



## STAKEHOLDER IDENTIFICATION: A STUDY ON PERFORMANCE AUDIT CONCEPT AND ORGANIZATIONAL EXCELLENCE

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### ABSTRACT

*This study aims to examine the concept of performance audit and organizational excellence using a stakeholder perspective. This research was conducted in a service organization by observing and collecting information from informant covering directors, shareholders, and employees. This research is qualitative, using semi-structured interviews with a constructionist approach. Based on the results of the analysis that has been carried out, it is found that there are no significant differences of opinion among stakeholders regarding the concept of performance auditing in the achievement of organizational excellence, and there are differences of opinion regarding the magnitude of the contribution of performance audits given in an effort to achieve organizational excellence, namely 5–10%, 80–90%, and 95–95%. This study uses stakeholder theory to identify stakeholders in the object of research, and the results show that there is a dominant role, namely, the dominant stakeholder which plays the role of customer. In this case, the organization relies on significant stakeholders to achieve organizational excellence.*

**Keywords:** Stakeholder Theory, Auditor, Performance Audit Concept, Performance indicator.

**JEL Codes:** M10, M40, M41.

### 1. INTRODUCTION

In recent years, especially in Indonesia, the service sector has experienced a decline due to the impact of the COVID-19 pandemic. Based on statistical data accessed from information released by the Central Statistics Agency ([www.bps.go.id](http://www.bps.go.id) accessed in February 2022), it shows that the corporate services sector in the fourth quarter of 2019 grew by 10,49% (y-on-y), while in the second quarter of 2020, the growth experienced a depreciation of -12,9% (y-on-y). Likewise, in the provision of food and beverage accommodation, in the fourth quarter of 2019, growth reached 6,36% (y-on-y), while in the

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second quarter of 2020 it experienced a depreciation of -22% (y-on-y). This is because most activities were carried out online during the COVID-19 pandemic, so the services offered have decreased.

The COVID-19 pandemic experienced a spike in cases that continued to increase, so the government issued several policies with the implementation of social distancing and physical distancing for the community to minimize the number of transmissions of the COVID-19 virus (Hadiwardoyo, 2020). However, the policy was deemed ineffective, so a government policy was issued by implementing large-scale social restrictions. With the enactment of large-scale social restrictions, most offices and industries are prohibited from operating, causing economic losses and disruptions to the supply chain as well as disruptions to the production of goods and services (Misno, 2020).

During the COVID-19 pandemic, organizations need to establish appropriate plans, strategies, and evaluations in order to survive in current conditions. This is a common misunderstanding. A performance audit is one way for organizations to find out how the condition of the organization can be seen from three different aspects, such as: economy, efficiency, and effectiveness. In Pratolo (2015), the implementation of the activities of a company or organization is guided by the principles of economics, efficiency, and work effectiveness to achieve organizational goals because organizations are faced with an atmosphere of scarcity in the procurement, control, and ownership of resource factors in the form of people, capital, machines, work methods, materials, and also markets or markets. In general, management performance audits are carried out by internal auditors. According to Jin'e and Dunjia (1997) and Pratolo (2015), internal auditors have several advantages, namely: 1) internal auditors are more familiar with the production process and company operations; 2) internal auditors are more independent than other parties because internal auditors do not carry out management and operations activities within a company. In addition, excellence internal auditors are authorized to report matters directly to the highest authority.

(y-on-y)<sup>1</sup> : Quarterly Growth Rate Compared to the Previous Year's Same Quarter

However, the role and position of internal audit is complex when it relates to stakeholders. Internal audit expectations and needs are diverse and sometimes not very clear (Lenz and Sarens, 2012). Guner (2008) argues that an internal audit must be aware of who its stakeholders are and what their expectations are, as well as identify performance gaps, prioritize their demands, and develop responses to meet their expectations. In addition, previous literature suggests that the effectiveness of internal audit is a matter of stakeholder perception (Soh and Bennie, 2011; Roussy and Brivot, 2016). Previous research conducted by Marchi and Bertei (2016) has not provided a specific answer regarding the contribution of performance audit to performance management and its significance is not yet known. The study only explains that performance audit and performance management are directly and indirectly influenced by the advantages and disadvantages of measuring performance in the public sector. Therefore, this study would like to further examine the contribution of performance audit using a stakeholder perspective.



