



PERFORMANCE AUDIT AND BALANCED SCORECARD PERSPECTIVE

Iskandar Muda, Erlina, Idhar Yahya and Abdillah Arif Nasution

Universitas Sumatera Utara, Medan, Indonesia

Correspondence Author : iskandar1@usu.ac.id

ABSTRACT

The purpose of this study is to know the implementation of performance audit and whether the perspective of balance scorecard implemented in Local Government in North Sumatra, Indonesia and know the performance of government in this case APIP related to performance performance audit in local government implement Balance Score Card. The type of research used is the type of qualitative research. This research was conducted in North Sumatra Province, Indonesia with sample of Regency/City Government of Medan, Dairi, Serdang Bedagai and Tebing Tinggi, with focus of study on High Town Tebing Government. Population in this research is Functional Official of Auditor (PFA) as APIP officer at Tebing Tinggi, North Sumatra, Indonesia. The respondents of this research are Functional Auditor Officials (PFA). This is in accordance with the PFA Rule selected based on Government No. 16 of 1994 on Civil Servant Functional Position. The results show that the performance of district/city performance audit in North Sumatra has not been implemented as mandated by the stipulated provisions. The implementation of the regency / municipality is still limited, many educational backgrounds are not derived from economic or audit-related areas, lack of guidance on APIP's human resources and non-determination of inspection object local government.

Keywords: Performance Audit, Balance Scorecard, Financial Perspectives, level of assurance.

Cite this Article: Iskandar Muda, Erlina, Idhar Yahya and Abdillah Arif Nasution, Performance Audit and Balanced Scorecard Perspective, International Journal of Civil Engineering and Technology, 9(5), 2018, pp. 1321–1333.

<http://www.iaeme.com/IJCIET/issues.asp?JType=IJCIET&VType=9&IType=5>

1. INTRODUCTION

In Government Regulation No. 60 of 2008 on Government Internal Control System (SPIP) it is explained that internal supervision is the whole process of audit activities, review, monitoring, evaluation and other supervisory activities in the form of assistance, socialization and consultation on organizing tasks and organizational functions in order to provide adequate belief that the activities have been carried out in accordance with the criteria that have been established effectively and efficiently for the interests of the leadership in realizing good governance (Nurzaimah *et al.*, 2017; Dalimunthe *et al.*, 2016 & 2017; Nurzaimah *et al.*, 2017;

Erlina, 2017 & yahya *et al.*, 2017). The Government Internal Supervisory Apparatus (APIP) is a government agency formed with the task of implementing internal control within the central and/or regional governments, comprising the Supervisory and Development Supervisory Agency (BPK), Inspectorate General of the Ministry, Inspectorate /Internal Control Unit at the State Ministry, Main Inspectorate /Inspectorate of Non-Ministry Government Institution. After the government issued KIP Law No. 14 of 2008 and contained in the Republic of Indonesia state sheet. The public know that the state of the tax money paid by the tax-abiding citizens of the Republic of Indonesia is well managed. In a sense, whether state money is used to obtain resources sparingly, spend well spent, and can produce results optimal that brings benefits to the community (spend wisely).

Performance audit is one type of audit conducted as a self-development financial audit. Performance audit to assess the level of performance success of a Ministry or Government Agency, to ensure the appropriate or not targeted activities that use the budget (Erlina *et al.*, 2017a; 2017b & Agustina *et al.*, 2018). Therefore, performance audit is an extension of financial audit which include: economic, efficient and effectiveness, then auditor who will carry out the activity must obtain information about organization, covering organizational structure, work procedure and information system and financial reporting and activity to management (Muda and Dharsuky, 2015; Lubis *et al.*, 2016 & Hutagalung *et al.*, 2017). Performance audit is expected to provide to have a positive impact on the program and the entity being audited. In its implementation, Performance Checking activities in Government Agencies in general have not been running as they should. Some of the obstacles include the unavailability of the Performance Planning and Reporting Guidelines for Government Agencies, Government agencies have not been able to present the Performance Planning and Performance Report which is the object of the Performance Audit assessment, still the lack of mutual awareness of the Higher Leader and the High Officials of the Government Agencies on the importance of implementation of Performance Checking and the delivery of the importance of the Performance Checking to Leaders mentioned above are the main task of the Examining Organization in order to gain their full support.

