

The Internal Audit Unit, Budgetary Participation, and Intellectual Capital Effect to Good University Governance through Internal Control

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Abstract: This research aims to analyze the influence of internal audit unit, budgetary participation, intellectual capital (IC), on good university governance (GUG) through internal control at the Southern Sumatra State University. The number of universities studied was Sriwijaya University, Bangka Belitung University, Lampung University, Jambi University, Lampung State Polytechnic, Sriwijaya State Polytechnic, Bangka Belitung Manufacturing Polytechnic, Sumatra Technology Institute and Bengkulu University. The results showed that there was a direct influence of internal audit units, negatively and significant. The participation in budgeting and internal control has a positive and significant influence on GUG. However, IC does not directly affect GUG. The results for indirect influences indicate that the internal audit unit, participation in the budget and intellectual capital compilation of GUG through internal control.

1 INTRODUCTION

Higher education is a character from an institution that must be confident in improving the management of the institution's internal management intensely. Looking forward, universities must be able to produce resources that can answer the wishes and challenges of the community. According to (Lee, 2001) the tendency of strengthening and improving quality in the field of education through various policies such as education that has been implemented in several countries such as; Britain, America, Japan and Korea are proof of the awareness of the governments of these countries towards the pressure of high levels of competence in the era of globalization. The existence of globalization will bring human civilization to a society that is knowledgeable against GUG through internal control (Coaldrake et al, 2003).

Kennedy (2003) and Kickbusch & Gleicher (2012) stated that policy issues in the 21st century

focused on the public sector in the management of universities. Higher education institutions, both private and public, are expected to provide the maximum possible service to the community, therefore higher education requires the concept of good governance (Goodwin, 2003; Dewi & Apandi, 2012). The implementation of the concept of good governance in universities in Indonesia as well as other developing countries, there are basic challenges namely improving quality, relevance, equity, efficiency, and governance, where the position of higher education is a moral force to assist in directing democratization in society and socio-political reform. The existence of basic challenges in State Universities (PTN) resulted in the emergence of new challenges namely understanding the knowledge economy, increasing internationalization and competition between countries (Nizam, 2006).

The new challenge caused the Indonesian government to issue Government Regulation Number 4 of 2014 and this regulation is in line with the study of Zaman (2016) regarding the autonomy of higher education. The autonomy of tertiary institutions in question is the autonomy of the academic and non-academic fields. Non-academic autonomy whose activities include the establishment of operational, financial, student, labour and infrastructure norms and policies for its management carried out through the principles of Good University Governance (Government Regulation No. 4 of 2014). The results of the examination of the Financial Examination Agency of the Republic of Indonesia (2015) states that there are still many problems and weak management of PTN caused by weak internal controls and still not compliant laws and regulations in managing PTN in Indonesia. The existence of higher education autonomy will open up areas of improvement and competition, but these conditions are still limited by state-driven higher education policies and increasing interventions related to external quality assurance (Hénard & Mitterle, 2010). Actuality from Indonesian education providers has experienced a number of obstacles, both in terms of policy, implementation, supervision, and evaluation. This condition requires that optimization of the application of the GUG principles and maximize the function of the Internal Audit Unit (SPI), this causes according to Aisyah et al (2013) that the need for SPI formation is not based on the needs of the SPI role, but more in the administrative complementary organizational structure, many SPI teams, especially those that have not been Public Service Agencies (BLU), cannot function properly because SPI is in an inappropriate form in terms of the number of human resources allocated, the qualifications of the chairperson and members of the SPI, and the funding of program activities and internal audit activity. Systematic budgeting is expected to be able to accommodate the interests of each unit in activity activities. Implementation of budgeting requires the participation of the organization (Ompusunggu and Krisler, 2006) but in reality, the budget preparation in universities involves only a few elements, so the budget is not an appropriate target. Incorrectly arranged budgets can cause dysfunctional behaviour and negative behaviour among organizational members (Kennis, 1979; Argyris, 1952; Syahputra, 2014). Management in PTN is inseparable from aspects of human resources because it is a very important aspect of every organization. The most valuable resource in the university is the expertise of

the faculty and staff, namely it's IC (Jones et al, 2009).

