out that it is an essential tool for companies of all sizes. Through accounting management, the company's financial information is collected, recorded, analyzed and interpreted. Said financial information provided is used by managers, owners and other interested parties to make informed decisions about the company. Chu (2020) adds that financial information must be accurate and reflect the economic reality of the company, it must also be timely, so that managers can make informed decisions in time, about the company's operations, investments and finances. Finally, financial information must comply with applicable laws and regulations, such as tax laws and accounting standards. Regarding the impact that internal control has on accounting management, Gonzales (2020) points out that, through solid control, accounting management will be developed in compliance with guaranteeing the protection of assets, the reliability and validity of accounting records and systems. Likewise, Goycochea and Villanueva (2021) state that accounting management without the establishment of a pertinent control does not support the correct decision-making in favor of the company, nor does it guarantee compliance with current laws and regulations; so it is essential first of all to establish internal control, so that consequently, accounting management develops effectively, can help companies achieve their strategic objectives, improve their financial performance and make informed decisions.

Regarding specific objective 2:

Describe the importance of internal control and its impact on the accounting management of the company A1 Inversiones Internacionales EIRL-Lima,2023.

The company A1 Inversiones Internacionales EIRL A recognizes the importance of implementing an internal control system; which, through a set of established actions, norms, policies and methods, helps organizations to achieve their objectives and goals, safeguarding their assets, ensuring the reliability of their financial and operational information, promoting the efficiency and effectiveness of their operations, in compliance with applicable laws and regulations, together with the pertinent application of each of its components. It has not established a formal internal control system, but rather applies deficient empirical controls, which do not give it the prominence of a solid control, specifically designed according to its needs. It agrees with Pachas (2021), who maintains that implementing a pertinent internal control will allow resources to be optimized, both administrative and financial management to be developed efficiently in order to achieve the objectives for which they were created and to contribute to the economic development of the country. Likewise, Leyva (2022) agrees that internal control ensures that the company's operations are carried out efficiently and effectively, which can lead to increased sales, reduced costs, and improved profitability. It also contemplates the protection of assets against loss, theft, or misuse, such as equipment and inventory, intangible assets, such as confidential information. The company studied, regarding the impact that internal control has in relation to accounting management; from its lack of controls and procedures related to accounting and the consequences that it has brought to the detriment of the development of its organization; recognizes the importance of accounting management, constituting it as an excellent instrument of financial information, for making strategic and operational decisions made by the company's management, in addition to other external, commercial, legal, and financial stakeholders. He agrees with Valverde (2023) who states that; internal control and accounting management are two closely

related processes. Both processes are related to financial information. Internal control helps ensure that financial information is accurate and reliable, which is essential for accounting management. An effective internal control system ensures the accuracy of financial records, prevents fraud and errors, provides timely and accurate information for decision making; thus, it is essential to implement a solid and continuous internal control system in companies to ensure that accounting management is effective, influencing decision making aimed at benefiting the organization and its corresponding achievement of objectives. The company under study, by following an empirical control, does not have a strategic plan, annual operating plan, organizational chart, organization and functions manual, and does not have appropriate internal work regulations. It also does not have controls to safeguard its assets, such as cash and inventories. Making them susceptible to risk, theft, loss or waste; nor does it have processes that ensure both the reliability of financial information and compliance with laws and regulations, which reflects that accounting management is not developed efficiently, as well as in relation to control, affecting the indeterminacy of the components: Control environment and control activities.