2. LITERATURE REVIEW

2.1. Public Sector Performance Audit in Indonesia

Understanding performance audit is a systematic process in obtaining and evaluating evidence objectively on the performance of an organization, program, function or activity undertaken on the basis of economic aspects and efficiency of operations, effectiveness in achieving desired results, and compliance with relevant laws, regulations and policies (Mahsum, 2015; Muda and Naibaho, 2018; Muda and Hutapea, 2018; Muda *et al.*, 2018a & Muda *et al.*, 2018d). Executing Public Sector Performance Audit there are two external audits by BPK (Audit Board) and internal audit by APIP in this case BPKP, Inspectorate General and other similar institutions. Based on the International Standard of the Supreme Audit Institute (ISSAI) 300-26, performance auditors generally choose between result-problem or system-oriented approaches to facilitate the feasibility of audit design. Environmental audits also often follow the 3 E economic, efficiency and effectiveness concepts that underlie performance audits. 3 E is described in Figure 1 below:



Figure 1 3 E's concept: economy, efficiency and effectiveness

2.2. Evaluation of Performance Reporting

The preparation of the Government Institution Performance Accountability Report (LAKIP) shall be submitted to the Related Party immediately after the end of the fiscal year. LAKIP is prepared by government agencies based on performance measurement which is also done by the institution concerned. This is in accordance with the principles applied in the AKIP System, namely the existence of freedom and independence in formulating, planning, implementing, measuring, analyzing and reporting Performance. To increase the level of assurance to the Performance Report, an independent third party function is required. This Third Party shall Assess, Test, and Evaluate the Information presented in the LAKIP. With the opinion of the Evaluator or Auditor on the LAKIP Credibility, Report Users will be able to use it as a basis for Decision Making. In Presidential Decree 7 of 1999, assigned to evaluate Performance Accountability Report of Government Institution is BPKP whose evaluation result will be submitted to the President. With the issuance of Presidential Decree No. 10 and 11 of 2004, this task was reorganized between the Ministry of PAN with BPKP. Performance Audit is a Systematic Evaluation of a Policy or Program in the form of an Activity or Group of Activities, conducted by the Government and other Doers in order to make a Stipulation of the Effect or Impact of a Policy or Program, both for short and long term (Muda *et al.*, 2017a; 2017b; 2018b; Sirojuzilam *et al.*, 2017 & Sihombing *et al.*, 2017). There are several standards that serve as the basis for conducting Performance audits:

- Compliance (compliance), related to the audit effort, by questioning the extent to which transactions by the government have been in line or in accordance with the provisions of law or legislation;
- Efficiency (efficiency), relating to the extent to which government agencies have reached the optimum level of productivity on the basis of resources that have been used;
- Effectiveness (Effectiveness), related to the extent to which Level of Policy Objectives Achievement on the basis of Utilization of Public Resources.
- The essence of an audit activity is:
- To provide a feedback, leading to better outcomes according to Real Size and Objectives;
- To provide an input in the framework of effort Improvement, not in the context of Proof (to improve, not to prove);
- To reveal the following:
 - Policy Outputs (policy outputs), that is, what is produced by the formulation of a policy;

- Result or Impact of a Policy (policy outcomes or consequences), that is the consequence or consequence caused by the issuance or implementation of a policy.

Performance Audit is basically an Assessment Activity based on the spirit of Internal Auditing, to measure the Achievement Level of an organization's Performance.

2.3. Process and Stage of Performance Audit

In general, the performance audit process has a systematic:

1. Performance audit structure
2. Performance audit stage
3. Criteria or indicators that benchmark performance audit.

2.4. Balanced Scorecard

The Balanced Scorecard approach was originally designed for use in business organizations or organizations working in the private sector, but in its development the Balanced Scorecard can be applied to public sector organizations and other nonprofit organizations. The main difference between the use of this method lies in its objective, the private sector is more emphasis on profit maximization and public sector is more nonprofit motive that is more to public service. Some differences between private/business sector organizations and public sector organizations on Balanced Scorecard perspectives according to Mahmudi (2010) The Balanced Scorecard can be applied to the public sector by modifying it so that customer perspectives are placed in the top position followed by other perspectives (Lubis *et al.*, 2016 & Muda *et al.*, 2018a; 2018c). Balanced Scorecard measurement techniques are based on financial and nonfinancial aspects that are divided into four perspectives. Mahmudi (2010). Explain the four perspectives in the Balanced Scorecard as follows:

- Customer Perspective
- Financial Perspective
- Internal Process Perspective
- Perspective Learning and growth

3. RESEARCH METHODS

This research was conducted in North Sumatera Province with sample of Regency /Municipal Government of Medan, Dairi, Serdang Bedagai and Tebing Tinggi, with focus of study on Tebing Tinggi City Government. Population in this research is Functional Official of Auditor (PFA) as APIP officer at Tebing Tinggi City, North Sumatera, Indonesia. The respondents of this research are Functional Auditor Officials (PFA). This is in accordance with the PFA Rule selected based on Government No. 16 of 1994 on Civil Servant Functional Position. The type of data required in this study is primary data is data obtained by conducting interviews (interviews), observation and documentation (Achmad *et al.*, 2017; Badaruddin *et al.*, 2017; Ferine *et al.*, 2017; Handoko *et al.*, 2017; Muda *et al.*, 2018c, 2018e & Pohan *et al.*, 2018). Primary data obtained from the answers of the respondents of the study of auditors Functional Auditors (PFA) Inspectorate as APIP. While the secondary data obtained from documents that are in the inspectorate associated with performance Audit. Operational definition for this research are :

Performance Audit

The systematic process of obtaining and evaluating evidence objectively on the performance of an organization, program, function or activity undertaken on the basis of economic and operational efficiency, effectiveness.

