

Application of Neuro-linguistic Programming (NLP) in Fraud Prevention Efforts at CV. Globalindo Kencana Sakti

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Abstract

This study investigates the role of Neuro-Linguistic Programming (NLP) in preventing fraud at CV. Globalindo Kencana Sakti. It applies qualitatively. Furthermore, the data were taken from the company's director and head of accounting division as key informants who understand the practice of internal control and organizational dynamics. The data were collected through in-depth review, documentation, and indirect analysis on companies' policy, procedure, and managerial practice. Moreover, the data were analyzed through data reduction and presentation with NVivo software to identify pattern, theme, and connection between findings. The data validation was analyzed through source triangulation to ensure consistency, credibility, and validity of the result. The research shows that fraud prevention does not only depend on the internal control system which is technical and procedural, but also mostly influenced by psychological approach through NLP implementation which builds mindset, communication, and employees' behavior. Additionally, building organizational culture which highlights integrity, disclosure, and responsibility values can empower the internal control effectiveness of multilayers. In addition, integration among NLP, integrity culture, and mechanism of internal control is proven to contribute significantly in lowering the potency of fraud in the surrounding environment.

Keywords: Neuro-Linguistic Programming, fraud prevention, organizational culture, internal control, and integrity.

1. Introduction

1.1 Fraud within organizations.

Fraud within organizations and companies remains a persistent and relevant issue that has not yet been fully eliminated. Based on the 2019 Indonesian Fraud Survey (Survei Fraud Indonesia/SFI,

2019), a total of 239 fraud cases were identified within a one-year period. This figure indicates that despite the implementation of various control mechanisms, fraudulent practices continue to occur and evolve in diverse forms.

In recent years, several major fraud cases in Indonesia have further highlighted the complexity of this issue. The PT Asabri case, which occurred during the 2012–2019 period and was uncovered in 2021, resulted in state losses amounting to IDR 22.78 trillion, involving members of the board of directors, including the president director and finance director (Saputra, 2021). Furthermore, in 2023, the corruption case at PT Waskita Karya caused losses exceeding IDR 2.5 trillion, with perpetrators also originating from top management (Dewi & Agarta, 2023). The most recent case in 2024 involving PT Indofarma Tbk resulted in losses of IDR 371.8 billion (Sandi, 2024). A consistent pattern across these cases is the involvement of internal parties occupying strategic positions with authority over decision-making processes and system controls.

Various efforts have been undertaken to prevent and detect fraud, both through conventional and technology-based approaches. The use of periodic internal and external audits remains the primary method for ensuring compliance with operational standards. In addition, technological advancements have encouraged the utilization of Artificial Intelligence (AI), such as Robotic Process Automation (RPA) and data mining, to analyze large volumes of data and identify indications of fraud more quickly and efficiently (Mahya *et al*, 2023).

Nevertheless, the effectiveness of these approaches still faces limitations, particularly when fraud perpetrators originate from the upper levels of organizational management. Individuals at this level possess the ability to manipulate systems, control procedures, and exploit loopholes within supervisory mechanisms. Moreover, the fact that perpetrators generally possess stable financial backgrounds suggests that fraud motivation is not solely driven by economic necessity, but also by internal factors such as greed, ego, and personal rationalization. This indicates that increasing financial incentives alone may not always constitute an effective solution for fraud prevention

1.2 Fraud Theory and the Neuro-Linguistic Programming Approach

In theoretical studies, various models have been developed to explain the causes of fraud, such as the Fraud Triangle and the Theory of Planned Behavior. A more comprehensive model, namely the Fraud Hexagon, identifies six primary factors contributing to fraud: opportunity, pressure, rationalization, capability, arrogance, and collusion. Among these six factors, most are internal factors related to the psychological and cognitive conditions of individuals, particularly rationalization, pressure, capability, and arrogance.

