



The Role of Internal Audit in Enhancing Corporate Governance: A Comparative Analysis of Risk Management and Compliance Strategies

Balaji Adusupalli, Insurity- Lead, ACE American Insurance-CHUBB,
New Jersey, ORCID: 0009-0000-9127-9040

Abstract

This essay examines the role of internal audit in enhancing corporate governance with specific reference to risk management and compliance strategies; it does so in the comparative contexts of several East Asian countries and global best practices points. Part I provides an overview of the development and functions of internal audit, focusing on risk management and compliance issues in corporate governance. Part II presents the methodology for the comparative analysis, highlighting both the commonalities and differences in risk management and compliance strategies. The comparative methodology combines case studies of the internal audit practices of several firms in East Asia that have best practices backgrounds of selected global leading companies. Part III examines these strategies and considers whether East Asian companies are adopting similar internal audit practices. Part IV discusses the research findings within the theoretical framework provided by the literature on corporate governance, internal audit and risk management. Two orientations in the literature on the internal auditing process are discussed: the control-support orientation, the subjective-auditing orientation. areas of concern about potential conflicts of interest between the board and shareholders, inadequate monitoring functions of the board, and audit committee arrangements, the shortcomings of external auditors; and the role of internal audit in corporate governance in its ability to provide objective and specialized auditing processes. The essay argues that taking this theoretical framework and focusing on risk management and compliance issues, a more fruitful and innovative approach can be made in analyzing the role of internal audit in corporate governance. Several important research objectives are set: to explain how risk management and compliance issues have been reflected in the changing accountabilities and practices of audit firms and corporate management; to explore how internal audit meets the changing needs of best practices in global corporate governance and adapting it to a non-western context; and to compare these practices between Asia and the rest of the world and advanced industrial economies. This article is of particular interest in the contexts of newly industrializing countries in Asia where the capacity and practices of internal auditors in risk management and compliance issues remain relatively under-researched areas of corporate governance.

Keywords: Internal audit, corporate governance, risk management, compliance strategies, Internal Audit, Corporate Governance, Risk Management, Compliance Strategies, Corporate Risk Assessment, Governance Frameworks, Audit Function, Regulatory Compliance, Risk Mitigation, Internal Control Systems.

1. Introduction

Efficient and effective management of organizations largely depends on robust corporate governance mechanisms. A good corporate governance involves transparent relationships between a firm's board of directors, management, workers and other interested stakeholders. This is more important today than ever before, with the heightened presence of regulatory and legislative restrictions in the wake of corporate financial scandals. Good corporate governance enhances the reputation of businesses and enhances investor confidence. However, effectively and efficiently enhancing corporate governance has remained a challenge for business organizations amidst the growing demands of transparency and accountability. Transparency is essential as stakeholders need genuine information about the operations of enterprises. Importantly, transparency needs to facilitate accountability, where businesses are responsible for decisions and actions taken in societal, economic and environmental perspectives.

Among others, internal auditing is considered as the mechanism of enhancing transparent corporate governance. The Companies and Stock Exchange Declarations (Notifications and Rewards) Regulations require the establishment of an internal audit unit within the enterprises. Only companies that have an annual net turnover of 25 million TL and above are required to establish an internal audit unit. Internal auditing has the opportunity to closely understand the business and businesses inside and outside and to independently evaluate the adequacy and effectiveness of the risk management, control and corporate governance processes in place for those risks. Internal audit is important to ensure companies' accountability. Accountability should be understood as the obligation to present the activities of individuals and institutions in written, oral or otherwise in measurable sound, justifiably, questionably, transparently and in measurable ways if necessary, and to account for the results of these activities to legitimate mechanisms. By emphasizing the scope of duties and general principles in the field of

internal audit, sources will evaluate and evaluate the impact of the internal audit function on the banking companies.



Fig 1: The Role of Internal Audit in Corporate Governance

1.1. Background and Rationale

Corporate governance has been the focus of attention for investors and policy makers since the failure of a number of high-profile companies during the 1980s. A key aspect of the evolution of governance in this time has been the position of the audit function, both as it relates to the other governance bodies and to the interplay between the effectiveness of internal and external audit as parts of the overall governance framework. Since the Cadbury Committee's report on the Financial Aspects of Corporate Governance, audit committees have become the principal forum for communication between the board and the two audit functions, although the effectiveness of this is widely debated.