A performance audit is an assessment to assess compliance with organizational goals, policies, procedures, or regulations; the effectiveness of management planning and control systems; and the quality and relevance of credible reports from management (Rahimiyan, 2008). Performance audit activities have a very good impact on an organization because, with a performance audit, the organization can find out what the current condition of the organization is in terms of economy, efficiency, and effectiveness. Furthermore, performance audits should not be viewed as a separate activity but rather as a requirement that provides information with the goal of achieving economic efficiency, efficiency, and effectiveness (Mussari, 1997).

In particular, organizational excellence helps organizations improve their operational activities so that they can achieve maximum results (Lasrado and Uzbek, 2017). Based on Kassem et al. (2018), excellent organizations are those that are able to achieve and sustain outstanding results that meet or exceed the expectations of stakeholders in society. For examining the concepts of performance audit and organizational excellence, a relevant theory is used as an explanation, namely the stakeholder theory. According to Ghozali and Chariri (2007), stakeholder theory posits that the organization is not an entity that only operates for its own interests but must provide benefits to its stakeholders.

The issue of performance audit, how it affects the achievement of organizational excellence, the perceptions and expectations of stakeholders that may vary, the potential for stakeholder disappointment, and the results of previous studies that have not shown the magnitude of the contribution of performance audit specifically, encourages researchers to conduct further research on the concept of performance audit and organizational excellence by looking at the perspective of service organization stakeholders.

## **2. LITERATURE REVIEW**

Previous research conducted by Eulerich and Eulerich (2020) said that internal audit is very important in the process of building good organizational governance, for example, by creating value in the areas of internal control, risk management, and governance processes. Then, based on the consulting activities of the Internal Audit Function (IAF), they said that added value can be created by improving processes and information to support management decisions. The added value of an internal audit is the creation of value for its stakeholders by enabling them to counteract the possible effects of risks along the value chain and by enabling cost savings by implementing optimization potentials and strengthening corporate governance, thus strengthening confidence in the integrity of the company. However, there are influencing factors that can undermine the potential added value of internal audit, especially in the case of inappropriate positioning within the organization.

Previous research on the contribution of performance audits is still lacking. Therefore, the researcher combines the appropriate variables and has a direct relationship with the topic under study. One of the studies on the contribution of performance audits was conducted by Marchi and Bertei



(2016). This study explains that performance audit and performance management are directly and indirectly influenced by the advantages and disadvantages of performance measurement in the public sector. The research also found that there are different views on the usefulness of performance audits in the public sector. However, this research has not provided a specific answer regarding the magnitude of the contribution of performance audit, and its significance is unknown.

Previous research conducted by Roussy et al. (2019) found that internal audit was able to achieve and consolidate organizational significance by activating all the building blocks of internal audit effectiveness together to generate organizational learning and positive change in the organization. The building blocks in question are organizational characteristics, internal audit relationships, internal audit resources, and internal audit processes. The study also explains that it is important for an organization's internal auditors to ensure that the internal audit is able to stimulate organizational learning to lead to positive changes in the organization. So that in such situations, internal audit can achieve and consolidate organizational significance rather than being perceived as disappointing by the stakeholders.

Organizational excellence is the creation and implementation of strategies to achieve operational performance in accordance with the organization and its environment, maintaining the process of implementing the plan and reviewing it in accordance with a total quality control approach, continuous improvement, and organizational learning (Perkmann et al. 2011; Goetsch and Davis, 2014; Houshi, and Taleghani, 2016). Organizational excellence has several main principles that are key components of organizational excellence, namely: emphasis on customer performance and satisfaction, leadership and specific priorities, process and fact management, employee growth and engagement, learning, innovation and creativity, and social responsibility (Goetsch and Davis, 2014; Houshi and Taleghani, 2016). Organizational excellence can be achieved by conducting a performance audit process.