The reason for state universities in Southern Sumatra was due to the findings of the Republic of Indonesia Supreme Audit Agency (2016), namely weak internal control, lack of compliance with legislation, as well as budget targets not yet found in the Southern Sumatra PTN. This study refers to the research of Azwar (2013), Fredrick and Narkiso (2014), Gina et al (2014), Karagiorgos et al (2010), Kusmayadi (2012), Radjagukku et al, (2014), Puspitarini (2012), Suyono and Hariyanto (2012), Sukirman (2012) where efforts to achieve good governance, in this case, are GUG, PTN requires an internal supervision unit or internal auditor to support the GUG, which is currently the main component in management or improve universities effectively and efficiently based on the principles of good governance. SPI or audit has a positive effect on the achievement of GUG which means that the better the role of the internal supervision unit, the better the achievement or good corporate. Amilin (2016) budgeting participation has not encouraged the principles of GUG. Studies by Cadara & Saidin (2013) state that internal control influences the effectiveness of internal audit and Ramirez's (2013) research states that the presentation of information related to Intellectual Capital (IC) is important in higher education institutions, especially because knowledge is the main output both through research and teaching. Aristanti (2016) show that the increasing IC owned, the more it can increase GUG, which means IC has a positive effect on GUG.

Based on previous research related to good corporate governance, most of the research was carried out on private companies and the public sector such as the financial sector (Handley-Schachler et al, 2007). Good in the public sector (Stewart-Weeks and Kastle, 2015). Previous research still discusses partially or separately the influence of SPI, participation in budgeting, IC, internal control and GUG, so that this study tries to combine several of these variables and SPI indicators in accordance with the Regulation of the Minister of National Education of the Republic of Indonesia Number 47 of 2011 and the existence of internal control variables as mediating variables which are the novelty in this study. Previous research also has not shown consistency in the results of research, therefore, it needs to be reviewed in depth in accordance with the above phenomenon, or the phenomenon above, the purpose of the study is to analyse the direct and indirect influence of internal supervision units, budgeting participation,

intellectual capital on good university governance with internal control as an intervening variable in the Southern Sumatra Region PTN.

The theory used in this research is that Stewardship theory views management as a party that can be trusted to act as well as possible for the public interest or stakeholders, for the interests of the principal (community and government). Stewardship theory describes a situation or condition in which management is not motivated by individual goals but rather prioritizes the interests of the organization (Davis et al, 1991). The theory assumes that there is a strong relationship between organizational satisfaction and success. Organizational success describes maximization utility of principals and management groups. The utility maximization of this group will ultimately maximize the interests of individuals within the group of organizations.

Good governance can guarantee an organization (Learmount, 2004; Martini, 2015) so that: 1) able to provide goods, services or programs effectively and efficiently, 2) able to create good performance, and 3) able to meet legal, regulatory requirements published. GUG is actually a derivative of a more general governance concept, namely good governance (Azwar, 2013). The purpose of the GUG is to realize an accountable of higher education. Some of the principles in GUG are as follows: a) Governance structure b) autonomy c) Accountability d) Leadership e) Transparency (Effendi, 2016; Nurhasanah, 2016; RI BPK, 2008).

Internal control of the COSO version is an internal control framework by integrating all aspects of the company's operations and finances, including between leaders (top executives) and employees (employees), business objectives and risks, and covering all organizational activity units. Form of irregularities that might occur, improvements in the quality of financial reports and compliance with regulations. The internal control concept issued by COSO, states that internal control consists of policies and procedures designed to provide management with reasonable certainty that the organization has achieved its goals and objectives. These policies and procedures are often called controls, and collectively shape the entity's internal controls (A. Arens et al, 2012). The core of COSO's report consists of five components (Hadisantoso, 2017; Kiabel, 2012; Moeller, 2012; Sawyer's, 2005; Bill et al, 1997; Bruynseels et al, 2006, SPIP, 2008), namely: 1) The Control Environment; 2) Risk Assessment; 3) Control Activities; 4) Information and Communication; and 5) Monitoring. Budget

participation is mainly carried out by middle-level managers who hold accountability centre by emphasizing their participation in the process of preparing and determining budget targets that are their responsibility. Brownell and McIness (1986), Kennis (1979) and Marfuah and Amanda (2014) define participation in budgeting as the extent of managers involved in preparing the budget and the magnitude of the manager's influence on the organizational unit's budget goals.

