



Issues and Challenges of Pertashop Business: Analysis of Potential Bankruptcy from an Accounting Perspective

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ABSTRACT

The purpose of this research is to find out how to assess the potential for Pertashop bankruptcy from an accounting perspective, analyze the potential for Pertashop bankruptcy on Lombok Island, and find out the bankruptcy prevention efforts made by Pertashop business actors. The method uses a qualitative case study approach on Lombok Island. In-depth interviews with 6 key informants (5 operators and 1 Pertashop supervisor) and conducting field observations conducted in 5 districts/cities on Lombok Island. The data is processed by creating a Pertashop bankruptcy prediction model. By implementing a bankruptcy prevention strategy that can be detected and prevented through timely intervention. This can be done by using 3 accounting perspective approaches: (1) financial accounting, recording simple financial reports; (2) cost accounting, Prestashop owners do not have cost standardization; (3) management accounting, leading to decision making when ordering fuel distribution. Local governments can design incentive policies and simplify the PBG (Building Approval) and SLF (Certificate of Functional Worthiness) licensing processes to support the sustainability of Pertashop in remote areas. Academically, this study was made to develop a specific bankruptcy prediction model for the BBM distribution partnership business that can be replicated and developed further. The novelty of this study uses 3 accounting perspectives in analyzing pertashop bankruptcy, namely financial accounting, cost accounting, and management accounting. Pertashops that apply the basic principles of the three accounting perspectives have a much higher survival rate and better financial performance than those that only rely on intuitive management.

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1. INTRODUCTION

Pertashop is a distributor of Special Fuel Oil (BBMK) Non-subsidized Pertamina on a small scale, which is the result of cooperation between PT Pertamina (Persero) and business partners in the form of a partnership system. This program is designed as part of Pertamina's retail business expansion strategy to expand the distribution reach of Fuel Oil (BBM) to areas that have not been reached by conventional gas stations. Pertashop is here as a solution to meet the fuel needs of people in areas far from gas stations, especially in rural or remote areas. Pertashop has a tank capacity of 3,000 liters; of course, Pertashop does not only sell non-subsidized Pertamina BBMK, Prestashop also sells such as 3kg LPG, 12kg Bright Gas, Oil, Nitrogen, and others (Aka Arinda et al., 2024). The government's initial target through PT Pertamina (Persero) is to build 10,000 Pertashop units throughout Indonesia (Vingky Amelia et al., 2022), From 2019 to 2024, only 6,500 pertashops have been realized, and most are spread across Java Island. The most pertashops are in Central Java, with 1,185 pertashops spread across other provinces, one of which is the province of West Nusa Tenggara, with 59 pertashops, including Lombok Island with 45 pertashops and Sumbawa Island with nine pertashops. However, in its development, out of the 6,770 pertashops that were established, many have failed or gone bankrupt. Until 2024, there will be 4,600 pertashop units, or 71%, and 1,900 pertashops will remain operating throughout Indonesia.

This state-of-the-art research identifies that many MSMEs face the risk of bankruptcy due to weak financial management and minimal understanding of good accounting practices where through an accounting intervention approach that includes the implementation of simple bookkeeping, cash flow management, basic financial reporting, and financial ratio analysis, MSMEs can strengthen their business fundamentals (Halpiah & Putra, 2024a). Another issue that emerged was the design of the Pertashop location layout, which did not meet standards (Taufiqulhakim & Fitria, 2022), where the area is not wide enough to cause tanker trucks to block consumers when filling and consumers switch to competitors. The challenge of market competition is also faced by pertashop entrepreneurs with product offerings from the same agent at relatively the same price because they follow Pertamina standards, especially 3 Kg melon gas, which only sells 6-8 cylinders per day with a price range of IDR 18,000-20,000. Competition is getting tighter after the government policy through the Ministry of Energy and Mineral Resources, which requires the distribution of 3 Kg LPG gas through bases or sub-bases, adding to the competitiveness challenges for pertashop entrepreneurs. These issues and challenges are almost evenly faced by all pertashop entrepreneurs, including those on Lombok Island, which are the object of this study.

Pertashop bankruptcy does not only occur on the island of Java but is evenly distributed throughout Indonesia as well as in West Nusa Tenggara. From 59, 42 are still active, and 17 have gone bankrupt. The causes of bankruptcy are almost the same due to sales losses, competition (gas stations, retailers, and Pertamina), business governance that is not yet optimal, pressure on deposits on Pertamina that is not balanced with sales revenue, so that to cover the responsibility for these losses many Pertashop owners take bank credit loans to cover the obligations that must be met to Pertamina as a supplier of merchandise at Pertashop. This causes the debt burden to increase not only debt to suppliers but also debt to banks, and increased debt is an indication that the business is failing to pay its obligations in terms of liquidity. and if this happens continuously, it can cause a decline in financial performance in the business, which causes the business to slowly go bankrupt (Halpiah & Putra, 2022a).