A performance audit can be defined as an evaluation and management function and organizational performance related to the economy, efficiency, and effectiveness of the area of operations, activities, and results (Parker, 1986). From the above definition, it can be concluded that the performance audit has three dimensions consisting of: 1) economy, which is the extent to which an organization carries out managerial and operational activities by using resources at the lowest cost; 2) efficiency, which is the extent to which an organization carries out managerial and operational activities with minimal effort; and 3) effectiveness, which is the extent to which an organization is able to achieve the results or benefits of its managerial and operational activities based on the goals that have been set. The relationship between these three dimensions can be seen by the existence of a balance between the three; namely, in a balanced condition, operating costs will be managed at the lowest level without affecting efficiency and effectiveness (Reider, 2002).

The results of the performance audit are of concern to stakeholders. While stakeholders are people or groups who are able to influence the achievement of organizational goals and the survival of the

organization (Freeman and Reed, 1983). Based on research conducted by Mitchell, Agle, and Wood (1997), this article explains the selection of sorting reasons to identify stakeholders. This study will provide a choice of reasons for identifying stakeholders in service organizations in achieving organizational excellence, which can be seen in table 1 below:

**Table 1 A Sorting of Rationales for Stakeholder Identification**

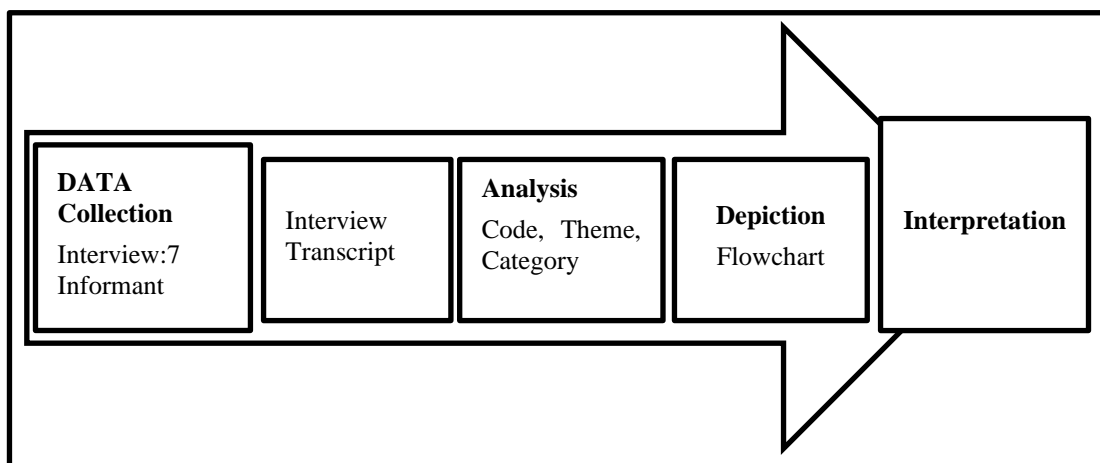
No	
1	<b>A Relationship exists:</b> - Brenner, (1993): having some legitimate, non-trivial relationship with an organization (such as) exchange transactions, action impacts, and moral responsibilities.
2	<b>Power Dependence: Stakeholder dominant</b> - Freeman & Reed, (1983): on which the organization is dependent for its continued survival.
3	<b>Power Dependence: Firm dominant</b> - Langtry, (1994): the firm is significantly responsible for their well-being, or they hold a moral or legal claim on the firm.
4	<b>Basic for legitimacy of relationship</b> - Carroll, (1989): asserts to have one or more of these kinds of stakes ranging from an interest to a right (legal or moral) to ownership or legal title to the company's assets or property.
5	<b>Stakeholder interest- Legitimacy not implied</b> - Carroll, (1993): asserts to have one or more of the kinds of stakes in business may be affected or affect.

Adaption of the source: (Mitchell et al. 1997)

### 3. DATA SET

This study aims to determine the stakeholder perspective regarding the concept of performance audit and its contribution to the achievement of organizational excellence. Based on the above objectives, the researchers conducted participatory observations and interviews with several informants to obtain data. The interview codification process in this study can be seen in Figure 1 below:

**Figure 1. Interview Codification Process**



The table of research informants can be seen in table 2 as follows:

**Table 2. Research Informants**

No.	Informants	Description
1	PS	Shareholder
2	DR	Direction
3	DA1	Division Accounting
4	DA2	Division Accounting
5	HRO	Human Resources and Operational
6	DK	Division Catering
7	HSE	Health Safety Environment