Activities in the PTN scope need to be monitored and evaluated in advance by internal parties, in this case, the internal supervision unit. SPI has the duty to carry out supervision of the implementation of duties in the work unit, so that the understanding is the entire process of audit activities, reviews, evaluations, monitoring and other supervisory activities on the organization of tasks and functions aimed at controlling activities, securing assets and assets, carrying out financial statements good, improve effectiveness and efficiency, and detect in detail the occurrence, irregularities and non-compliance with the provisions of the legislation (Regulation of the Minister of National Education of the Republic of Indonesia Number 47 of 2011). Various definitions of IC are found in several kinds of literature Edvinsson (2013) states IC as a knowledge that can be converted into values. Huang et al (2007) state that IC is a knowledge that is in the organization and raised at the personal and organizational level, where Personal level includes temporary skills and knowledge at the organizational level, things like specific databases for each client, organizational and cultural technologies and methods. Rastogi (2002) states IC is the entire ability of an organization to constantly face and respond to existing and potential challenges creatively and effectively. IC can be concluded as all organizational resources, which are sourced from capital, employees in the form of knowledge, experience, and thinking power, and sourced from the organization itself in the form of knowledge, rules, systems, corporate culture, databases, or other forms of intellectual property such as brands, patents and others. Ramírez (2013) measures IC with human capital, structural capital and relational capital.

Based on the theoretical review and the results of empirical research above, hypotheses can be formulated in this study: the internal audit unit, budgetary participation, and intellectual capital affect GUG through internal control of state university in the Southern Sumatra region.

2 METHODOLOGY

The type of explanatory research is to analyze the causality relationship the influence of the internal audit unit (SPI), budgetary participation and IC on GUG with internal control as an intervening variable. The approach used to analyze is a quantitative approach, which includes quantitative analysis as the main method and qualitative explanation. This research will be conducted at state universities (PTN) in Southern Sumatra Region. The state universities are Jambi University, Bengkulu University, Lampung University, Bangka Belitung University, Sriwijaya University, Sumatra Institute of Technology, Sriwijaya State Polytechnic, and Bangka Belitung Manufacturing State Polytechnic. The data used in this study include secondary data and primary data. Secondary data collected relates to the description of PTN in the Southern Sumatra Region obtained from the publication and profile of the PTN. The primary data used by questionnaires were filled in by leaders of the Southern Sumatra Regional PTN namely the chancellor, vice chancellor, dean, deputy dean, director, deputy director, and SPI.

The method used to collect data in this study is questionnaire distribution. The collected data is then carried out a measurement and scoring scale. The measurement scale used in this study is the Likert scale, which is from 1 to 5. The technique used is Structural Equation Modeling (SEM), the use of SEM is inseparable from assumptions (Byrne, 2016; Ferdinand, 2014; Gudono, 2011), these assumptions include: sample size, b) normality test, and c) outlier test. Steps to use SEM according to (Ferdinand, 2014) as follows:

1. Development of a theoretical model.
2. Arrange the path diagram, in the research the relationship between variables is described in the path diagram as follows:

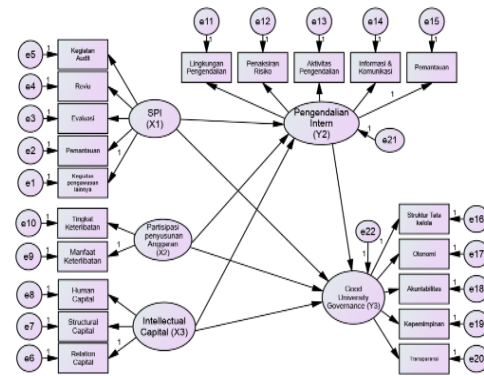


Figure 1: Inter Variable Relations Flow Chart

3. Correcting path diagrams in the form of equations. The aim is to state the causality relationship between various constructs. The equation is:

$$\text{endogenous variable} = \text{exogenous variable} + \text{endogenous variable} + \text{error}$$

Testing the proposed hypothesis is formed mathematical functional equations in the simultaneous model namely SEM as follows:

$$PI = f(\text{SPI}, \text{PPA}, \text{IC}) \dots \dots \dots (1)$$

$$GUG = f(\text{PI}, \text{SPI}, \text{PPA}, \text{IC}) \dots \dots \dots (2)$$

Where: PI (Internal Control), GUG (*Good University Governance*), SPI (Internal Audit Unit), PPA (Budgeting Participation), IC (*Intellectual Capital*).