The novelty of the accounting perspective used is from the perspective of financial accounting, management accounting, and cost accounting. These three things are the novelty in the research where the three elaborations of accounting science will be the analytical test tool to see the potential for bankruptcy in Pertashop on Lombok Island. Of course, the results of this study will be a reference for business actors in the same field or in different fields in running their business so

that they can detect the potential for bankruptcy early and make the right decisions to anticipate bankruptcy, research with the theme of bankruptcy has been studied by (Halpiah & Putra, 2024b) with the object of research being MSME actors, which states that accounting intervention is the foundation for mitigating bankruptcy in MSMEs, in addition, bankruptcy analysis provides a picture of the company's future by looking at less than optimal financial performance during the risk mitigation period that can be carried out, including so that the business continues to run by carrying out operational cost efficiency, optimizing asset functions in supporting income, and seeking potential income (Widodo & Mahagiyani, 2022). A limitation of this study is the lack of accounting transaction records for each purchase or sale of merchandise such as Pertamina, Bright Gas 12kg, and oil. This complicates the analysis of financial data, both in financial accounting and cost accounting, which can lead to wasteful spending and incorrect management decisions in Pertashop.

This study aims to determine how to assess the potential for Pertashop bankruptcy from the perspective of financial accounting, cost accounting, and management accounting, analyze the potential for Pertashop bankruptcy on Lombok Island based on operational conditions and existing business characteristics, and identify bankruptcy prevention efforts that have been and can be carried out by Pertashop business actors. By achieving these objectives, this study is expected to provide practical contributions for Pertashop business actors in strengthening business governance, providing guidance for local governments in designing supporting policies, and enriching academic literature on bankruptcy analysis in the context of fuel distribution partnership businesses that can be replicated and developed further.

2. METHODS

This study uses a Qualitative approach with a case study design to analyze the potential for Pertashop bankruptcy from an accounting perspective on Lombok Island. The research location covers 5 (five) districts/cities on Lombok Island: West Lombok, North Lombok, Central Lombok, East Lombok, and Mataram City. From each region, one Pertashop was selected with the Gold category criteria, minimum two employees, operating for at least 4 years and providing supporting products such as 3kg LPG Gas, 12kg Bright Gas, Oil, and BRI Link. Since of the 49 Pertashops in Lombok, only 6 are still active, this is interesting to explore because many cases of bankruptcy in Pertashops when viewed from an accounting perspective. The analytical tool used in this study is a framework of three integrated accounting perspectives developed specifically for the Pertashop context, consisting of the Financial Accounting Perspective, the Cost Accounting Perspective, and the Management Accounting Perspective.

The research informants consisted of 6 key informants (5 operators and one pertashop supervisor). The data collection technique used triangulation methods: (1) semi-structured in-depth interviews to gather information about financial management practices and accountability; (2) direct observation at the Pertashop location to observe the transaction recording process and operational mechanisms, and (3) documentation to analyze Pertamina fuel sales by looking at financial reports. Data analysis was carried out through the stages of data reduction, data presentation, and concluding, and the analysis was carried out from 3 (three) accounting perspectives: (1) financial accounting (to assess financial position and cash flow), (2) cost accounting (to analyze cost structure and profitability); and (3) management accounting (for performance evaluation and strategic decision making).

3. RESULTS AND DISCUSSION

3.1. Condition of Pertashop on Lombok Island

Accounting understanding among pertashop entrepreneurs on Lombok Island is still relatively low. From interviews with six informants, it was revealed that most pertashop entrepreneurs do not have an adequate financial recording system. Recording is generally limited to daily sales records and stock purchases without any separation of business and personal finances. Formal financial reports such as balance sheets, profit and loss statements, and cash flow statements are not available in most pertashops.

The absence of comprehensive accounting records makes it difficult for entrepreneurs to analyze the financial health of their businesses and detect potential bankruptcy early. Understanding bankruptcy indicators from an accounting perspective is also very limited, so early signs of financial distress are often overlooked until conditions become critical. Therefore, **Table 1** is presented here.