Balanced Scorecard

Performance appraisal by considering four main factors: financial factor, customer factor, internal business process and learning process and growth (Muda *et al.*, 2018).

4. RESULT AND DISCUSSION

4.1. Results

Law Number 32 Year 2004 regarding regional government states that one of the main points of the formation of autonomous regions is the ability to regulate and manage their own households, for which the regions are given the right to manage several local revenue sources that allow regions to be able to organize government and development empowered. APIP Audit Standards have been regulated by the State Minister of Administrative Reform Decree No. PER/05/M.PAN/03/2008 Date: 31 March 2008 stated that the audit activities undertaken by APIP are basically grouped into three. One diatara audit activities that diakuak is a performance audit that aimed to give conclusions and recommendations on the management of government agencies in an economical, efficient and effective. Performance Audit is a systematic process of obtaining and evaluating evidence objectively for the performance of an organization, program, function or activity. Evaluations are based on economic aspects and efficiency of operations, effectiveness in achieving desired results, and compliance with relevant laws, laws and policies. The purpose of the evaluation is to determine the level of linkage between performance and criteria. APIP Audit Standards define audit is an independent, objective and professional proof of identification, analysis, and evaluation process based on auditing standards, to assess the accuracy, accuracy, credibility, effectiveness, efficiency, and reliability of execution of tasks and functions of government agencies. The factors that cause obstacles in the implementation of this performance audit are:

- The number of agencies to check
- Area and distance from one region to another, where the agency should be examined.
- Limited or lack of inspectorak staff
- Human resources possessed are not entirely of economic background or subject to examination.
- The low commitment of the regional head and APIP in the implementation of tasks

Based on the interviews and observations conducted that in the government of Tebing Tinggi that the performance performance audit viewed from the aspect of desk has not been specifically directly related to the performance audit. So for the implementation of the audit that is related to the work program taken from jakwas as the purpose of the examination, the object of focus and target examination but for the development of this paper is also a constraint where every aspect should be poured in the paper work as a structured step of work and stages to be lived as well what will be reviewed in the performance performance audit. Until now not owned. From interviews that have been done that this has been discussed with BPKP and continue to be a discussion, but until now , the guide has not been there. This year, APIP Tebing Tinggi has started to perform the performance audit, this is done in order to increase the level of APIP, because at this time for Tebing Tinggi City is at Level 3 with

Notes. One such record is that the performance audit has not yet been performed. Thus, APIP of Tebing Tinggi city is working to carry out this performance audit and its implementation is done based on Permendagri No. 23 of 2007 and Permenpan Regulation (PP No. 10 of 2008) and the absence of synchronization of these regulations in the performance audit. APIP can not fully adopt the work pattern carried out by BPKP due to the association at the Permendagri No. 23 of 2007.

4.2. Discussion

4.2.1. Implementation of Performance audit

In performing the performance audit it will be discussed in relation to the three main aspects of the standards that are based on: 1) general standards, 2) standard field performance audit work, and 3) performance audit reporting standards. From the results of interviews conducted then obtained the information that the performance performance audit has not been implemented properly. It can be stated that on the standard of field work of this audit has not been dilaksanakan, both from start planning, supervise as well in terms of observing things yag associated with compliance with laws and regulations including in terms of management control. In terms of reporting standards are also the same, not fully based on existing regulations. This is due to the unfinished performance audit as expected. This is not separated from the various elements and factors that exist in the field. The most important factor to impact is that APIP personnel have not been fully educated background, appointment and appointment of APIP apparatus is more based on subjectivity and for establishment of APIP apparatus is also very limited both at the local level and from central level. Large working area, with limited number of apparatus and time given to carry out this task is another factor that also resulted in the implementation of this performance audit. In practice it is often found chairman or leader who consult or ask the member instead of the opposite of this is of course due to the limited ability and knowledge owned where the members should be guided by the level above and the boss is the place to ask and consult. In general, the implementation of performance audit has actually been implemented but not specifically where the implementation is in the implementation of operational audit so that this performance audit is only a part of the operational audit so that the goals to be achieved in the performance performance audit can not be fully produced. In performing this performance audit is ensuring that the concept of economical, efficient and effective can be run and implemented (Burhan *et al.*, 2015a & 2015b; Tarmizi *et al.*, 2016a & 2016b; Sihombing *et al.*, 2017; Nurlina and Muda, 2017 & Erwin *et al.*, 2018). So if performance audit has not been implemented in accordance with the supposed then of course what the goal will not be achieved.