#### 4. METHODOLOGY

This research is qualitative research with the object of research being a service organization. The qualitative research method is a data collection method that emphasizes primary data exploration and a relatively small number of subjects by asking questions and observing behavior to gain initial insight into the research problem (Hair et al. 2003). Hair et al. (2010a) say that the advantages of this method are flexibility in asking questions, enabling deeper investigation, enabling behavioral analysis, and producing rich and insightful findings. The type of data used is primary data. Data was obtained through a semi-structured interview process using a constructionist approach and observation participation of informants. The informant's profile can be seen in Table 3 below:

**Table 3. Informant Profile**

No.	Code Interview	Level	Gender	Duration (minute)
1	PS	Shareholder	Male	22
2	DR	Direction (Leader)	Male	92
3	DA1	Operational	Male	68
4	DA2	Operational	Female	27
5	HRO	Operational	Male	59
6	DK	Operational	Female	61
7	HSE	Operational	Male	9

Data analysis is an important part of qualitative research to achieve a certain degree of quality. In qualitative research, the basic idea of the two quality measures (validity and reliability) is relatively unchanged, but the terminology and operationalization of the concepts are relatively different, such as credibility, transferability, dependability, and confirmability (Lincoln and Guba, 1985). Data analysis is an important part of qualitative research to achieve a certain degree of quality. In qualitative research, the basic idea of the two quality measures In this study, data analysis was carried out using the approach of Miles and Huberman (1994) and Suyanto (2018), which states that there are four steps in the repetitive process of qualitative data analysis, namely: 1) data collection; 2) data reduction; 3) data presentation; and 4) withdrawal or verification of conclusions. The data analysis process is done



manually using Microsoft Office. The following are the results of the analysis and discussion in this study:

#### **4.1 Stakeholder Views Regarding the Concept of Performance Audit**

The research site has not carried out a formal performance audit as a way to evaluate its performance in a more structured and systematic way. This is because the research site is still classified as a small organization, which in terms of resources, is not so adequate if the performance audit implementation process is carried out. As stated by informant 2 as DR:

*“...It's a small company here, so the management level isn't that high. It means from the director directly to the leader of each department.” (Translation in English: interview with informant 2 on September 23, 2021.)*

*“...Performance audits are important. I'm an auditor for that. It's just that there will be many considerations for an organization's need to form a team of auditors or not. So far, so far, the resources have not been adequate, from a critical account point of view, or have not been sufficiently controlled by other things. It's like that, but indeed we don't have a team of auditors.”(Translation in English: interview conducted on October 27, 2021 with informant 2).*

In addition, interviews were also conducted with other informants to see their perspective regarding the concept of performance audit. As disclosed by informants 3,5 and 6, as DA1, HRO, and DK:

*“...A performance audit is necessary, in my opinion. But we must first have an SOP<sup>2</sup> on the performance of each employee so that if an audit occurs, it does not comply with the SOP in this office. If there is indeed an SOP, then it can be applied or not in this performance audit.” (Translation in English: Interview conducted on September 27, 2021 with DA1).*

*“...Earlier, I said, as I said earlier, that the performance audit has not been running as it should on the research site. It is clear that the performance audit is in accordance with the title. The performance audit is expected and hopefully can really help assess the potential, more so for the potential of divisions a and b to achieve the company's targets. It needs to be audited and, at the same time, it can be useful. It can be used as a basis for determining targets for the following year.” (Translation in English: Interview conducted on September 23, 2021 with HRO).*

*“...Because it's clear, the more performance appraisals from employees, budgets, or whatever is done by the auditors, the more it will increase the previous level of the company, maybe level 5 up again until it reaches 100% green, because if we haven't audited, we are still in the red or yellow category. Yes, to be colored, to achieve green, it can be done in stages, and later we can help achieve the company's targets.”(Translation in English: Interview conducted on September 29, 2021 with DK).*

SOP<sup>2</sup> : Standard Operating Procedures



The research site has performance indicators as disclosed by informant 6 as the DK:

*“...The indicator is KPI, which is assessed directly by customer company so from Ms A, a nutritionist, Ms B, the leader and catering friends, from HR, and HSE, there has been a special assessment from customer company every month.”(Translation in English: Interview conducted on September 29, 2021).*