Table 1. Pertashop data on Lombok Island

No	West Nusa Tenggara Region	2024				
		3 Kilo Liter Micro Gas Station	3 Kilo Liter Micro Gas Station Without Complete License	3 Kilo Liter Micro Gas Station with Complete License	Output Percentage (%)	Process Presentation (%)
1.	West Lombok Regency	9	1	8	40,00	4,00
2.	Central Lombok Regency	18	13	5	25,00	52,00
3.	East Lombok Regency	15	10	5	25,00	40,00
4.	North Lombok Regency	2	1	1	5,00	4,00
5.	City of Mataram	1	0	1	5,00	-
	Total Pertashop	45	25	20	100,00	100,00

Source: Regional Government Information System (SIPD). Processed Data. 2025.

Note: *) Data in the Process of Search and Collection – Becoming Part of this Research.

Note:

Output Percentage (%) = $\frac{\text{Number of 3 Kilo Liter Micro Gas Stations with Complete Licenses}}{\text{Total Pertashop}} \times 100$

Process Percentage (%) = $\frac{\text{Number of 3 Kilo Liter Micro Gas Stations without Complete Licenses}}{\text{Total Pertashop}} \times 100$

Based on data from the Regional Government Information System, of the total 45 pertashops on Lombok Island, 25 (56.00%) do not have complete permits, and 20 (44.00%) have complete permits. Central Lombok Regency has the largest number of pertashops (18 units), followed by East Lombok (15 units) and West Lombok (9 units). Of the number of pertashops visited, 40% of pertashops in Lombok are no longer operating or have gone bankrupt.

3.2. Pertashop Business Development

Pertashop was developed as a fuel distribution solution to expand reach to areas that conventional gas stations have not reached. This system is designed with a storage tank capacity of 3,000 liters, much smaller than regular gas stations. In addition to providing Pertamina, Pertashop also sells products such as 3kg LPG, 12kg Bright Gas, oil, and other supporting services (Papin & Martiningsih, 2024). (Djatnika & Gunawan 2021) stated that partnership-based business models such as Pertashop have the potential to accelerate market penetration but also face a higher risk of failure, especially in the early stages of development. This is reflected in the development of Pertashop in Indonesia, where the failure rate reached 71% nationally, far above the average failure rate of small businesses, which is usually around 30-50% in the first five years (Surwanti et al., 2022).

Based on field observation data in West Nusa Tenggara Province, Pertashop started operating around 2020 with the Gold category as the dominant type. Fuel sales vary between locations, with a range of 50-800 liters per day. Pertashop in Mataram City recorded the highest sales (700-800 liters/day), while several Pertashops in Central Lombok were only able to sell 50-100 liters/day. The profit margin for Pertashop in the Gold category is IDR 850/liter for sales of 0-1,000 liters/day, decreasing to IDR 435/liter for sales above 5,000 liters/day.

Of the 45 Pertashops on Lombok Island, 20 units (44.00%) have complete permits, while 25 units (56.00%) are still in the licensing process. The largest distribution is in Central Lombok Regency (18 units) and East Lombok (15 units). (Yuhana & Harahap, 2023) in his research emphasized the importance of licensing and supervision aspects in the management of the Pertashop business to ensure operational continuity and security. The development of Pertashop shows that there is significant market potential, but it also faces serious challenges in the sustainability of its operations (Asih et al., 2025). The high rate of business failure in the fuel retail industry can be attributed to a combination of internal factors, such as poor management, and external factors, such as market changes and regulation.

3.3. Issues and Challenges of Pertashop Business Development

The Pertashop business on Lombok Island faces several significant issues and challenges. First, low sales volume is the main problem. The majority of Pertashops are only able to sell 200-400 liters per day from a capacity of 3,000 liters, far below the optimal target. This is exacerbated by the increase in the price of Pertamina to IDR 12,400/liter, which reduces people's interest in buying. (Silsabila et al., 2024) noted that fuel price fluctuations have a significant impact on the profitability of small-scale fuel distributors. This has an impact on the Pertashop profit stated by RS.

"There are often delays in Pertamina distribution with orders of 1,000 liters in one distribution; once 3,000 liters when Pertashop was first opened, sales turnover was very low, with Pertamina sales of less than 100 liters per day."

The delay in Pertamina supply from Pertamina often causes stock shortages, forcing customers to switch to gas stations, Pertamina, or retailers. Inefficient supply chain management is one of the critical factors affecting business continuity in the fuel distribution industry (Erinayustina, 2022). This is in line with the supply chain management theory conducted by (Eva Desembrianita et al., 2023), that disruptions in the supply chain can have a direct impact on the financial performance of the company, especially for small businesses with limited buffer capacity. The problem of shrinkage or evaporation of fuel oil of around 50-100 liters per shipment due to high temperatures from exposure to sunlight, resulted in a loss of IDR 620,000-IDR 1,240,000 per distribution. This technical problem reflects the operational challenges faced by Pertashop. (Bau and Abdulah 2021) in their study of Pertashop in Bulukumba Regency identified that infrastructure factors and facility placement had a significant effect on Pertashop's operational efficiency.