Equ 1: Balanced Scorecard Model for Internal Audit in Governance

$$G = \frac{IA + (RM \times C)}{S}$$

Where:

- *G* = Governance strength or corporate governance index
- *IA* = Internal Audit performance
- *RM* = Risk Management maturity
- *C* = Compliance adherence score

1.2. Research Objectives

Corporate governance is an imperative mechanism that aims to ensure sustainable improvements in firms' operational performance. In Bangladesh, so far various efforts have been adopted to improve the practice of corporate governance in the banking sector, where it found only stagnant results. The banking sector is the most vital component of the financial industry of the world's economy. In the nation Bangladesh, the banking sector performs special significance in the market economy. A well-organized banking system represents the economic stability of the country. Investing in various equity instruments or fixed deposit schemes, people are attracted to put up their savings in the banking sector with an aim to have secured and safe benefits. Given these unconventional responsibilities, the proposed project aims to check, question, and compare the effectiveness of distinct internal audit practices conflicting different orientations of corporate governance in diverse banking companies of Bangladesh. To achieve the research purpose, the following research objectives have been set, which are:

1. To what extent do the internal audit practices comply with various aspects of corporate governance principles?
2. How different orientations of corporate governance are shaped effectively by the internal audit practices?
3. What are the distinctions between compliance and risk management strategies in terms of effectiveness of enhancing different orientations of corporate governance principles?
4. To what context can the effectiveness of compliance and risk management strategies enhance different orientations of corporate governance principles by explanation of the internal audit practices comparatively between various banks?
5. How can the bank firms formulate an effective strategy to increase the role of internal audit in shaping corporate governance under the current regulatory framework?

2. Theoretical Framework

In the course of the program, the working group debates internal control structures, internal audit activities and audit progress. Then the internal audit advances the SCC concept for discussion - Objectives, Activities, and Interaction Reason justifies the way forward and the extent that Comprehensive Risk Management introduces internal audit as an internal control mechanism. At the same time, the IAA also has an initial mandate where the internal audit is carried out so that



it must monitor the risk profile of the cc. Thus, the RMR is completed in October 2002, and the SEC-C is provided in workshops to guide the project and confirm that a well-developed RMR has effective internal audit activities. The SCC workshop in May confirms that it assesses the risk profile of the IAA and concludes that QIA would like to understand how risk assessment will be conducted and the effect of this reduced risk should be monitored.

In organizations, internal audit services to executives provide assurance on risk management, governance, and control. Following the Audit Failure of WorldCom in June 2002, the US IAA issued “Alert to CEOs”. It once again reminds CEOs and audit committees of the duties and responsibilities they should contribute to the thriving internal audit objectives. Alert recommends top management guarantee that the internal audit activities are sufficient and meets “The IAA CS” to get opinions for outsourcing the internal audit function. The influential power of President Trump and his use of “fake news” were also reviewed and the successful internal auditing strategy to improve the maturity of the internal audit corporate governance processes.

The VCS begins at the end of February 2003 and runs through the cc year, with annual reviews taking five places. In the context of other VCS events, the Turkish scenario is intended to evaluate the internal audit maturity of the profile IAA risk. In this situation, an effective plan, where violations of the suite risk result in the RVC in a representative nomination cc, leading to the successful prosecution by the RS. Furthermore, a successful SEC will apply preventive measures consistent with the VRS at the RMR specified counterpart.

the actions of members of a scope corporate body. Governance provides the structure through which organizational objectives are set and the process by which these objectives are accessed. Corporate governance is vitally crucial for organizational success. A well structured and effective corporate governance framework embodies the accountability of executives and managers. The basic elements of good governance comprise accountability, transparency and fairness to stakeholders. Accountability is the commitment to evaluate how responsibilities have been addressed, whereas transparency is the commitment to providing information in an understandable manner. Fairness enables all stakeholders to share the benefits of the fruitful activities of an organization, as well as owning its proprietary and intellectual rights.