Although these theories have provided a strong analytical framework, the approaches employed still tend to focus on the structural and external aspects of organizations. Meanwhile, internal individual aspects, such as cognitive processes, language patterns, and belief systems that shape fraud rationalization, have not been extensively explored in depth. In fact, the decision to commit fraud is strongly influenced by how individuals interpret the situations, pressures, and opportunities they encounter.

In this context, Neuro-Linguistic Programming (NLP) offers an alternative perspective that focuses on the interaction between neurological processes, language, and mental programming patterns. NLP views individual behavior as the result of how a person processes experiences and constructs meaning through belief systems and internal language. Concepts within NLP, such as belief systems, reframing, and meta-programs, can theoretically be utilized to intervene in the way individuals rationalize actions, including fraudulent behavior.

One of the primary concepts in NLP is the Neurological Levels of Life (NLL), which explains that human behavior is shaped by several levels, namely environment, behavior, capability, values and beliefs, and purpose. These levels collectively form an individual's "model of the world," which influences how a person perceives reality and makes decisions. In the context of fraud, this model plays an important role in shaping perceptions of pressure, opportunity, and action justification.

Techniques within NLP, such as reframing and modelling, have the potential to be applied as preventive approaches. Reframing can help individuals alter their perspectives on pressure into constructive challenges, thereby reducing the urge to engage in fraudulent behavior. Meanwhile, modelling enables individuals to manage workloads or pressures more systematically so that they do not develop into triggers for deviant behavior.

Nevertheless, the application of NLP within organizational contexts remains limited to human resource development and communication, and has not been widely tested empirically in fraud prevention. Several global companies have utilized NLP principles in leadership development and business strategies; however, their contribution to preventing fraudulent behavior has not yet been academically measured.

Therefore, a significant research gap exists, namely the absence of an integrative framework linking NLP approaches with fraud theories within organizational contexts. In addition, empirical studies examining the effectiveness of NLP-based interventions in reducing fraud intention remain very limited, particularly in considering organizational cultural and ethical factors.

Based on the foregoing discussion, further research is required to examine more deeply the role of Neuro-Linguistic Programming as a cognitive-linguistic preventive approach in fraud prevention. This approach is expected to complement conventional methods, which have primarily focused on structural aspects, by emphasizing the development of mindset, belief systems, and individual decision-making processes within organizations.

1.3 Literature Review

1.3.1 Fraud

Fraud remains a persistent issue in accounting and business that has not been completely eliminated. Fraud refers to intentional acts of concealing, omitting, or manipulating accounting

components that result in material losses for victims while providing benefits to perpetrators (Merriam-Webster, 1996; AICPA & ACFE, 2008).

In Indonesia, fraud continues to occur significantly. According to the Survey Fraud Indonesia (SFI) 2019 published by the Association of Certified Fraud Examiners (ACFE) in 2020, 239 fraud cases were identified in 2019, causing losses exceeding IDR 873 billion, with 38.5% of cases resulting in losses above IDR 1 billion. These findings indicate that fraud remains a serious issue in Indonesia.

Fraud is understood as intentional misconduct committed to obtain personal gain through manipulation, abuse of authority, or misleading information that harms other parties. In accounting and auditing, fraud includes asset misappropriation, corruption, and financial statement fraud. From organizational and legal perspectives, fraud is considered a violation of ethical norms resulting from the exploitation of weaknesses in internal control systems.

The essence of fraud lies not only in illegal acts, but also in intentionality, rationalization, and the perpetrator's capability to exploit circumstances. Therefore, fraud prevention requires not only strong internal controls, but also an understanding of the cognitive, psychological, and social factors influencing individual decision-making.

The Fraud Triangle Theory explains that fraud occurs due to pressure, opportunity, and rationalization. This theory was later expanded into the Fraud Diamond Theory by adding the capability factor. In addition, the Theory of Planned Behavior emphasizes that behavior is influenced by intention, which is shaped by attitudes, subjective norms, and perceived behavioral control.