“The problem that is currently happening, I already know from the media, namely the occurrence of adulteration which has caused our Pertashop to become increasingly quiet and rarely open, the current income is less than IDR 500,000.00 per day.”

Weak business governance, especially in financial records. Many Pertashop owners do not record transactions in a disciplined manner, making it difficult to trace total losses and analyze financial performance. (Budiutono, 2023) emphasized that good accounting implementation is a key strategy in strengthening MSME businesses, including Pertashop. Tight market competition with fuel and gas retailers, especially after the regulation requiring the distribution of 3 kg LPG gas through official bases. (Najib & Cahyaningdyah 2020) shows that the intensity of competition in the energy retail industry has a positive correlation with the level of business failure, especially for business actors with limited capital and experience.

The challenges faced by many Pertashops are operating with incomplete permits. Of the 45 Pertashops in West Nusa Tenggara, 25 units (56.00%) do not have complete permits such as Building Construction Approval (PBG) and Functional Suitability Certification (SLF). The layout design of the Pertashop location is not up to standard, with an area that is too narrow, hampers tank filling operations and customer service. (Munjiyah & Artati 2020) in their research highlighted the importance of designing an optimal layout for operational efficiency in Pertashop. In addition, most Pertashops are only able to achieve sales of 200-400 liters per day, far below the estimated break-even point of around 500-600 liters per day. This is reinforced by the statement from the Pertashop Operator MA.

“In one day, the most Pertamina that is sold now is 200 liters per day, sometimes it is also below 100 liters per day, it is uncertain now”

This condition creates ongoing financial pressure, where operating income is insufficient to cover costs such as land rent, employee salaries, and other operating costs. Delays in supply from Pertamina are a challenge that can cause stock shortages in unpredictable periods. That stock shortages can last for several days to more than a week, which has a direct impact on lost sales, according to the Pertashop IW Operator Statement.

“For fuel oil, there have been delays, it can be closed for 3-7 days even though we have ordered it well in advance.”

In the event of an empty stock, consumers will switch to other alternatives such as gas stations, Pertamina, or other fuel retailers, and not all consumers will return when the stock is available again.

3.4. Pertashop Business Bankruptcy Indicators

The analysis of the potential bankruptcy of Pertashop can be seen from several central indicators, which can be grouped into several indicators and Pertashop bankruptcy prediction phases which are depicted in the **Figure 1**.

The first indicator is unhealthy cash flow. Sales below 200 liters per day have negative cash flow because revenue is unable to cover operational costs and payment obligations to Pertamina. (Raphaella & Mulia 2022) confirms that poor accounting processes are a major predictor of bankruptcy in small and medium-sized businesses.

This has the potential to lead to Pertashop going bankrupt if it does not diversify its products or improve its services to anticipate a decline in fuel sales. (Respatiningsih et al., 2020) explains that adaptability to market changes is an important factor in a company's life cycle, especially at the maturity stage when growth begins to slow. Inadequate or even non-existent financial reports. The majority of Pertashops do not have a structured accounting recording system, making it difficult to identify financial problems early. (Naiwasha et al., 2023) argues that the quality of financial reporting is directly related to the company's ability to identify financial distress and take appropriate mitigation steps.



Figure 1. Pertashop Bankruptcy Prediction Model.

Phase I: Early Warning (Sales Decline). The early warning phase in the Pertashop bankruptcy cycle is a crucial stage where subtle changes begin to be detected in business operations. The most prominent phenomenon in this phase is a consistent decline in sales volume over a period of 3-6 consecutive months. Pertashop, which was previously able to sell 500-700 liters of fuel per day, began to experience a decline to 400-500 liters per day, although it was still around the break-even point. This phenomenon is in line with the findings (Pradipta, 2019), which state that the continued decline in sales is an early sign of potential financial difficulties in small and medium businesses. On the other hand, according to IW, who has been running a pertashop business from 2019 until now, he stated.

“Now our Pertashop is quiet, we only sell 50 liters per day or less than this, if we don't meet the demand we are forced to go into debt to pay for fuel orders.”