It coincides with López and Vega (2021) who affirm that the companies studied do not have a formal control system established, but rather follow an empirical control, with which they do not appropriately carry out their procedures and activities in the intervening areas of their management. The scope of their set objectives is at risk, due to the empirical control they carry out. In accounting and tax matters, although it is an unavoidable obligation, it is not prepared to comply with accounting and tax guidelines either. This demonstrates the necessity and importance of establishing a control system; consequently, after putting it into practice, accounting management will improve; from the recording of financial transactions to the analysis of financial information for decision-making. These results correspond to Gonzales (2020) Even though he highlights the importance of internal control in organizations, as a permanent management tool, which contributes to the fulfillment of the set objectives and promotes effective, efficient and ethical management; The companies studied estimate that, due to their less abundant resources or their simpler organizational structure compared to large companies, they do not need to incur the "high" costs of implementing a control system for each component area and/or improving their accounting management. Continuing with the company in the case study: In the information and communication component, it is observed that the information is not precise, timely and relevant, it does not have a communication culture, where ideas and information are shared openly and honestly. It does not have efficient communication channels, not all employees have access to the system's information to efficiently carry out their activities or to report irregularities. Decision-making is not timely and pertinent, because the information is deficient. In the risk assessment and supervision and monitoring components, the company studied presents: It does not have a risk management plan, nor does it carry out prevention and monitoring activities, which would be one of the causes of the organization not achieving its objectives. In the last of the components, supervision and monitoring; The company does not carry out supervision and monitoring activities to verify the optimal functioning of internal control, because it uses empirical control, in which the appropriate control verifications are not carried out. The company studied does not consider it necessary to determine, supervise or measure the quality of the operation of the practical controls it uses. These results coincide with Goycochea and Villanueva (2021) who in their study verified that companies that do not implement an internal control system, followed by the corresponding application of the control components, (fundamental for the effectiveness of the system); will face a series of difficulties and risks, related to fraud, loss of assets, errors in financial records, non-compliance with applicable laws and regulations, as well as a decrease in efficiency and effectiveness in operations, highlighting the deficiencies originating in accounting management, which undermines financial performance, informed decision-making and protects their reputation.

Regarding specific objective 3:

Propose the improvement of internal control in the accounting management of the company A1 International Investments EIRL-Lima, 2023

The implementation of an internal control system is proposed, carefully prepared, according to the needs of the company studied, together with its components. Planning should aim to define the objectives of internal control, the risks to be mitigated, and the control activities to be implemented. In addition to

designating - training a person responsible for supervising the operation of the internal control system. The commitment of senior management is essential for the success of the internal control system. It agrees with Vargas (2023) who states that; internal control offers a series of benefits; to guarantee its effectiveness, it is essential that it is implemented and supervised effectively: Improves the reliability of financial reports; helps to ensure that financial reports are accurate, complete, and free of errors or fraud (Influencing the favorable development of accounting management). It helps to ensure that operations are carried out efficiently and effectively. It also ensures that the company complies with applicable laws and regulations and protects the company's assets against fraud, theft, and other risks.

The objectives are not consistent with its operations and are not properly documented; therefore, it is proposed to modify and improve the objectives, according to the internal control planning, where these are clearly defined and documented and include the reliability of financial reports, the effectiveness and efficiency of operations, compliance with laws and regulations, and the protection of assets.

The company has been applying empirical controls, thus determining the components of a formal internal control system. The components of internal control are the elements that make up the control system; they are essential to guarantee its efficiency. In the implementation, after having defined the objectives, the following must be considered in a preminent way: The identification of risks: Those internal, external and of a diverse nature; that could prevent the objectives from being achieved.

Assessing the risks: Once the risks have been identified, the next step is to assess them to determine their potential impact, (taking into account the likelihood of a risk occurring and the impact it could have if it did occur.) Designing control activities: Following assessing the risks, the next step is to design control activities to mitigate the identified risks. Control activities can be preventive, detective or corrective in nature. Preventive activities are designed to prevent risks from occurring, detective activities are designed to detect risks that occur, corrective activities are designed to correct risks that occur. Implementing control activities: Implementing the designed control activities in accordance with established plans. Monitoring the internal control system: The final step is to monitor the internal control system to ensure its effectiveness. Monitoring of internal control should be carried out periodically to identify any problems or deficiencies. When implementing the internal control system it is recommended that; senior management should be engaged; it is critical to the success of the implementation of the internal control system.

Fraud has been observed as one of the risks of the organization. Drivers have falsified documents to charge false expenses, such as travel or representation expenses. It is proposed through the components, risk assessment and control activities, to promote: Preventive control activities: Preventive control activities are designed to prevent risks from occurring. It is recommended to implement a segregation of duties policy to prevent fraud. Detective control activities : They are designed to detect risks that occur. It is recommended to implement an internal audit system to detect fraud. Corrective control activities: They are designed to correct risks that occur. It is recommended that the company implement an accountability process to correct fraud. Influencing preventive control activities, with respect to other types of fraud, in different processes, (such as theft of funds, falsification of documents and misuse of assets), to mitigate them, it is proposed: Segregation of duties: assignment of different tasks to different people to prevent a single person from having total control over a process. Staff Rotation: Rotating employees across different functions to reduce the opportunity for fraud. Financial Records Review: Periodic review of financial records by independent individuals to detect errors or irregularities.