Although these theories explain the causes of fraud, they remain limited in describing how rationalization is formed within individuals. Specifically, they do not adequately explain how internal language, beliefs, and cognitive framing shape fraudulent intentions. This limitation creates opportunities for cognitive-linguistic approaches such as Neuro-Linguistic Programming (NLP).

In cognitive psychology, decision-making is influenced by how information is processed and interpreted. Cognitive Processing Theory explains that individuals interpret reality through subjective cognitive schemas, while Bounded Rationality suggests that decisions are often made under limited information and subjective perceptions.

Furthermore, Cognitive Dissonance Theory explains that individuals create internal justifications when engaging in actions that contradict moral values. This process is closely related to internal language (self-talk) and cognitive framing, which become the basis for fraud rationalization. These concepts provide an important foundation for understanding how NLP may intervene in thought patterns leading to fraud.

1.3.2 Fraud Theories

1.3.2.1 Fraud Triangle

One of the most widely recognized theories explaining fraud is the Fraud Triangle Theory proposed by Cressey (1953). According to this theory, fraud is driven by three main factors: pressure, opportunity, and rationalization.

Pressure refers to financial or non-financial pressures that motivate individuals to commit fraud. According to Albrecht (2008), the pressure does not need to be objectively real, as long as it is perceived as real by the perpetrator.

Opportunity arises from weaknesses in internal control systems that create exploitable loopholes. Examples include weak supervision and inadequate sanctions (Abdullahi & Mansor, 2015). Rationalization refers to the justification perpetrators create to legitimize fraudulent actions, such as “I am only borrowing it” or “everyone else does it” (Cressey, 1953).

1.3.2.2 Fraud Diamond

Wolfe and Hermanson (2004) expanded the Fraud Triangle Theory into the Fraud Diamond Theory by adding capability as a fourth factor.

Capability refers to the perpetrator’s ability to commit and conceal fraud successfully. According to Abdullahi and Mansor (2015), capability is particularly important in large-scale or long-term fraud.

The capability factor is influenced by several aspects:

- Position, referring to authority and organizational role that facilitate fraud execution (Wolfe & Hermanson, 2004).
- Creativity, referring to the intelligence and ability to identify system weaknesses (Abdullahi & Mansor, 2015).
- Ego, referring to excessive confidence and arrogance that lead perpetrators to believe they will not be detected (Rudewicz, 2011).

1.3.2.3 Fraud Pentagon

Crowe (2011) further developed the Fraud Diamond Theory into the Fraud Pentagon Theory by adding arrogance as a contributing factor.

Arrogance refers to a sense of superiority that causes perpetrators to believe organizational rules and controls do not apply to them. According to Aprilia (2018), this arrogance creates excessive confidence that fraud can be committed without consequences.

1.3.2.4 Fraud Hexagon

The Fraud Hexagon Theory was introduced by Vousinas (2019) through the addition of collusion as a sixth factor.

Collusion refers to dishonest cooperation between two or more parties to achieve mutual objectives. Such collusion may occur between employees, organizations, or both. According to Achmad (2002), the greater the number of parties involved in collusion, the higher the likelihood of successful fraud.

1.3.3 Neuro-Linguistic Programming (NLP)

Neuro-Linguistic Programming (NLP) is a discipline that influences brain habits (Neuro) through language and communication methods (Linguistic) to modify how the brain responds to various stimuli (Programming) (Campbell, 2015). NLP has been widely applied in education, management, and business contexts (Wikanengsih, 2012; Tosey & Mathison, 2010; Williams et al., 2009).

NLP is based on the assumption that human behavior results from interactions between neurological processes, language, and mental programming patterns. NLP emphasizes that individuals construct subjective realities through internal representations shaped by experiences and language. Concepts such as internal representation systems, belief systems, and meta-programs explain how individuals interpret experiences and make decisions.

In this perspective, language functions not only as a communication tool but also as a mechanism for shaping meaning and behavior. Language patterns used by individuals in interpreting situations may strengthen or weaken tendencies toward certain behaviors, including fraud.