The performance of this performance audit in totality is not fully due to the condition and capability of APIP in every work unit in Province and Regency/City. The limited information and resources that are incorporated by reference to this implementation is also an important factor in the implementation of this audit. As mentioned earlier that specific guidelines in the implementation of this audit have not been owned and to design also not possible due to the limitations possessed both from the amount of energy and qualifications possessed. Currently, the implementation is carried out in the implementation of operational audit based on permendagri no. 23 of 2007 and PP no. 60 of 2008. With the development being carried out for the implementation of this performance audit it is necessary to immediately generated models or indicators in the implementation. If we look at these performance audit objectives, the concept developed by Kaplan and Norton that is Balance Scorecard can be an option, as the Balanced Scorecard concept is developed in order to see the performance of both business and government entities. Balanced scorecard concept sees and reviews performance based on financial and non-financial aspects with a four-perspective approach that is financial

perspective, customer, internal business process and growth and learning. Approaches in performance measurement can be modified to fit to be used to properly assess the performance of public accountability. Based on its characteristics, public organizations can be divided into two, namely pure non-profit organizations and quasy non-profit organizations. As Pure non profit organizations that provide or sell goods and/or services with a view to serving and improving the welfare of the community. The funding source of this organization comes from taxes, levies, debt, bonds, profits SOEs/BUMDs, sales of state assets, and so forth (Azlina *et al.*, 2017; Hasan *et al.*, 2017; Nasir *et al.*, 2017; Sadalia *et al.*, 2017; Syahyunan *et al.*, 2017; Lubis *et al.*, 2017; Kesuma *et al.*, 2018a & 2018b; Muda, 2018a; 2018b; 2018c & 2018f). The source of funding this organization comes from government investors, private investors, and creditors, such as SOEs, BUMD (Muda, 2018c). To perform a performance audit for the desired goals and objectives is achieved then the required adequate tools, among these tools are indicators in the implementation of performance audits intended. For indicators with use Balanced scorecard approach then it can be done as follows:

- For customer perspective, it can be seen from the point of view; products or services provided, community satisfaction on the quality of service provided, complaints or complaints of the community as a direct user, ability in memeunuhi service required by the community.
- For the Financial Perspective, it can be seen from the point of view; ability to generate financial resources, achievement of financial targets, financial management.
- For internal process perspective, it can be seen from the point of view; identify critical factors in the organization's internal processes by focusing on developing new processes that become the needs of the community or users.
- For the perspective of innovation and learning, it can be seen from the point of view; measure factors related to technology, staff development, systems and procedures, and other factors that need to be updated.

4.2.2. Performance Audit Planning

Currently, implementation of performance audit has not been done specifically. Performance audit implementation is part of the implementation of operational audits conducted. From the study that has been done then performance audit that will be done by using perspective balance scorecard in line with the provisions set in Permenpan No. 53 year 2014. To establish an effective measure of performance, the Chief Executive Officer must first identify aspects of critical internal performance audit. One of the most commonly used means is the framework adapted from Kaplan and Norton's thought, Balanced Scorecard, which suggests aspects of measuring internal performance audit into perspective:

Innovation and learning, to answer the question of whether internal auditing is sustainable and creating value.

Internal Audit Process, to answer questions on what areas internal audit has expertise.

Management/Auditee, adaptation of customer perspective, that is to answer the question how the customer perceives the internal audit.

Board/Audit Committee, adaptation from a financial perspective, to answer the question of how internal audit views stakeholders.

The implementation stages can be described as follows:

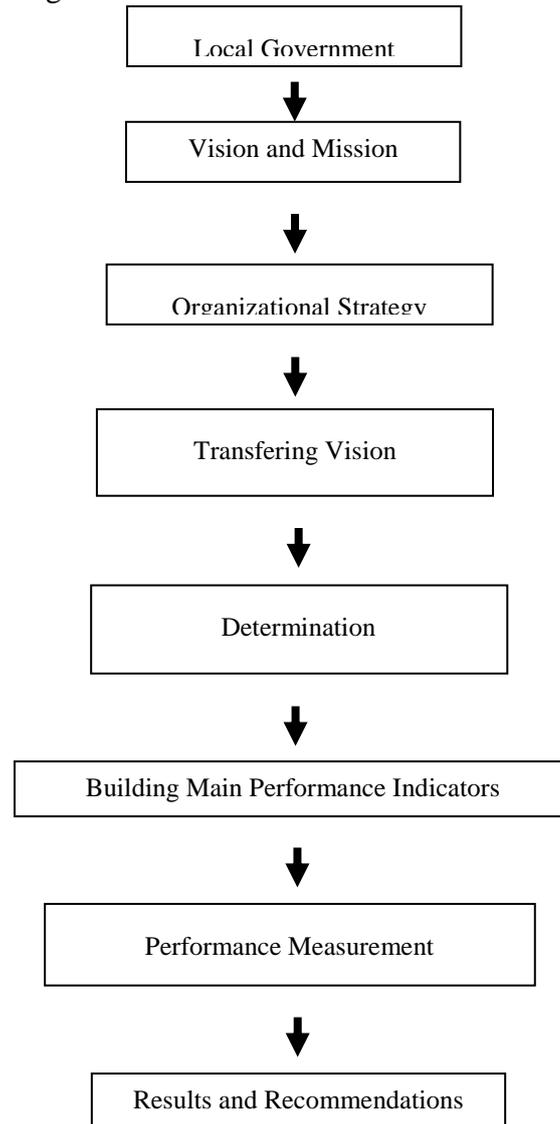


Figure 2 Performance Audit Planning and Stages With Balance Scorecard

The planning and implementation of this performance audit will be easier to perform if no. 53 year 2014 has been implemented well, where some elements in the application of the use of balance scorecard has been done such as setting program, strategi, indicator or target and budget to carry out the activity (Erlina *et al.*, 2017a). Some additional work to be done is the adjustment or alignment of vision and mission to ensure the alignment and conformity between the vision to the mission, then the mission to the goal, then the goal to the target and ultimately the target to Key Performance Indicators (IKU). For weighting is needed to facilitate the assessment to be done with the use of four perspective balance scorecard. Besides, the baseline as baseline determines the measurement of achievement of performance results.

4.2.3. Performance Audit Reporting

In the previous description stated that the current performance audit performance has not been implemented specifically. To know related to the performance is still done with the implementation of the so-called operational audit. Reporting related to the current performance is regulated in the Regulation of the Minister of Administrative Reform (PAN)

and Bureaucracy Reform No. 29 of 2010 on guidelines for the preparation of performance and reporting performance performance of government agencies (LAKIP). The use of this concept will look at various aspects of both financial and non-financial. In the Balanced Scorecard, the four perspectives; financial persfektif, customer, internal business process and growth and learning into one unity can not be separated. These four perspectives are also indicators of performance measurement that complement each other and have a causal relationship between each other. So it will provide an overview with regard to the performance of agencies or institutions that are measured comprehensively.

5. CONCLUSION AND RECOMMENDATION

5.1. Conclusion

- That the performance performance audit of the Regency/City in North Sumatra has not been implemented as mandated by the stipulated provisions
- It is not implemented due to several factors, namely:
 - Human resources owned by Regency/City is still limited
 - There are still many educational backgrounds that are not from the economic field or that are related to the audit
 - Lack of guidance on the APIP human resources tool
 - The non-determination of local government audit objects
- Considering the need that the implementation of the performance audit is not only the financial aspect, the non-financial aspect also needs to be included as part of the performance auditing plan.
- The lack of use of balance scorecards as a basis for performance audits to look at both financial and non-financial aspects.

5.2. Recommendation

- Establishing results-oriented performance measures and balance the achievement of targets from those four perspectives. The concrete steps undertaken are (1) defining or determining the most meaningful measurements for stakeholders who are functioning to direct their attention, (2) the growth of commitment to basic change by involving various parties and implementing a "flexible" system and guiding clear direction for implementation, monitoring, measurement and reporting, and (3) paying attention to flexibility through the concern that performance management is a living process.
- This step should be sustained by concrete efforts to (1) sponsor performance measurement at all levels of the organization and use it as a basis for the implementation of reward and punishment systems, (2) ensure that employees receive accurate information through an effective and clear information and communication channel, and (3) ensure that the public also obtains the same information as the basis for the creation of a public account-bility.
- Collecting, using, and analyzing the data obtained and linking into the strategic planning process.
- Connecting the results of data analysis and information above into the process of preparing the work program and its budgeting.
- Dividing leadership roles. Although in the government sector a strong leader is needed, it does not mean that all decision-making must be monopolized by the leader. Concern that subordinates will distort their decision-making (because they deviate from the policy) should be prevented through the process of vision and mission sharing and empowerment.