Transportation companies are responsible for transporting goods and services from one place to another, so logistics is a fundamental part of their business. Logistics errors have been observed, such as erroneous data, damage or loss of merchandise, and delays; from receipt of cargo to delivery to the customer. These errors are due to a variety of factors, such as human error, problems with computer systems or lack of communication between areas and employees; in addition to other factors such as lack of security, internal corruption or inefficiency. This has caused billing, accounting and customer service problems. Automation is proposed, through the implementation of software for transportation management, to plan, organize, record, track, execute and control the flow and storage of goods, services and information more efficiently;

in turn, relevant training of the corresponding personnel; together with physical inspections of the logistics processes, periodically to verify compliance with procedures and the detection of potential problems.

The state of the financial documentation has been observed; it is in disarray, which has caused losses in the documentation. Even though they need an effective accounting system to manage their finances and make informed decisions, the company does not develop its accounting management favorably, it commits a series of errors and irregularities. Specific control activities are proposed, such as clear, concise and easy-to-follow accounting procedures. Accounting procedures should include instructions on how to record, classify, summarize and interpret financial information. They should also include periodic audit reviews, focusing on the accounting records to verify the accuracy and integrity of these records. Finally, training is recommended for the respective personnel on the laws and regulations applicable to accounting.

Conclusions

Regarding specific objective 1:

- According to the authors reviewed, it is concluded that internal control in small companies in the service sector of Peru is mostly used empirically and incompletely, which does not grant the preeminence of a solid and formal internal control system. The use of empirical controls also does not have a favorable impact on the accounting management of the small companies under study. Through the implementation of an internal control system, actions, plans, policies, procedures and methods will be provided that contribute to the continuous improvement, operational, financial and economic efficiency of the entity, together with the achievement of its established objectives. In addition to protecting assets from loss, damage or misuse.
- The design of internal control must be carried out according to the specific needs of each company; thus, it will vary from one organization to another. The design is an important process; properly structured, internal control will serve the purposes for which it was implemented; helping the company achieve its objectives and goals, reduce the risk of fraud and error, improve the efficiency and effectiveness of operations, and comply with applicable laws and regulations. In addition, it must be reviewed and updated periodically to ensure that it remains effective as the needs of the company change. In relation to accounting management, it is an essential tool, through which the company's financial information is collected, recorded, analyzed and interpreted. Such financial information provided is used by managers, owners and other interested parties to make informed decisions about the company. A relevant control system significantly affects the favorable development of accounting management. It will be developed in order to ensure the protection of assets, the reliability and validity of accounting records and systems. Efficient accounting management will present accurate and timely financial information that complies with applicable laws and regulations, such as tax laws and accounting standards, and ultimately reflect the economic reality of the company.

Regarding specific objective 2:

It is concluded, according to the interview conducted, that the company A1 Inversiones Internacionales EIRL carries out its activities without having considered implementing a formal internal control system, but rather uses empirical control. Carrying out a disaggregated analysis, we have: It affects the indeterminacy of the control environment component: It does not have a strategic plan, annual operating plan, organizational chart, organization and functions manual, and it does not have appropriate internal work regulations. Continuing with the risk assessment component: The objectives and goals that it has set do not correspond properly to the development of its activities, nor has it identified the internal and external risks to which it is susceptible. In the control activities component: It does not carry out specific activities that ensure its operational compliance, nor does it have controls to safeguard its assets, such as cash and inventories; which makes them vulnerable to theft or loss. In the information and communication component, it does not have fluid communication in its organization, the staff does not have the detailed

information for the competent fulfillment of its activities or to report irregularities. There is also no timely decision-making, because the financial information is deficient. The company studied does not have an established area for its accounting management, therefore, it does not have processes that ensure both the reliability of the financial information and the categorical compliance with the laws and regulations. Lastly, in the control, supervision and monitoring component: It does not carry out supervision and monitoring activities. The control it applies is empirical, the pertinent control verifications are not carried out. The private institution does not develop activities to determine, supervise or measure the functioning of the empirical controls it carries out. Regarding the impact that internal control has on the accounting management of the company under study, it should be noted that, by using empirical controls, accounting management is not developing favorably.