Language plays a significant role in shaping how individuals understand reality. The concept of framing in cognitive linguistics suggests that the linguistic framing of events influences moral judgment. Likewise, self-talk contributes to the formation of justifications for behavior.

In fraud contexts, individuals often use internal language that minimizes wrongdoing, such as “everyone does it” or “this is only temporary.” Such language patterns become mechanisms of rationalization that reinforce fraudulent intentions. NLP offers approaches to identify and modify these patterns through techniques such as reframing and meta-model questioning.

As part of a psychophenomenological approach, NLP is used to modify thought patterns and habits through verbal and non-verbal methods (Tosey & Mathison, 2010; Wikanengsih, 2012). NLP has been applied in lie detection through non-verbal cues (Williams et al., 2009), educational communication (Wikanengsih, 2012), human resource development in business (Kong, 2012), and mental health interventions such as stress and depression management (Kotera et al., 2018).

According to Sakinatunnafsih (2024), NLP is based on four main pillars: outcome, sensory acuity, behavior flexibility, and rapport. These pillars support goal orientation, observation skills, adaptive behavior, and effective interpersonal communication.

Furthermore, El-Ashry (2021) explained that individuals process information through three Representation Systems (RS):

- Visual, involving information processed through sight, such as images or scenery.
- Auditory, involving information processed through hearing, such as sound or music.
- Kinesthetic, involving touch, physical sensations, and emotions.

Individuals unconsciously utilize one or more of these systems depending on environmental and emotional conditions. The dominant system may be identified through verbal expressions, which is essential for effective NLP-based communication.

Within organizations, behavior is influenced by organizational culture, values, and ethical climate. Ethical Climate Theory suggests that employees' ethical perceptions influence their behavior. NLP may contribute to shaping these perceptions through communication patterns, meaning framing, and reinforcement of ethical beliefs.

Therefore, NLP can be applied in ethics training, leadership, and organizational communication to develop mindsets aligned with anti-corruption values. NLP is thus relevant not only at the individual level but also in establishing organizational cultures that discourage fraud.

Fraud prevention has traditionally focused on internal control systems and supervisory mechanisms, which tend to be reactive. Behavioral preventive approaches emphasize intervention in intentions and rationalization before fraudulent actions occur.

NLP offers methods for modifying thought patterns, language, and beliefs to reduce tendencies toward fraud from the outset. This approach complements structural controls by addressing the cognitive roots of fraudulent behavior.

The synthesis of fraud theories, cognitive theories, and NLP demonstrates that fraud results from interactions between structural factors and internal cognitive processes. NLP provides a framework for understanding how language and beliefs shape behavioral intentions.

By integrating fraud theories, cognitive perspectives, and NLP, a conceptual framework can be developed to explain the relationships among belief systems, language patterns, fraud intentions, and fraud prevention. This framework positions NLP as a cognitive-linguistic preventive approach to fraud prevention within organizations.

1.3.4 Neurological Levels of Life

According to Dilts (2015), the application of NLP in changing individual mindsets and behaviors is closely related to six Neurological Levels of Life (NLL): environment, behavior, capability, values and beliefs, identity, and purpose.

- Environment refers to the external context in which individuals interact, including workplace conditions, social structures, and surrounding circumstances that shape opportunities and limitations.
- Behavior concerns how individuals or organizations respond to and interact with their environment through routines, communication patterns, and organizational procedures such as Standard Operating Procedures (SOPs).
- Capability refers to the skills and strategies individuals use to direct their behavior, including learning ability, creativity, memory, and decision-making processes.
- Values and Beliefs function as motivational drivers guiding individual actions and responses. These may include religious beliefs, self-confidence, and ethical principles such as beliefs regarding integrity and change.
- Identity refers to how individuals or organizations perceive and define themselves, forming the foundation for beliefs, capabilities, and behavioral patterns.
- Purpose represents the vision and ultimate meaning underlying individual or organizational actions within broader environmental systems.