In addition, the opinion above is also supported by informant 2 as DR:

*“...Oh yes, there it is. Yes, for example, zero accidents exist. Later, if there is an accident, we will be punished. The KPI is there. Then how many hours are there without work accidents. Then, the target time, the target for order fulfillment, there must be a KPI from there. What percentage can be achieved from the order submitted by customer company. For example, if they order a thousand, we can only get 950. Yes, that means 95%. There are external KPI. ” (Translation in English: interviewed conducted on November 17, 2021).*

Based on the statement above, it can be concluded that stakeholders view the concept of performance auditing the same way, meaning that most stakeholders say that the concept of performance audit is very important for organizations to carry out performance audits because, with a more structured evaluation of performance, it will help organizations achieve organizational targets. However, for now, the research site is still very considerate of implementing a performance audit because the standard operating procedures (SOPs) and resources are not sufficient. Standard Operating Procedures (SOPs) are a set of standardized written instructions regarding the various processes of organizing organizational activities, how and when they must be carried out, and by whom and by whom they are carried out (Meokijat, 2008). According to Ferreira et al. (2018), the success of an organization is largely determined by the resources it has and the capabilities of the organization that are able to turn these resources into an economic benefit.

#### **4.2 Performance auditing's contribution to organizational excellence**

Performance audits are the most important part of an organization's efforts to achieve organizational excellence. This is because, with a performance audit, an organization can carry out organizational activities in a more structured and systematic way. The amount of the contribution given is based on the perspective of the organization that has not conducted a formal performance audit. As stated by the second informant, as DR: This is a common misunderstanding.

*“...There is no audit problem here. There is a financial audit, but if you say how much it will probably give a decent contribution, 15-20% is my experience. Isn't it here? Because in the audit, we can later develop and improve something. We also find issues that we have to fix. It can also save a lot*





*of money at times. But if 15% doesn't, it's 5-10% because what is found is also not big, it's very big compared to turnover.' (Translation in English: Interview conducted October 27, 2021 2).*

In addition, interviews were also conducted by informants 1 and 3 as PS and DA1:

*"...In my opinion, a performance audit can be said to be rated at 100, which means it will be at 80% to get the quality of this organization and the quality of the products it produces. because employees will be in accordance with what is regulated in their daily work. So that employees know that there are limitations that must be met that do not develop according to the mind of each employee. There is a limit to the existence of an audit of employee movements in accordance with the SOP applied by this company." (Translation in English: Interview conducted on September 27, 2021 with informant 3).*

*"...The contribution is if I give a percentage if the percentage is 90-95%, madam, that's the audit. That's because performance control is important. I said earlier that the effort was not only concerned with achieving the goals but also the way to achieve those goals. That's the function of the performance audit, so okay, 95% is quite significant, because first the work has a reference." (Translation in English: Interview conducted October 26, 2021 with informant 1).*

Based on the statement above, it can be concluded that there are different perspectives regarding the amount of contribution made to the implementation of performance audits at the research site. From the leadership level, it is stated that the existence of a performance audit will only contribute about 5–10% to the organization. According to the perspective of the leadership level, informant 2 (DR) said that the performance audit could find issues that could be followed up, saving losses, but what was found from the performance audit did not have a big impact on organizational turnover.

The operational level says that performance audits can contribute 80% because he believes that by doing a performance audit, employees carry out their duties in accordance with the standard operating procedures on the research site, so that employees' work there is referenced and not based on their individual thoughts. This is the same as what shareholders said: by conducting a performance audit, there is performance control, and it is important for the organization. In addition, the organization in carrying out its work, of course, has a reference that is used as a benchmark for the organization itself, so that from the shareholder level, the contribution amount is around 90-95%. Administrative activities in accordance with the principles of economic accountability, sound management practices, management policies, and performance audit on the use of human and financial resources and other resources include the assessment of information systems, performance measures, and methods for monitoring and auditing rules which are used to detect flaws. However, the effectiveness of performance in relation to the audit objectives, audit units, and audit activities is expected to work (Karbassi, 2010).