In addition, a corporate governance framework should involve legal parameters, board of directors, management structure and shareholder structure. There are a number of external regulations and frameworks that control the governance practices of organizations. This includes best practice frameworks. Furthermore, it is generally acknowledged that effective governance procedures enhance organizational performance and provide a strategic advantage to firms. A number of research studies have addressed the relationships between corporate governance and organizational success. However, a great deal of research highlights the dearth of an integrated approach in governance research. For instance, it was pointed out the necessity for constructing an integrated framework for corporate governance research. The model includes stakeholder engagement and ethical considerations within the dimensions of corporate governance. In subsequent sections, this integrated understanding will be used to evaluate the interplay between corporate governance and the role of the internal audit department in loss-mitigation as well as the risk management and compliance strategies of multinational organizations.

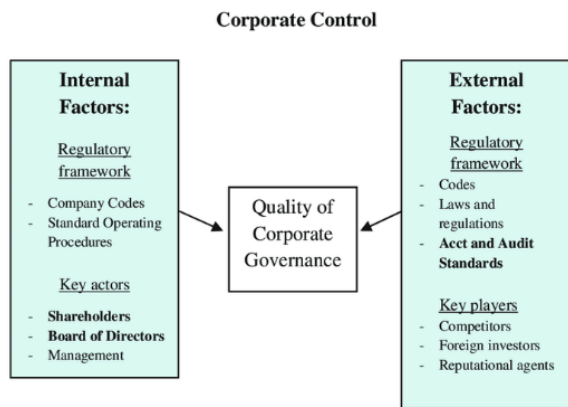


Fig 2: A theoretical framework

2.1. Corporate Governance

Corporate governance represents the rules, processes and relations by which organizations are directed and controlled. It is a key issue that helps in determining, administering and monitoring

2.2. Internal Audit

As the ‘eye and ear’ of the board to ensure that management is accountable and effectively managing risks, compliance and governance controls, and the three lines of defense model, the role of internal audit is evolving to focus on assessing and assisting in enhancing risk management and compliance. This examines from the transferrable perspective recommendations in meeting best practice arising from experiences in dealing with the professional internal audit standards on risk management and compliance within the corporate governance framework, including consulting and assurance methodology, work program design and audit reporting.



Positioned as the third line of defense, internal audit has a critical role in providing assurance to the management and the board that the lines of defense constructed by management have effectively covered the risks faced by the organization, and that the processes and controls in place align with the risk appetite established by the board. Internal audit also has a developmental role in partnering with management, the board and the board risk committee, to ensure the ongoing improvement of risk management processes. In particular, this partnership must stretch across reporting lines, and provide early consideration of emerging risks. An important part of the continuous improvement role is the development of a more risk-aware culture across the organization, supplementing the strategy through timely and insightful risk and control reports from internal audit, to ensure that managers, risk managers, and process owners can be more proactive in dealing with risk events. While the requirements of the audit committee in the corporate governance framework are concentrated, and the combination with risk management is recognized as determining the readiness to undertake the audit of the safety and compliance, it extends the theoretical development on the basis of the internal compliance control framework to provide a comprehensive approach for dealing with the planning, implementation and continuous improvement of compliance. Practice of internal audits of organizations also must design methodologies and practices associated with risk management and compliance, covering corporate reporting, safety, legal, finance and political compliance, and particular attention to managing the relationship with management is also provided advice. This stresses, particularly the audit committee, also the ongoing compliance and the risk committee of the need to devote time to discuss and get a detailed understanding of issues, such as corporate reporting compliance, health and safety compliance, and legal compliance, together with the relevant questions of audit.

3. Methodology

This research examines the role of internal audit in enhancing corporate governance. A selected group of public companies in the United States and China will be the subjects of a comparative analysis of their risk management and compliance strategy observed from published reports and documents. The domain, strategy and reporting levels of internal audit are addressed with analysis. Research questions are raised and its approach is justified. A comparative research design is finalized for key feature inquiries in the risk management and compliance strategy of internal audit in Test Group and Control Group, the relationship of risk management and compliance, and the impact of companies business performance and industry. Multi-source evidence

including the governance structures and systems, audit services, fees and functions of internal audit, and the effectiveness of improving governance is provided.