Collectively, these levels explain how mindset, behavior, and organizational culture are formed and maintained.

1.3.5 NLP Methods

According to Merviladze (2023), NLP examines how individuals construct subjective experiences and assign meaning to events through personal interpretation, which subsequently forms the human model of the world. As a communication-based approach, NLP has developed several practical methods widely applied in education, business, and organizational contexts.

- Reframing
Reframing is based on the assumption that interpretations of experiences are subjective and flexible. This method encourages individuals to change their perspectives toward negative experiences by viewing them as opportunities for learning and self-improvement rather than failures.
- Anchoring
Anchoring refers to the formation of associations between stimuli and emotional responses through repetition. NLP practitioners utilize positive associations to influence behavior and memory. For example, certain sounds or objects may become linked to positive learning experiences or emotional states.
- Modelling
Modelling is considered a fundamental NLP methodology. It is based on the belief that complex behaviors can be broken down into structured steps that may be taught and replicated by others. This method is frequently used in learning, adaptation, and problem-solving processes.
- Building Rapport

Building rapport emphasizes the importance of interpersonal relationships in effective communication. This method focuses on developing trust, mutual understanding, and positive interaction through techniques such as maintaining natural eye contact, showing appreciation, respecting individual differences, and demonstrating genuine interest in others.

These NLP methods are relevant in organizational contexts because they support behavioral adaptation, communication effectiveness, and the development of ethical organizational cultures.

1.4 Mindframe

Based on the Fraud Hexagon theory, most factors contributing to fraud originate from internal individual aspects, particularly perceptions of pressure, opportunity, rationalization, and arrogance. From the perspective of Neuro-Linguistic Programming (NLP), these factors are influenced by the human model of the world, which is formed through cognitive processes and language.

By utilizing the Neurological Levels of Life (NLL) approach, NLP can help in understanding and intervening in the process of fraud motivation formation. Techniques such as reframing and modelling can alter perceptions of pressure, while building rapport can strengthen identity and ethical values within organizations. Therefore, NLP has the potential to serve as a preventive approach that complements structural control systems in fraud prevention.

2. Method

2.1 Research Design

This study employs a qualitative approach using a case study method. This approach aims to obtain an in-depth understanding of the implementation of Neuro-Linguistic Programming (NLP) within organizations and its influence on the development of integrity and fraud prevention. The case study method was selected because the research focuses on a single unit of analysis, namely CV. Globalindo Kencana Sakti, thereby enabling the exploration of phenomena in a contextual and holistic manner (Creswell, 2018; Yin, 2014).

2.2 Research Object

The object of this study is the implementation of NLP principles at CV. Globalindo Kencana Sakti, particularly in fostering employee integrity and preventing fraud in the accounting sector. The research focuses on the application of NLP techniques such as neurological levels and reframing in employee development, as well as their integration into Standard Operating Procedures (SOPs), internal training programs, and reward and punishment systems.

2.3 Research Informants

Informants were selected using purposive sampling (Sugiyono, 2019) based on their relevance to the research objectives, namely:

- The company director, as the policy maker and initiator of NLP implementation.
- The head of accounting, as the technical implementer who understands the application of NLP within the accounting system.

These informants represent both strategic and operational perspectives regarding the implementation of NLP.

2.4 Data Collection Techniques

Data were collected through the following methods:

In-depth interviews, conducted in a semi-structured manner to explore the implementation of NLP and fraud prevention efforts.

Documentation, including SOPs, financial reports, training materials, and the company's internal policies.

Indirect observation, through understanding work practices described by the informants.

2.5 Data Analysis Technique

Data analysis employed the interactive model developed by Miles and Huberman (1994), consisting of:

- Data reduction, by categorizing data according to the research themes.
- Data presentation, in the form of descriptive narratives to clarify relationships among concepts.
- Conclusion drawing, conducted gradually and continuously verified throughout the research process.

2.6 Data Validity

Data validity was examined through source and method triangulation (Moleong, 2018) by comparing interview results among informants and cross-checking them with documentary data. In addition, member checking was conducted to ensure that the interpretations were consistent with field conditions.