### **4.3 The Role of Stakeholders in Achieving Organizational Excellence**

Organizational excellence is defined as the growth and strengthening of the organization in various fields, aimed at satisfying all stakeholders and achieving organizational prosperity in the long



term (Shirvani and Iranban, 2014). At the research site, the role of stakeholders is very large in achieving organizational excellence. As stated by informant 2, as DR:

*"...Of course, customer influence is huge. You can't do anything if you don't have customers. Moreover, this is an organization engaged in the service sector. So, what the customer wants is followed. Because customers are human too, they will change and it will continue to be followed. So, whether an optimal organization or not, depends on how the organization can follow customer desires. If stucnume is crushed, eventually there will be new findings from customers that must be followed. "* (Translation in English: Interview conducted September 23, 2021 with informant 2).

Then, to support the statement above, interviews were also conducted with other informants, namely:

*"...Stakeholders in the sense of shareholders are very important, yes, because whatever happens, all of them will be accountable to all stakeholders, in this case, shareholders. Shareholders may, at times, not provide attractive benefits or even be burdensome. The two stakeholders that are meant to be customers. It is clear that the research site's source of income is big contracts. You can get contracts from companies to provide catering services, security services, and other services. So what is the name of the daily support to stakeholders? It's a logical thing to pay attention to. "*(Translation in English: Interview conducted October 26, 2021 with informant 1).

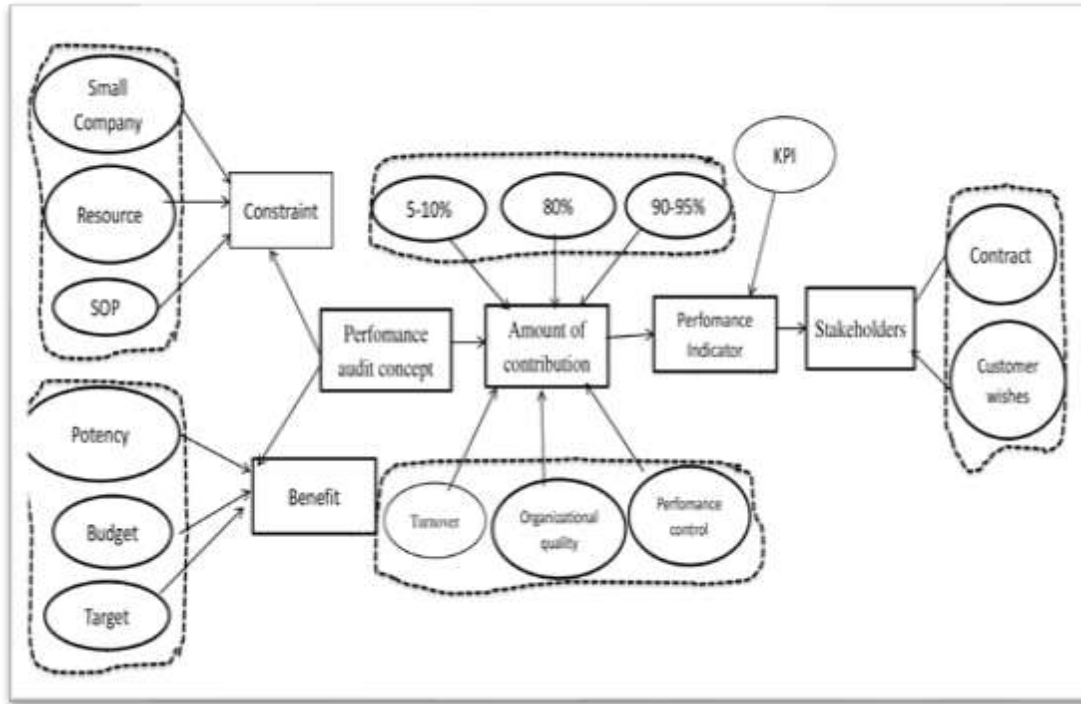
*"...Customers, it is clear that the effect is because whether or not the contract is extended depends on the consumer. Yesterday we finished the tender. Thank God, even though we have PT X, we still have a mighty and cooperative team. We still have an official tender and, basically, it's on track, so it doesn't go off track. There are always audits, and there are always customers. So the customer is very important. "*(Translation in English: Interview conducted on September 29, 2021 with informant 6).