To mitigate the risks at this stage, strategic steps need to be taken immediately. Evaluation of marketing strategies is a top priority to identify the causes of declining sales and develop a more aggressive approach to attract customers back. Optimizing operating hours based on customer density patterns can help streamline operational costs without reducing service. Diversification of supporting products such as variations of oil, gas, or other services is also important to create alternative revenue streams.

Phase II: Financial Distress (Cash Flow Difficulties). As Pertashop moves into the financial distress phase, the challenges faced become more complex and threaten the sustainability of the business (Rahmat, 2020). Significant cash flow difficulties characterize this phase as a consequence of the continued decline in sales volume. In several Pertashops in Central Lombok, sales only reached 300-400 liters per day. This kind of financial distress condition is a critical stage that requires immediate intervention to prevent progression towards total bankruptcy. The statement from IW reinforces this.

“If we want to order fuel oil, we must have a balance from BRI and it will be deducted immediately.”

Difficulty in fulfilling routine obligations to Pertamina for the procurement of fuel stock is the main problem at this stage. Limited funds mean that Pertashop is unable to order fuel in optimal

quantities, resulting in repeated out-of-stock. The phenomenon of out-of-stock causes a loss of customers, which in turn further reduces sales volume and worsens financial conditions. The problem of fuel depreciation due to evaporation of around 50-100 liters per filling, which is equivalent to a loss of Rp620,000-Rp1,240,000, is a burden that is increasingly felt significantly in the context of declining sales volume and limited profit margins.

Financial distress in MSMEs can be mitigated through appropriate turnaround strategies and good managerial skills in dealing with economic pressures (Purnamasari et al., 2023), where the strategy for overcoming financial distress in Indonesian MSMEs during the Covid-19 pandemic emphasizes the importance of business adaptation and strengthening the financial system (Triyani & Setyahuni, 2023). This is in line with the finding that innovation strategies supported by adequate managerial capabilities can significantly improve company performance and prevent bankruptcy (Nugraha et al., 2024), while the implementation of financial technology and increasing financial literacy are crucial factors in maintaining the stability of small businesses such as Pertashop in the digital era (Yulita & Fanani, 2021).

Phase III: Critical Condition (Increased Debt). The critical condition phase represents the terminal stage in the Pertashop bankruptcy trajectory, where the business is on the verge of financial collapse. The most striking characteristic of this phase is the drastic decline in sales volume to below 300 liters per day, far below the minimum level required for operational sustainability. Several Pertashops that eventually went bankrupt in East Lombok and Central Lombok, Pertashop were only able to achieve sales of 50-100 liters per day before finally closing operations permanently. In this condition, Pertashop experienced persistent operational losses, eroding working capital, and remaining cash reserves.

Dependence on debt is a characteristic of this critical phase. Pertashop operations are highly dependent on cash injections from debt, both from formal financial institutions such as banks and cooperatives and personal loans from relatives. Several Pertashop owners admitted that they were forced to take bank loans with commercial interest to cover payment obligations to Pertamina, even though the prospects for repayment were very unpromising.

The empty stock of fuel has become a prolonged phenomenon, no longer sporadic as in the previous phase. The inability to meet payment obligations to Pertamina caused the fuel supply to stop for a long period, even reaching more than a week. This situation forced a drastic reduction in services, including significant restrictions on operating hours or even only operating at certain hours that were considered potential to reduce operating costs. On the other hand, this is an obstacle for pertashop owners, as stated by MS.

“Sometimes the fuel distribution takes a long time, which causes us to close for several days and the Tanker Truck Crew (AMT) can also come at dawn or midnight during non-operational hours.”

Risk mitigation at this critical stage requires drastic and comprehensive measures. Debt restructuring through negotiations with creditors for payment relief or extension of terms is the highest priority. In certain cases, temporary closure for thorough evaluation and business restructuring may be a wiser option than forcing operations that continue to lose money. Finding new investors or strategic partners who can inject fresh capital and bring better management expertise is a potential solution (Ishak, 2021). Signs of bankruptcy can also be seen in a consistent decline in sales, increasing debt to suppliers or banks to cover operations, frequent stock shortages, and the absence of a marketing strategy to increase sales volume. (Lerinsa, 2021) emphasized that bankruptcy is not only a financial problem but also reflects fundamental problems in the company's business and operational model.