3. Results and Discussion

3.1 The Role of Neuro-Linguistic Programming (NLP) in Fraud Prevention

3.1.1 NLP as a Mindset Transformation Strategy at CV. Globalindo Kencana Sakti

Interviews with the Director ("Informant I") and the Head of Accounting ("Informant II") revealed that CV. Globalindo Kencana Sakti implements Neuro-Linguistic Programming (NLP)

not merely as technical training, but as a mindset and character development strategy aimed at fraud prevention.

“We use the NLP approach to change employees’ mindsets so they realize that every action affects personal integrity and the institution’s reputation.”
(Interview with the Director, July 8, 2025)

The company applies NLP to develop employees’ integrity, honesty, openness, and responsibility through routine activities such as briefings, coaching, and character-building programs. This approach aligns with the view that psychological behavioral changes influence adaptive and positive organizational behavior (Widagdo, 2014).

Informant II explained that NLP techniques such as reframing are used to shift employee perspectives from “I cannot do it” to “I have not learned how to do it yet,” encouraging learning and behavioral adaptation. This finding supports literature suggesting that NLP may influence internal representations and behavior through language and mindset intervention (Passmore & Rowson, 2019).

Previous studies also indicate that NLP contributes to stress coping, resilience, and interpersonal communication through techniques such as rapport building, sensory acuity, and representational systems (Sekarsiwi & Dewi, 2025; Elashry, 2021). According to the informants, NLP has been implemented consistently for two years, during which no significant fraud cases have occurred.

3.1.2 NLP, Integrity Culture, and Fraud Reduction

The findings indicate that NLP contributed significantly to the development of an integrity-based organizational culture. The company continuously emphasizes honesty, teamwork, responsibility, and transparency in organizational activities.

“We always start meetings by reminding employees about integrity. It is not only about working fast, but also working correctly.”
(Interview with the Head of Accounting, July 9, 2025)

The Director emphasized that ethical behavior cannot be imposed solely through formal regulations, but must be developed through a supportive organizational environment. This perspective aligns with studies showing that strong ethical cultures reduce unethical behavior and fraud tendencies (Valentine & Barnett, 2003).

The company also integrates reward and punishment systems to reinforce ethical boundaries. Rewards are given for integrity and performance, while fraud violations are sanctioned according to organizational and legal procedures. This approach supports findings that clear behavioral consequences and ethical consistency reduce fraud rationalization (Kaptein, 2011).

Before implementing NLP and strengthening internal controls, the company experienced several fraud incidents, including cash deposit discrepancies and misuse of personal bank accounts for company transactions.

“The most common case was incomplete cash deposits or money temporarily transferred into personal accounts before being returned.”

(Interview with the Head of Accounting, July 9, 2025)

These fraud patterns fall under asset misappropriation and reflect weaknesses in internal control systems as described in the Fraud Triangle Theory (Cressey, 1953; Trompeter et al., 2014).

3.2 Internal Control Mechanisms and Fraud Prevention

3.2.1 Multilayer Control System

The company applies a multilayer control approach combining structural, behavioral, and technological controls. Based on interviews, four primary elements are integrated into the fraud prevention strategy:

- Reward–punishment mechanisms
- Strict Standard Operating Procedures (SOPs)
- NLP-based character development and briefings
- Information technology (IT)-based monitoring systems

This approach is consistent with literature emphasizing that effective fraud prevention requires both structural and ethical-behavioral controls (Kaptein, 2011; Murphy & Free, 2016).

Routine briefings and NLP-based coaching are conducted several times each week to reinforce honesty, discipline, responsibility, and loyalty. Such practices are considered preventive behavioral controls that support ethical organizational culture (Valentine & Barnett, 2003).

3.2.2 Information Technology as Technical Control

The company also utilizes application-based accounting systems to monitor financial transactions in real time.