Based on the above statement expressed by informant 1 (DR), it can be concluded that the influence of customers is very large on the research site because, without customers, the research site cannot do anything. As it is known, the research site is an organization engaged in the service sector, which means that an organization can be optimal or not, depending on how it can follow the wishes of its customers. Then this is reinforced by a statement expressed by informant 2 (PS), which said that the source of income obtained by the research site was carried out by contract with companies to provide their services. This is similar to what was stated by informant 6 as (DK), that the customer is very influential in achieving organizational excellence because whether or not the contract is extended or not depends on the customer himself, and the customer can also act as a point of aspiration for the research site.

Based on the results of the analysis that has been carried out above, it can be concluded that the identification of stakeholders is the existence of dominance (the organization depends on stakeholders) where the role of the customer is very large on the research site. As explained by Freeman and Reed

(1983), with this dominant role, organizations depend on stakeholders for their survival. Based on the results of the analysis that has been carried out above, the codes, themes, and categories are obtained as shown in Figure 2 below:

**Figure 2. Code, Theme and category**



**Information:** Code



Theme



Category.



## 5. CONCLUSION

Based on the results of the analysis that has been carried out above, it can be concluded that there is no difference of opinion among stakeholders regarding the concept of performance audit. Stakeholders view that the concept of performance audit is important for an organization to achieve organizational excellence. Stakeholders are of the view that performance audits will help the organization achieve organizational targets, make the organization more advanced, improve the management management system, human resources, make work more efficient, and provide recommendations and innovations to auditees on the findings found in the field. In addition, there are differences of opinion regarding the contribution of performance audits to organizational excellence: a) according to the leadership level, performance audits contribute 5–10% to organizational excellence; b) according to the operational level, performance audits contribute 80% to organizational excellence; and c) according to the shareholder level, performance audits contribute 90–95% to organizational excellence. Then the conclusion is obtained from the results of the analysis of stakeholder identification using stakeholder theory, namely



that the dominant stakeholder (organization depends on stakeholders) in pursuing organizational excellence is the dominant stakeholder.

Suggestions in this study consist of two parts, namely for the literature and research locations. First of all, for the literature: a) future researchers are expected to be able to conduct similar research using the same theoretical framework on other research sites; b) future researchers are expected to be able to conduct similar research using different theoretical frameworks on other research sites; and c) future researchers are expected to conduct similar research with more complete informants. Second, there are suggestions for research locations: a) standard operating procedures and control systems need to be followed up and developed again so that in carrying out daily operational activities they become more structured and systematic so as to achieve organizational excellence; b) it is expected that research sites will begin to pay attention and increase organizational resources; c) the performance evaluation or appraisal carried out annually is expected to be carried out within a predetermined time so that the performance appraisal process becomes more consistent.

The research that has been carried out still has some limitations that are expected to be improved by future researchers. Some of these limitations are that this study was unable to conduct interviews with all informants and the limitations of interaction with informants due to the COVID-19 pandemic.

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Fikir veya Kavram / <i>Idea or Notion</i>	Araştırma hipotezini veya fikirini oluşturmak / <i>Form the research hypothesis or idea</i>	Rachel SAHERTIAN Dyah Ekaari Sekar JATİNİNGSİH
Tasarım / <i>Design</i>	Yöntemi, ölçeği ve deseni tasarlamak / <i>Designing method, scale and pattern</i>	Rachel SAHERTIAN Dyah Ekaari Sekar JATİNİNGSİH
Veri Toplama ve İşleme / <i>Data Collecting and Processing</i>	Verileri toplamak, düzenlenmek ve raporlamak / <i>Collecting, organizing and reporting data</i>	Rachel SAHERTIAN Dyah Ekaari Sekar JATİNİNGSİH
Tartışma ve Yorum / <i>Discussion and Interpretation</i>	Bulguların değerlendirilmesinde ve sonuçlandırılmasında sorumluluk almak / <i>Taking responsibility in evaluating and finalizing the findings</i>	Rachel SAHERTIAN Dyah Ekaari Sekar JATİNİNGSİH
Literatür Taraması / <i>Literature Review</i>	Çalışma için gerekli literatürü taramak / <i>Review the literature required for the study</i>	Rachel SAHERTIAN Dyah Ekaari Sekar JATİNİNGSİH

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