REFERENCES

- [1] Achmad, N; & Muda, I. 2017. Economic Activities of Karo Older Adults in Lingga Village, Tanah Karo Regency, North Sumatera, Indonesia. *International Journal of Economic Research*. 14(17). 377-388.
- [2] Agustina. T. A. S., Lubis & Muda., I., 2018. Various Aspects of The Implementation of SIMDA Which Influence The Quality of Financial Statement with The Role of PPK-SKPD as Moderating Variable. *Advances in Economics, Business and Management Research (AEBMR)*. 46. 176-183.
- [3] Azlina, N. A.Hasan, Desmiyawati & Muda, I. 2017. The Effectiveness of Village Fund Management (Case Study at Villages in Coastal Areas in Riau). *International Journal of Economic Research*. 14(12). 325-336.
- [4] Badaruddin; Revida, E; Ermansyah & Muda, I. 2017. Village Governance with Implementation of Law Number 6 of 2014 On The Village and Village Administration. *International Journal of Economic Research*. 14(17). 389-402.
- [5] Burhan, J., Erlina, Sirojuzilam, N.Y.Kahar, R. T. Mohamad & A. A. Zulkefle. 2015. An analysis of the effects of electrical energy distribution on the economic growth of Medan. *International Journal of Applied Engineering Research*. 10(17). 38271-38273.
- [6] Burhan, J., Sirojuzilam, Erlina, N.Y.Kahar. 2015. Regional planning and development of kota Medan: Effect on electrical power distribution (case study on Medan development area). *International Journal of Applied Engineering Research*. 10(17). 38286-38290.
- [7] COSO. 2005. Enterprise Risk Management-Integrated Framework, Compilation copyright- AIRMIC.
- [8] Dalimunthe, D.M.J., & Muda, I. 2017. The Empirical Effect of Education and Training to The Performance of Employees. *International Journal of Economic Research*. 14(21). 403-413.
- [9] Dalimunthe, D.M.J.,Fadli, and Muda, I. 2016. The application of performance measurement system model using Malcolm Baldrige Model (MBM) to support Civil State Apparatus Law (ASN) number 5 of 2014 in Indonesia. *International Journal of Applied Business and Economic Research*. 14(11). 7397-7407.
- [10] Erwin, K., Abubakar, E., Muda, I. 2018. The relationship of lending, funding, capital, human resource, asset liability management to non-financial sustainability of rural banks (BPRs) in Indonesia. *Journal of Applied Economic Sciences*, Volume XIII, Spring.2(56).520 – 542.
- [11] Enterprise Risk Management. 2004. *Integrated Framework: Application Techniques*. The Committee of Sponsoring Organizations of the Treadway Commission.
- [12] Erlina, A. Saputra & Muda, I. 2017a. Antecedents of Budget Quality Empirical Evidence from Provincial Government In Indonesia. *International Journal of Economic Research*. 14(12). 301-312.
- [13] Erlina. 2017. Conflict of interest impact: Factors analysis affecting the budget quality in Medan City. *International Journal of Economic Research*. 14(8). 135-145.
- [14] Erlina. A. Saputra & Muda, I.2017b. The Analysis of the Influencing Factors of Budget Absorption. *International Journal of Economic Research*. 14(12). 287-300.
- [15] Ferine, K. Farida; Ermiaty, C. & Muda, I. 2017. The Impact of Entrepreneurship and Competence On Small Medium Enterprises Tangan Di Atas Medan Entrepreneurs' Work Performance. *International Journal of Economic Research*. 14(16). 380-393.