“Every transaction is checked twice. Some controls are manual, while the system automatically provides notifications for suspicious transactions.”

(Interview with the Head of Accounting, July 9, 2025)

The IT system creates transparent audit trails, improves transaction monitoring, and minimizes opportunities for manipulation. These findings support previous studies indicating that information technology strengthens internal control systems and accelerates fraud detection (Trompeter et al., 2014; Alles, 2015).

3.3 Fraud Risks and Prevention Effectiveness

3.3.1 Fraud Risks and Organizational Learning

The company identified several fraud risks before implementing NLP and multilayer controls, particularly related to cash discrepancies and unauthorized transfers. These incidents became organizational learning experiences that encouraged management to strengthen both technical systems and ethical culture.

The company subsequently implemented two preventive approaches:

- Systemic–Technical Approach
Including IT systems, cash reporting, internal audits, and transaction monitoring.
- Behavioral–Psychological Approach through NLP
Including routine briefings, mindset training, ethical coaching, and integrity culture development.

This approach aligns with studies suggesting that fraud prevention should address not only opportunities but also rationalization and ethical behavior (Kaptein, 2011; Kaplan & Kiron, 2007).

3.3.2 Effectiveness of Fraud Prevention

The Head of Accounting stated that fraud incidents decreased significantly following the implementation of NLP and multilayer controls.

“There used to be many cases, but after the NLP and control programs were implemented, fraud decreased by almost 90%.”

(Interview with the Head of Accounting, July 9, 2025)

Although this statement is qualitative and unsupported by publicly available company data, the company evaluates fraud reduction quantitatively through:

- Daily and weekly cash reports
- Bank account mutation records
- Reconciliation between invoices, cash receipts, and accounting systems

The use of IT systems enables rapid anomaly detection and supports transparent audit trails. These practices align with auditing literature emphasizing that transaction reconciliation and financial variance analysis are valid fraud detection mechanisms (Alles, 2015; Trompeter et al., 2014).

Overall, the findings suggest that fraud reduction resulted from the integration of:

- Structural controls: SOPs, IT systems, audits, and reporting mechanisms
- Normative controls: NLP, character development, and integrity culture

This integrative approach appears more effective than relying solely on administrative or technical controls.

3.4 Conclusion

This study concludes that fraud prevention at CV. Globalindo Kencana Sakti is not solely determined by the strength of internal control systems, but also by psychological approaches and organizational culture. The integration of Neuro-Linguistic Programming (NLP), an integrity-based culture, and multilayer internal controls has proven to contribute significantly to reducing fraud levels.

The implementation of NLP serves as a preventive strategy that shapes employees' mindsets, beliefs, and character through techniques such as reframing, coaching, and value-based development. This approach creates internal barriers that reduce individuals' tendencies to engage in fraudulent behavior. Furthermore, the integrity culture consistently embedded within the organization functions as a moral control mechanism that suppresses rationalization and motivations for fraudulent actions.

In addition, the company implements a multilayer internal control system consisting of reward and punishment mechanisms, strict Standard Operating Procedures (SOPs), NLP-based character development, and the utilization of information technology. The combination of structural and normative controls effectively limits opportunities for fraud, clarifies behavioral consequences, and promotes ethical employee behavior.

The findings indicate a significant reduction in fraud, estimated at approximately 90% following the implementation of these approaches, although the findings are based on internal data and informant statements. These results emphasize that effective fraud prevention requires a holistic approach integrating system, behavioral, and organizational cultural aspects.

Nevertheless, this study has several limitations, including the limited number of informants, the qualitative nature of the data, and the absence of independently verified quantitative evidence. Therefore, future studies are recommended to employ quantitative or mixed-method approaches and expand the research objects in order to improve the generalizability of the findings.

From a practical perspective, organizations are advised not to rely solely on technical controls, but also to continuously develop character-building programs and integrity-based organizational cultures. Behavioral-based approaches such as NLP may serve as strategic complements in establishing more effective and sustainable fraud prevention systems.

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