The function that has been formed above, will produce the following equation model:

Model GUG

$$GUG = \alpha_0 + \alpha_1 PI + \alpha_2 SPI + \alpha_3 PPA + \alpha_4 IC + \varepsilon_2 \dots \dots \dots (3)$$

Where: direct effect

$$\alpha_1 = \text{Effect of internal control on GUG}$$

$$\alpha_2 = \text{The influence of SPI on GUG}$$

$$\alpha_3 = \text{Effect of budgetary participation on GUG}$$

$$\alpha_4 = \text{The influence of intellectual capital on GUG}$$

indirect effect

$$GUG = \alpha_0 + \alpha_1 \beta_1 SPI + \alpha_1 \beta_2 PPA + \alpha_1 IC + \varepsilon_3 \dots \dots \dots (4)$$

Where

$$\alpha_1 \beta_1 = \text{Influence of SPI through internal control of GUG}$$

$$\alpha_1 \beta_2 = \text{Effect of budgetary participation through internal control of GUG}$$

$$\alpha_1 \beta_3 = \text{Effect of intellectual capital through internal control of GUG}$$

3. Select the input matrix and estimation model or technique
4. Assessing the identification problem where the identification problem has the principle that the problem of inability of the model developed to produce a better estimate. If each time an estimation is made, an identification problem appears, so the model should be reconsidered by developing more constructs.
5. Model evaluation is based on the criteria of goodness of fit:

3 DISCUSSION

This research uses a survey method with the questionnaire instrument. Questionnaires are distributed to 5 universities, 3 polytechnics and 1 institution with the number of respondents 250 namely chancellor, vice chancellor, director, deputy director, dean, vice dean, and internal audit units and the results are as follows:

Table 1: Response Rate

Description	Number of Respondents	Percentage (%)
Questionnaire sent	250	100
Questionnaires were entered	230	92
The questionnaire that cannot be processed	4	2
Questionnaire processed	226	90

Source: data processed (2018)

As many as 226 respondents who were processed in which the total universities added up consisting of Sriwijaya University, Jambi University, Lampung University, and Bengkulu University 145 respondents, polytechnics and institutions amounted to 76 respondents while the Intern audit unit numbered 5 respondents.

The results of the measurement and structural model in the form of a full model path diagram which is hypothesized are obtained by the calculation of the model seen in the figure 2:

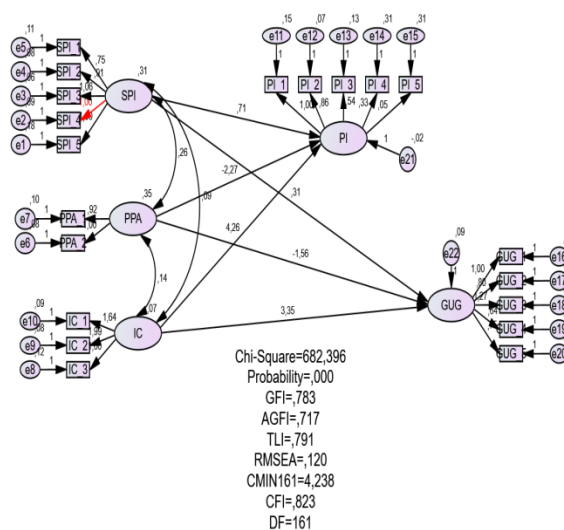


Figure 2: Complete Model Path Diagram (Full Inter-Variable Model)

The sample size of the sample is 226 there is no standard provision for criteria than the sample, it is recommended that the sample is 200-400 so that the criteria of the sample size in this study have been fulfilled. The assumption of normality can be tested by looking at the value of Skewness and kurtosis of the data obtained. If the CR value ranges between ± 2.5 , then the data can still be stated as the normal distribution. Data processing results show that overall (Multivariate) distribution is not normal, because the multivariate numbers are $20,087 > 2.58$. Likewise, the cr kurtosis value obtained is not normally distributed because the value is > 2.58 . But the overall cr Skewness value is below the 2.58 value. A data includes multivariate outliers if the values of p1 and p2 are less than 0.05 (Singgih, 2011). Based on the output, multivariate outliers were detected, but in this study, the outliers were maintained because if the outliers were removed it would cause other outliers. Thus, the next process is the estimation of the SEM model with the maximum likelihood (ML) method.