3.5. Bankruptcy Potential Analysis from an Accounting Perspective

From an accounting perspective, the potential for bankruptcy is identified through several crucial factors. Imbalance between revenue and operating costs. With low daily sales (average 200-400 liters per day), many Pertashops are unable to generate profits. The average profit margin of IDR 850/liter for the Gold category with sales below 1,000 liters/day is insufficient to cover land rental costs, employee salaries (IDR 1,500,000-IDR 2,000,000 per month), and other operating costs. Dependence on bank loans to cover obligations to Pertamina. Several owners admitted that they were forced to take credit to maintain operations and meet payment obligations, which increases the financial burden in the long term. (Yunenda & Kurnia 2021) found a positive correlation between debt levels and the probability of earnings management, which in turn can increase the risk of bankruptcy. The manual recording of financial statements causes the profit and loss financial statements to not be calculated effectively and routinely, as in the MS question.

"We only record daily sales and purchases of fuel stock from Pertamina. There is no routine financial report creation."

Although some Pertashops sell by-products such as gas and oil, the revenue from these products is insignificant compared to the losses from fuel oil sales. (Trisnawati, 2021) emphasizes the importance of diversification in corporate risk management, especially at the maturity stage of the life cycle when growth from the core business begins to decline. Pertashop owners do not understand basic concepts such as profit and loss calculations, cash flow, or financial ratio analysis, so they cannot identify problems and find the right solutions. (Fauzia, 2015) explains that early detection of bankruptcy is highly dependent on the integrity and competence of the accounting reporting system implemented.

3.6. Bankruptcy Prevention Efforts

Efforts to prevent Pertashop bankruptcy require a systematic and integrated approach. Prevention strategies must start from the understanding that bankruptcy can be detected and prevented through timely intervention. As stated by (Surwanti et al., 2022), Mitigating bankruptcy in Pertashop requires a holistic approach that combines aspects of accounting, operational management, and business strategy. The main foundation in preventing Pertashop bankruptcy lies in the implementation of a good accounting system. That Pertashop that managed to survive, as found in Mataram City, a statement from the MA Pertashop Supervisor.

"Our daily sales can reach 700 - 800 liters per day, in one order it can be 2,000 liters and it runs out in 3 - 4 days at the latest, and there has never been a delay in fuel delivery, we are consistent in recording daily transactions."

Regardless of the level of profitability seen in the income statement. Some Pertashop owners who are still surviving have developed strategies to prevent bankruptcy, which can be seen in **Figure 2**.

Implementation of a simple yet consistent financial recording system. Pertashop in Mataram City has recorded every sales and purchase transaction, and calculated monthly profit and loss to evaluate business performance. (Adi, 2025) in his study on mitigating MSME bankruptcy through accounting interventions found that the implementation of basic accounting practices can significantly strengthen business fundamentals and reduce the risk of failure.

This potential for bankruptcy can be minimized early on by optimizing revenue by creating a smart pricing strategy and effective margin management. Although Pertamina's margin is determined by Pertamina (Rp850/liter for the Gold category), this can optimize revenue through side product management that has a more flexible margin, such as Pertashop in Mataram City not only selling Pertamina but also providing 9 (nine) types of supporting products including various

variants of Bright Gas (12kg, 5.5kg, and cans), Oil (Mesran S 1L, 0.8L, E. Racing 1L, E.4T 08L, E.Matic G), and financial services such as BRI Link.

CYCLE OF ACCOUNTING INTERVENTION IN PREVENTING PERTASHOP BANKRUPTCY

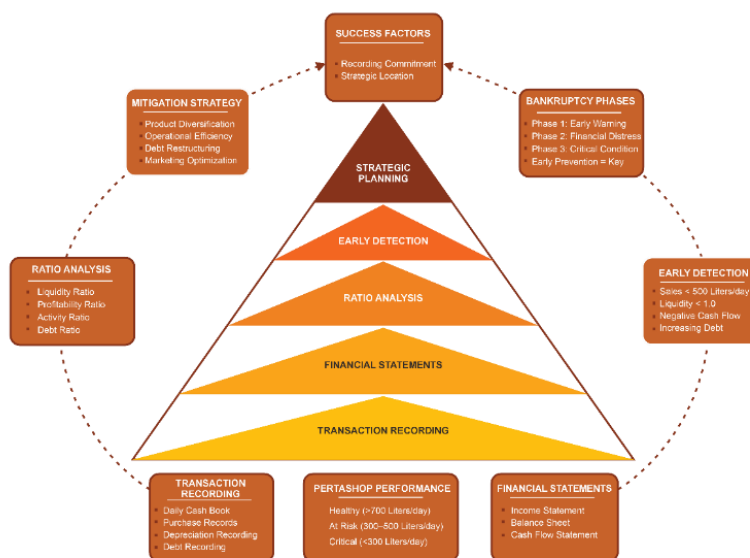


Figure 2. Accounting Intervention Cycle in Preventing Pertashop Bankruptcy.