- [16] Handoko, B. Sunaryo & Muda, I. 2017. Difference Analysis of Consumer Perception of Motorcycle Product Quality. *International Journal of Economic Research*. 14(12). 363-379.
- [17] Hasan, A., Gusnardi & Muda, I. 2017. Analysis of Taxpayers and Understanding Awareness Increase in Compliance with Taxpayers Individual Taxpayers. *International Journal of Economic Research*. 14(12). 75-90.
- [18] Hutagalung, B., Dalimunthe, D.M.J, R., Pambudi, A.Q. Hutagalung & Muda, I. 2017. The Effect of Entrepreneurship Education and Family Environment Towards Students' Entrepreneurial Motivation. *International Journal of Economic Research*. 14(20). 331-348.
- [19] Kesuma, S, I., Erlina & Muda, I., 2018b. Influence of Natural Rubber Latex Export and Food and Animals Export to the Economic Growth. *Emerald Reach Proceedings Series*. 1. 607-613. DOI 10.1108/978-1-78756-793-1-00061.
- [20] Kesuma, S, I., Erlina & Muda, I. 2018a. Influence of Beverages and Tobacco Export and Raw Material Export on the Economic Growth. *Emerald Reach Proceedings Series*. 1. 335-341. DOI 10.1108/978-1-78756-793-1-00060.
- [21] Lubis, A., Rustam & Muda, I. 2017. Factors Affecting The Cost of Agency of Village Owned Enterprise (BUMDES) in Indonesia. *International Journal of Economic Research*. 14(21). 151-166.
- [22] Lubis, A., Torong, Z.B., & Muda, I. 2016. The urgency of implementing balanced scorecard system on local government in North Sumatra – Indonesia. *International Journal of Applied Business and Economic Research*. 14(11). 7575-7590.
- [23] Lubis, A.F., Lubis, T.A., and Muda, I. 2016. The role of Enterprise Resource Plan (ERP) configuration to the timeliness of the financial statement presentation. *International Journal of Applied Business and Economic Research*. 14(11). 7591-7608.
- [24] Mahsum, Mohammad. 2015. *Public Sector Performance Measurement*, BPFE UGM, Yogyakarta
- [25] Mattson, Beth. 1999. Executives learn how to keep score: Balanced Scorecard gets all employees focusing on vision, <http://www.ianalliot.com>.
- [26] Mavrinac, Sarah, and Michael, Vitale. 1999. *The Balanced Scorecard*, <http://www.research.com>.
- [27] Muda, I & A.A.F. Hutapea. 2018. Influence of capital expenditure and income original region to the income per capita in Indonesia. *IOP Conference Series: Earth and Environmental Science*. 2018. 126 doi:10.1088/1755-1315/126/1/012065.
- [28] Muda, I & A. Dharsuky. 2015. Impact Of Region Financial Information System (SIKD) Quality, Role Ambiguity And Training on Precision of Financial Statement of Local Government Presentation In North Sumatra. *International Journal of Applied Business and Economic Research*, 13(6). 4283-4304.
- [29] Muda, I, 2018c. The Effect of Allocation of Dividend of the Regional Government-Owned Enterprises and the Empowerment Efforts on the Revenue of Regional Government: The Case of Indonesia. *European Research Studies Journal*. XX(4B). 244-259.
- [30] Muda, I, F Roosmawati, H.S Siregar, Ramli, H. Manurung & T. Banuas. 2018a. Performance Measurement Analysis of Palm Cooperative Cooperation with Using Balanced Scorecard. *IOP Conference Series : Materials Science and Engineering* 2017. 288. 012081 doi:10.1088/1757-899X/288/1/012081.
- [31] Muda, I, M. Ismail & Marhayanie. 2017a. Impact Allocation Capital Expenditure on The Improvement of the Local Government Assets in North Sumatra and Effect on Local Revenue Sustainability. *International Journal of Economic Perspectives*. 11(2). 110-123.

- [32] Muda, I, Rahmanta, Marhayanie & A S Putra. 2018b. Institutional Fishermen Economic Development Models and Banking Support in the Development of the Innovation System of Fisheries and Marine Area in North Sumatera. IOP Conference Series : Materials Science and Engineering. 2017.288. doi:10.1088/1757-899X/288/1/012082.
- [33] Muda, I, Rahmanta, S. Adi & Marhayanie. 2017b. The Role of Working Capital, Productivity, Applied Technology and Selling Market Prices on Fisherman's Revenues. International Journal of Economic Research. 14(20). 85-97.
- [34] Muda, I., H.S Siregar, S.A Sembiring, Ramli, H Manurung & Z.Zein. 2018c. Economic Value of Palm Plantation in North Sumatera and Contribution to Product Domestic Regional Bruto. IOP Conference Series : Materials Science and Engineering 2017. 288.
- [35] Muda, I., & R. Naibaho. 2018. Variables influencing allocation of capital expenditure in Indonesia. IOP Conference Series: Earth and Environmental Science. 2018. 126. doi:10.1088/1755-1315/126/1/012066.
- [36] Muda, I., 2018a. Influence of Assets and Investments on Investment Yield Sharia Insurance in Indonesia. Emerald Reach Proceedings Series. 1. 563–569.
- [37] Muda, I., 2018b. Influence of Gross Domestic Product and Population on the Investment Yield Sharia Insurance in Indonesia. Emerald Reach Proceedings Series. 1. 517–522.
- [38] Muda, I., and A.H. Harahap, Erlina, S.Ginting, A,Maksum & E.Abubakar. 2018d. Factors of quality of financial report of local government in Indonesia. IOP Conference Series: Earth and Environmental Science. 2018. 126 doi:10.1088/1755-1315/126/1/012067.
- [39] Muda, I., M. Khaddafi., & A. Kholis., 2018e. Influence of Sharia Stock and Corporate Sukuk on the Investment Yield Sharia Insurance in Indonesia. Emerald Reach Proceedings Series. 1. 473-479. DOI 10.1108/978-1-78756-793-1-00054.
- [40] Muda, I; M. Weldi; Siregar, H.S, & Indra, N. 2018f. The Analysis of Effects of Good Corporate Governance on Earnings Management in Indonesia with Panel Data Approach. Iranian Economic Review. 22(2). 657-669.
- [41] Nasir, A. Y. M. Basri, Kamaliah & Muda, I. 2017. Effectiveness of Potential Tax Region as the Real Local Revenue Sources in Riau Coastal Area. International Journal of Economic Research. 14(12). 313-324.
- [42] Nurlina & Muda, I. 2017. The Analysis of The Effects of Capital Expenditure and Human Development Index on Economic Growth and Poverty in East Aceh Regency. International Journal of Economic Research. 14(17). 415-428.
- [43] Nurzaimah, Rasdianto & Muda, I. 2016. The skills and understanding of rural enterprise management of the preparation of financial statements using Financial Accounting Standards (IFRS) financial statement on the Entities without Public Accountability (ETAP) framework on the implementation of village administration law. International Journal of Applied Business and Economic Research. 14(11). 7417-7429.
- [44] Pohan., Nurhaida, Badaruddin., R.F Dalimunthe., A.Purwoko., & Muda, I. 2018. The Effects of Human Resource Development and Institutional Arrangements on Performance, Service Quality and Area Development in Indonesia. Quality Access to Success. 19(163). 94-102.
- [45] Republic of Indonesia, 2008. Government Number 60 Year 2008 regarding Government Internal Control System (SPIP). Jakarta.
- [46] Republic of Indonesia. 2011. Head of BPKP Regulation No. PER-1633/K/JF/2011 on Technical Guidelines for Capacity Improvement of Government Internal Supervisory Apparatus (APIP). Jakarta.
- [47] Republic of Indonesia. 2013. Head of BPKP Regulation No. 14 of 2013 on Guidelines for Quality Supervision and Supervision of BPKP. Jakarta.