The suitability test of the overall model is done by using SEM which is also used to analyze the proposed hypothesis. Based on the results of the processed data, it can be seen that all constructs used to form a research model have not met the requirements of the goodness of fit set out in Figure 2 above. Then the modification of the model is done with the aim to improve the fit of a model, which is from a model that is less/not fit to be a fit model (Yamin and Kurniawan, 2009). If the model is not fit with the data, the following actions can be done

by modifying the model by adding or removing connection/line relationships, adding variables (if data is available) and reducing variables. Model modification carried out in this study is based on the theory described by Arbuckle which discusses how to make modifications by looking at modification indices which provide several recommendations for adding a connection/connection that can reduce chi-square (χ^2) so that the model becomes more fit or good. The following is the output modification indices that provide recommendations for connection lines that can be connected to obtain better results seen in Figure 3:

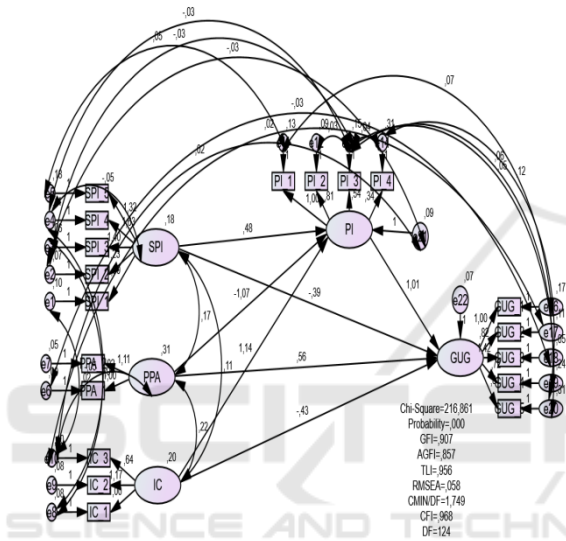


Figure 3: Model After Modification

Of the twelve testing the suitability of the whole model, there are ten test results that show the model is of good value or meets the criteria so that it is concluded that the SEM model.

Structural Equation from the GUG model

a. Direct influence equation

$$GUG = 1,008PI - 0,394SPI + 0,561PPA - 0,430IC + \varepsilon_2$$

Structural equations for GUG can be concluded that internal control and budgeting participation have a positive and significant influence each of 1.008 and 0.561. For internal audit units have a negative and significant effect of 0.394 on good university governance. But intellectual capital does not affect the good university governance. Whereas to find out the results of the formulation of indirect effects, it can be seen from the standardized direct effect output, the standardized indirect effect and the standardized total effect in the following table:

Table 2: Standardized Direct Effect, Standardized Indirect Effect, and Standardized Total Effect

Standardized Direct Effect				
IC	PPA	SPI	PI	GUG
1,259	-1,471	0,510	0,000	0,000
-0,449	0,729	-0,395	0,953	0,000
Standardized Indirect Effect				
0,000	0,000	0,000	0,000	0,000
1,201	-1,403	0,486	0,000	0,000
Standardized Total Effect				
1,259	-1,471	0,510	0,000	0,000
0,752	-0,674	0,090	0,953	0,000

Source: Source: data processed (2018)

Based on the indirect effect table, it can be calculated that there is an indirect effect between IC on GUG of 1.201 (0.953 x 1.259), which means that internal control is an intervening variable for the influence of IC on GUG. The same thing with internal audit unit variable of 0.486 (0.953 x -1.477) and budgeting participation variable has an indirect effect of -1.403 (0.953 x -1.497) on GUG means that all independent variables are mediated by internal control of GUG.

Testing of the previously proposed hypothesis where the value of CR with its critical value uses t count value, which is 1.96 at the significance level of $p < 0.05$, then the proposed hypothesis is accepted. However, if the CR value has not been able to reach its critical value at the significance level of $p < 0.05$, the proposed hypothesis is rejected. For this study, the hypothesis (H_1) internal supervision unit, IC, budgeting participation affects the GUG through internal control in PTN in the Southern Sumatra Region.

Directly the internal supervision unit, budgetary participation in GUG is influential, but intellectual capital has no effect on good university governance in PTN in the Southern Sumatra Region. But the internal supervision unit, budgetary participation, and intellectual capital indirectly influence the GUG through internal control. The hypothesis of this study was received with a large internal control unit of 1,201, budgetary participation -1,403, the intellectual capital was 0.486 so that the internal control unit had the most dominant indirect influence compared to other variables.