This strategy helps attract more customers and create alternative sources of income. Successful Pertashops are generally located in locations with easy access and high visibility and in areas far from conventional gas stations. Supplier relationship management is an important aspect of the governance of fuel distributor businesses, including Pertashop. This is in line with the findings (Rubini et al., 2024), which identify the quality of supplier-distributor relationships as an intangible asset that can create a sustainable competitive advantage.

3.7. The Importance of Bankruptcy Analysis in Pertashop Business

Bankruptcy analysis in the Pertashop business has strategic significance for various stakeholders. For Pertashop owners, this analysis serves as an early warning system that can detect financial problems before they develop into a crisis. By recognizing early signs of financial distress, owners can take corrective steps such as operational restructuring, renegotiating with suppliers, or seeking alternative funding sources. From an accounting perspective, bankruptcy analysis encourages the implementation of better financial practices. Systematic transaction recording, periodic financial reporting, and financial ratio analysis are the foundation for data-based decision-making. Without an adequate accounting system, Pertashop owners do not have visibility into the financial health of their business. As stated by (Gaffar, 2022), bankruptcy analysis is not only relevant for large corporations but also for small businesses such as cooperatives and Pertashop.

For PT Pertamina as the main partner, the bankruptcy analysis of Pertashop partners can provide insight into the sustainability of this business model and the need for policy adjustments. The high failure rate (71% nationally) indicates structural problems in the Pertashop business model that need to be addressed through revisions to the partnership scheme, profit margins, or operational support. Research (Lubis & Lufriansyah 2024), the franchise business failure rate of more than 50% in the first five years indicates a fundamental problem in the business model being implemented..

For local governments, this analysis is important for evaluating the fuel distribution equalization program. Pertashop going bankrupt has an impact on fuel accessibility for people in remote areas, which is one of the main objectives of this program. By understanding the causes of bankruptcy, the

government can design incentives or regulations that support the sustainability of Pertashop. (Hanifah et al., 2023) In her research on Pertashop's contribution to Village Original Income, he found that the sustainability of Pertashop not only has an impact on the provision of fuel but also on the village economy as a whole.

3.8. Bankruptcy Analysis from 3 (three) Accounting Perspectives on Pertashop Business

First is Financial Accounting. Financial accounting is a system of recording, classifying, and reporting financial transactions aimed at providing financial information to external parties such as investors, creditors, and the government (Soleha et al., 2024). In the context of the Pertashop business, financial accounting functions as a financial communication tool that describes the financial position, operational performance, and cash flow (Failany & Fahrhani, 2024). Of the total of 45 Pertashops and 10 Pertashops observed, only Pertashops in Mataram City and West Lombok have a financial recording system (simple reports recorded in a ledger), so this causes many costs (salaries, operational, electricity, etc.) that cannot be traced to transaction events that have occurred, while the rest rely on informal recording or even do not record at all, in line with AF's statement.

"Due to the decreasing sales of Pertamina, we also never record daily financial records, only when ordering fuel, which is recorded by Pertamina as a transaction at the time of purchase."

If there is no financial recording, then there is an indicator of bankruptcy of the Pertashop; because of this, the Pertashop owner needs transaction recording such as a daily cash book, a record of purchases of Pertamina fuel or other products, depreciation recording, and debt recording, at least in the form of compiling an accounting spreadsheet so that all transactions are easy to trace (Halpiah & Putra, 2022b). Pertashops that have successfully maintained their operations, such as those found in Mataram City with sales of 700-800 liters per day, consistently implement daily transaction recording that includes sales, purchases, and cash, even though it is not yet in financial report format.

Second is Cost Accounting. Cost Accounting is an accounting system designed to collect, analyze, and report cost information for cost control, decision-making, and planning (Lestari et al., 2025). Cost accounting has a strategic role in identifying, classifying, and allocating various cost components related to fuel distribution operations at small-scale Pertashops. Pertashop owners do not have cost standardization or cost classification as a reference for selling products because Pertamina has determined it, so the take-up obtained by Pertashop owners is very low, namely IDR 850 for the Gold category.

The cost structure of pertashop shows unique complexity compared to conventional retail businesses. The main costs include the cost of purchasing fuel from Pertamina (cost of goods sold), fixed costs such as land rent and employee salaries (IDR 750,000-IDR 2,000,000 per month), and variable costs that are often overlooked, such as fuel depreciation due to evaporation (50-100 liters per shipment equivalent to IDR 620,000-IDR 1,240,000). Strengthened by the statement from JV.