- [48] Sadalia, .I; N. A.B. Rahamani & Muda, I. 2017.The Significance of Internet Based Financial Information Disclosure on Corporates' Shares in Indonesia. *International Journal of Economic Research*. 14(12). 337-346.
- [49] Sihombing, M., Muda, I, E. Jumilawati & A. Dharsuky.2017. Factors Affecting The Success of Local Innovation Systems with Government Programs As Moderators. *International Journal of Economic Research*. 14(21). 272-289.
- [50] Sihombing, Marlon, Muda, I, Erni Jumilawati and Abikusno Dharsuky. 2017. Factors Affecting The Success of Local Innovation Systems with Government Programs As Moderators. *International Journal of Economic Research*. 14(21). 272-289.
- [51] Sirojuzilam, Hakim, S., & Muda, I. 2017. Effect of Private Collaborative as a Moderation of Success of Agropolitan Program. *International Journal of Economic Research*. 14(20). 463-475.
- [52] Syahyunan, Muda' I, Siregar, H.S, Sadalia, I. & Chandra' G. 2017. The Effect of Learner Index and Income Diversification on The General Bank Stability In Indonesia. *Banks and Bank Systems*. 12(4). 171-184.
- [53] Tarmizi, H.B.,Daulay, M and Muda, I. 2016. The influence of population growth, economic growth and construction cost index on the local revenue of tax on acquisition of land and building after the implementation of law no. 28 of 2009. *International Journal of Economic Research*. 13(5). 2285-2295.
- [54] Tarmizi, HB., Daulay, M., and Muda, I. 2017. Impact of The Economic Growth and Acquisition of Land to The Construction Cost Index in North Sumatera. *IOP Conference Series : Materials Science and Engineering*. 180. doi: 10.1088/1757-899X/180/1/012004.
- [55] The Institute of Internal Auditors. 2009. *The Internal Audit Capability Model (IA-CM)*,
- [56] The Institute of Internal Auditors. 2013. *International Standard for the Professional Practice of Internal Auditing*,
- [57] Yahya, I, Torong, Z.B., & Muda, I. 2017. Influence Behavior in Legislature Budget Development of Regions in the Province of Aceh and North Sumatra. *International Journal of Economic Research*. 14(8). 147-159.
- [58] S. Gopinath, Boda Sagar Kantilal, S. Sreelakshmi, Mohammed Roshan. Performance Measurement of Residential Projects in India: A Balanced Scorecard Approach. *International Journal of Civil Engineering and Technology*, 7(6), 2016, pp. 698–706.
- [59] Muhammad Gowon, Abdul Rohman, Paulus Basuki and Fortunasari, The Effect of Performance Measurement System Implementation on the Local Government Performance. *International Journal of Civil Engineering and Technology*, 9(1), 2018, pp. 149 - 164 .