The results of this study that the internal audit unit and participation influence the GUG and do not support the research of Azwar (2013), Fredrick and Narkiso (2014), Gina et al (2014), Karagiorgos et al (2010), Kusmayadi, (2012), Radjagukku et al (2014), Puspitarini (2012), Suyono and Hariyanto (2012), Sukirman (2012) where efforts to achieve

good governance, in this case, GUG, PTN require internal supervision units or internal auditor in supporting the GUG, which is currently a major component in managing or improving higher education institutions effectively and efficiently based on the principles of good governance. Because the internal audit unit has a negative and significant influence on the GUG, it means that the role of the internal supervision unit in PTN Southern Sumatra Region to realize the GUG is still only a formality, there are still many state universities in the Southern Sumatra Region have not optimized where the SPI is also constrained by human resources or lack of knowledge related to the role of SPI and the lack of strong leadership commitment to the existence of the SPI.

In contrast to Amilin (2016) that there was no influence of budgeting participation on government good university, this study found that budgetary participation had an effect on GUG. This is due to the fact that PTN in Sumatra Region generally involves all parts of the university, so that the achievement of the planned target is what is desired in the use of the budget. Internal control influences the GUG supported by the study (Handley-Schachler, Juleff, and Paton, 2007) and (Stewart-Weeks and Kastle, 2015) that university governance is a public sector with the hope that the community gets good service quality in the public sector, it cannot be separated from internal control because the findings of the BPK-RI are still not compliant with PTN in Indonesia or in the Southern Sumatra Region for internal control.

Intellectual capital has no effect on GUG does not support Ramirez's (2013) research and states that the presentation of information related to Intellectual Capital (IC) Widyaningsih (2016) is important in higher education institutions, especially because knowledge is the main output both through research and teaching. Not optimal elements of intellectual capital are considered to be applied in PTN in the Southern Sumatra Region, it is seen that there are still elements of recruitment of employees and lecturers in a transparent manner and elements of kinship in the recipients of employees and lecturers are still thick. Overall the findings of this study support Stewardship theory view management as a party that can be trusted to act as well as possible for the public interest or stakeholders. The implication of the stewardship theory in this study is that the steward (in this case is the management of higher education) will work as well as possible for the principal's interests (community and government), organizational interests. But for internal supervision

units and intellectual capital does not support the stewardship theory of Davis et al (1991), meaning that governance arrangements in universities or known as GUG which is a series of processes, habits, policies, and regulations that are directed and controlled have not affected intellectual capital and internal supervision units must be in line for the application of the GUG in the Southern Sumatra Region PTN. This study found new findings, namely that the participation of the participants turned out to have an effect on the management of state universities and SPI has a negative effect, which means that the better the SPI, the GUG will not materialize, while intellectual capital has no effect on GUG in the Southern Sumatra Region.

4 CONCLUSION

Research results that the internal control unit has a direct negative and significant influence but internal control and budgetary participation have a direct and positive influence on GUG of state university in the Southern Sumatra Region. The internal audit unit, budgetary participation, intellectual capital influence the GUG through internal control at state university in Southern Sumatra. The intellectual capital variable does not affect the GUG.

It is recommended to increase the role of the internal audit unit to assist or provide advice and recommendations to the leadership with the leadership's commitment to place internal audit units not just a formality, because there are several state universities in the South Sumatra Region. SPI workplaces are not yet feasible and programs that have been approved not implemented yet. It is expected that the effective role of the SPI will embody GUG.

Increasing the intellectual capital that consists of Human Capital, Structural Capital, and Relational Capital by cooperating with other universities both at home and abroad. There needs to be a policy from the government, especially the Ministry of Research and Technology, to continue to improve the more innovative learning systems in universities such as learning curriculum and improve the ability of students or as soon as possible to implement cyber university which is a solution to reach quality higher education. For further research with the same theme to be able to add leadership commitment variables, alliance strategies and dimensions of GUG with justice.

This study has limitations, among others, that the factors that apply GUG are not only SPI, budgetary participation, intellectual capital and internal control, but there are still many other factors that influence GUG such as organizational culture and leadership commitment. The population used in subsequent studies can expand state universities including state universities throughout Indonesia so that they are close to the results that are closer to the actual conditions. If necessary, compare between new state universities and those who have long been established.

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