"In one order, sometimes 1,500 liters - 2,000 liters, 3,000 liters only once when this Pertashop was first built, when the fuel arrives, it can be 50-100 liters less per order, there was also a time when it was 150 liters, that was a big loss."

The absence of standardization of Pertamina fuel purchase costs causes an imbalance between order capacity (1,000-2,000 liters) and actual sales (500-700 liters), plus depreciation due to distribution and high temperatures of modular tanks, which have an impact on low profitability. With significant daily sales variations between 50 liters (Central Lombok) to 800 liters (Mataram City) and a monthly fixed cost burden of IDR 5,000,000-IDR 8,000,000, Pertashop with low sales faces a much higher allocation of fixed costs per liter, so it is necessary to implement a simple cost tracking system that records the main cost components daily for the accumulation of appropriate

costs for adjusting fuel orders for the next period as an effort to minimize losses and anticipate indications of bankruptcy.

The last is Management Accounting. Management accounting is an information system that provides financial and non-financial data to support internal decision-making processes, planning, control, and performance evaluation (Dahal et al., 2020). Pertashop, which has successfully maintained its operations, consistently applies the principles of financial accounting, cost accounting, and management accounting, even though it is not formal (Yulianti & Nugraha, 2023). The Financial Report and Standardization that are not in accordance, it can reduce merchandise reduce the price volume of Pertamina BBM products and other products, which leads to decision-making when ordering BBM distribution; this has the potential to close the Pertashop business.

As happened to the owner of Pertashop in Mataram City, he monitored sales volume daily, tracked customer patterns, and analyzed the profitability of various product lines. As stated by AM. "We always record daily sales using the Ledger, so we can monitor how much sales there are today. This also influences decision making when ordering the next fuel."

Simple management in monitoring daily Pertamina sales, identification, and arrangement is made so that Pertashop owners can easily understand and can be followed up so that Pertashop owners make quick decisions without the need for a broad analytical background (Kurniati et al., 2024). Management accounting must be able to support the various types of strategic decisions faced by Pertashop owners, from operational decisions to long-term strategic choices. The integration of financial accounting, cost accounting, and management accounting forms a comprehensive framework that is essential to preventing Pertashop bankruptcy. These three perspectives complement and reinforce each other in providing a holistic view of business performance and financial health.

In the context of bankruptcy prevention, the integration of three accounting perspectives is key where financial accounting provides information on the financial position and cash flow, cost accounting provides insight into cost structure and profitability, and management accounting combines both information for strategic decision-making and performance monitoring. Pertashops experiencing financial difficulties generally have weaknesses in three areas: poor financial record keeping, lack of cost awareness, and the absence of systematic performance monitoring, so that implementation can start from simple daily transaction recording to routine cost tracking and sales volume monitoring. Empirical evidence from Lombok Island shows a clear correlation between the level of sophistication of the accounting system and business sustainability, where Pertashops that apply the basic principles of the three accounting perspectives have a much higher survival rate and better financial performance than those that only rely on intuitive management. This finding is consistent with the literature, which confirms that a proper accounting system functions as an effective early warning system in helping businesses avoid financial crises and maintain long-term survival.

4. CONCLUSION

The synergy of the three accounting perspectives produces a three-phase integrated bankruptcy prediction model that explains why 78% of Pertashops in Lombok (35 out of 45 units) went bankrupt: Phase I (Early Warning) detects declining cash flow and inappropriate strategic decisions, Phase II (Financial Distress) is characterized by difficulty in meeting payment obligations and reactive decision-making, and Phase III (Critical Condition) indicates total dependence on debt and failure of the decision-making system. Analysis of potential bankruptcy from an accounting perspective is very important to provide an early warning system, become a basis for strategic decision-making, improve financial management skills, and identify the need for business model adjustments, where Pertashops that have managed to survive show that the implementation of good accounting

practices, income diversification, and strategic location selection are key factors for success. Analysis of potential bankruptcy from an accounting perspective is very important for Pertashop businesses on Lombok Island to (1) provide an early warning system for business owners, (2) become a basis for strategic decision-making, (3) improve financial management skills, and (4) identify the need for business model adjustments. Several Pertashops that have managed to survive have shown that implementing good accounting practices, diversifying revenue, and selecting strategic locations are key factors for success. This study has limitations, the limited geographical scope on Lombok Island limits the generalization of findings to other areas with different demographic and geographical characteristics such as Sumbawa Island which has 1 city and 4 districts, a total of 6 informants from 45 Pertashops that have gone bankrupt.

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