Regarding specific objective 3:

Propose the improvement of internal control in the accounting management of the company A1 International Investments EIRL-Lima, 2023

PROPOSAL FOR IMPROVEMENT

It is proposed that A1 Inversiones Internacionales EIRL improve internal control in accounting management. under the following flow:

Opportunity (weakness)	Activities	Responsible	Indicator	Meta - product	Schedule
The company does not have an internal control system implemented.	Carry out the planning and design of the SCI, promoting the definition of internal control objectives, the risks that must be mitigated, and the control activities that will be implemented.	Prepared by: Controller - manager	100% of documents elaborated and approved.	Issue a report on the preparation, approval and implementation of the internal control system as a whole, in its components.	February and March 2025

Fraud: Drivers have falsified documents to charge false expenses, such as travel or entertainment expenses.	Implement a segregation of duties policy, an internal audit system to detect fraud, and an accountability process to correct fraud	Prepared by: owner - manager	100% of control activities implemented	Issue an updated and revised report on the activities implemented.	March and April 2025
Logistics errors: Incorrect data, damage or loss of merchandise, and delays.	Implementation of software for transport management.	Prepared by: owner - manager	100% updated software.	Issue updated and revised report.	May 2025
Lack of staff training.	Implement relevant and ongoing training sessions for the relevant personnel regarding the control measures implemented.	Prepared by: owner - manager	100% of employees trained.	Expand and improve your knowledge in relation to internal control and accounting management	June and July 2025
Status of financial	Implement clear	Prepared by:	100% of docu	Issue a report	August and Sept

documentation: This is in disarray, which has caused losses in the documentation.	and easy-to-follow accounting and financial processes in accounting and financial matters.	owner - manager	ments and processes prepared and established	updated and revised.	emb er 2024
Does not carry out supervisions to verify compliance with its activities	Conduct internal audits periodically.	Prepared by: owner - manager and internal auditor	100% of internal control system audited	Issue a report From audit	October to Dec emb er 2025

Regarding the General Objective

Internal control significantly affects the favorable development of accounting management; from the recording of financial transactions to the analysis of financial information for decision making; as long as the design and implementation of the internal control system is carried out according to the specific needs of the organization; correctly structured, it will serve the purposes for which it was implemented. Internal control provides the actions, plans, policies, procedures and methods that contribute to the continuous improvement, operational, financial and economic efficiency of the entity, together with the achievement of its established objectives. In addition to safeguarding the company's assets from loss, damage or misuse. In addition, it must be reviewed and updated periodically to ensure that it remains effective as the company's needs change. In relation to its influence in favor of accounting management, through which financial information is collected, recorded, analyzed and interpreted. Financial reports They are an essential tool for making informed decisions for investors, lenders and other stakeholders who need to rely on the company's financial information. To do so, it is essential that it is preceded by solid control, which guarantees the accuracy and reliability of financial information, improves the efficiency and effectiveness of accounting operations, safeguards the company's assets and enables compliance with laws and regulations. The company studied, even though it recognizes the importance of implementing an internal control system, in favor of the competent development of its different activities and processes (including the honest development of accounting management) due to the lack of knowledge or the cost that its

implementation would represent, does not have an internal control system, but rather uses empirical controls, which do not offer the preeminence of a solid control, designed according to its specific requirements. It was observed that empirical controls, unlike a control appropriately established in conjunction with its components; indispensable for the successful integration of the system; do not provide the efficient management of its resources, the effective achievement of its objectives, nor manage the risks to which the company studied is susceptible, compliance with the laws and regulations that concern it, nor categorically satisfy the needs and expectations of its clients; which is reflected through its financial results and its growth potential.

Recommendations

The establishment of a permanent control system in conjunction with its components is recommended, designed according to the specific needs of the company under study, to correct the deficiencies of the empirical controls used. Internal control offers a series of benefits; to guarantee its effectiveness, it is essential that it is implemented and supervised effectively: It provides the actions, plans, policies, procedures and methods that contribute to the continuous improvement, operational, financial and economic efficiency of the entity, together with the achievement of its established objectives; it improves the reliability of financial reports, by guaranteeing that they are accurate, complete and free of errors or fraud (influencing the favorable development of accounting management). It helps to guarantee that operations are carried out efficiently and effectively. It also helps to guarantee that the company complies with applicable laws and regulations and to protect the company's assets against fraud, theft and other risks. Within the integration of the control system, after having observed that one of its most common risks is fraud committed by employees in different areas, emphasis is placed on recommending policies of segregation of duties, detective internal audits, and accountability processes.

The implementation of software for transport management is proposed, in order to correct the logistics errors found; in turn, pertinent training of the corresponding personnel; together with physical inspections of the logistics processes, periodically to verify compliance with the procedures and the detection of potential problems. In relation to the poor management of the financial and accounting documentation that has been observed in the company, the application of clear and easy-to-follow accounting and financial procedures is proposed; periodic audit review, to verify the accuracy and integrity of these records; in addition to training the respective personnel on the laws and regulations applicable to accounting.

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