The ‘compliance’ and ‘risk management governance’ often accompany the rise of corporate scandals and the policy inducement requirement to enhance internal ‘check-and-balance’ mechanisms. Generally, risk management and compliance are clustered together as a single intended process or organization structure for their intrinsically tight relationship and feature. Risk management is the control strategy of potential adverse events (risks) to obtain the opportunity and strategic objectives effectively, simultaneously adjusting risk approach and attitude among the probable risk events. Compliance refers to a company to comply with the internal policies and external laws and regulations involved in operations, ensuring that the operation and behavior of the enterprise are carried out in an ethical and legal manner. The stride systematically structured and well-designed compliance and risk management strategy, and also the improvement of their effective implementation, can act as the protect agent of corporate governance and consolidate corporate strategy.

Equ 2: Comparative Risk Management and Compliance Integration

$$\text{Effective Governance} = \frac{(IA + RM)}{C}$$

Where:

- *IA* = Internal Audit’s impact on governance
- *RM* = Effectiveness of Risk Management systems
- *C* = Compliance adherence

3.1. Research Design

This subsection elaborates on the design followed in the research, which determines the methodology and the identification of strategies for risk management and compliance audit practices; an explanatory comparison of risk management and compliance audit practices in different organisational and corporate governance contexts. Behavioral research is employed including interviews and surveys.

The research adopts a comparative analysis of corporate risk management and compliance audit practices in organisations where internal audit is the designated operational department. This framework is employed in order to throw light on relatively underexplored aspects of internal audit activity, provides an in-depth and context-based approach, and engages with a variety of issues associated with risk

management and compliance assurance. The comparative analysis model also enables a rigorous exploration of variation in audit strategies, the understanding of audit impacts on organisational governance; and a demonstration of how these strategies are linked to the broader governance structure of the respective organisations. The comparison of risk management and compliance audit practices within organisations is complemented by a corporate governance analysis. The research employs a mixed methods approach, combining qualitative and quantitative data collection and analysis. An integrated research design is followed which allows the development of comparative analysis through deducing audit strategies from internal audit practice data analysis while supporting this inference with independently collected and analysed interview and survey data.

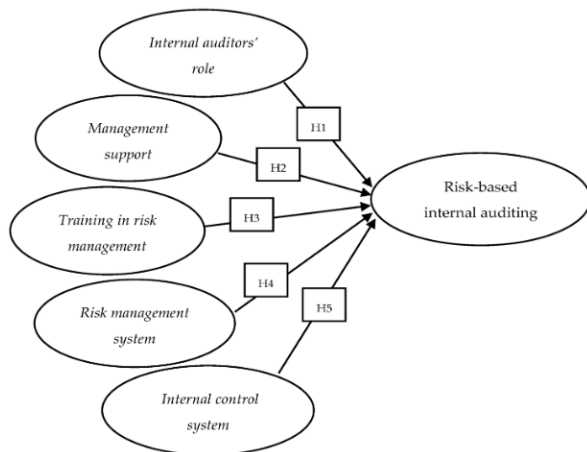


Fig 3: Research framework

3.2. Data Collection and Analysis

This study is intended to examine the role of internal audit in enhancing corporate governance, particularly in two areas of internal audit practices focused on the risk management internal audit strategy and the compliance internal audit strategy. The US and UK are considered for the purpose of conducting comparative analyses of these two internal audit strategies.

This study examines how internal audit practices move on risk management and compliance after the global financial crisis and considers which stakeholders and situational factors affect the developments of internal audit practices. Interviews are conducted with 31 internal auditors, audit committee members, external auditors, and high-level managers of 25 public companies in the US and the UK. A survey is also conducted with 155 audit committee members and 46 internal audit directors of the US and UK companies. This study also includes findings from four case studies of different companies, such as US or UK companies, and manufacturing or financial companies, to gain a broader understanding and

implications on this issue. The thematic analysis is conducted for main findings of this study, and Fisher's exact test is employed to test certain relationships found in this study. Additionally, triangulation with different data collection methods, sources, and data types are used to enhance research validity in understanding internal audit practices.

Data collection was met with several challenges. One important difficulty of interviews has been mentioned above, the confidential issue that was raised particularly from external auditors, audit committee members, and senior managers. Because the primary focus of the internal audit's relationship was studied in terms of collaboration, these stakeholders either do not want to point out the existing issues or are not easy to disclose, as opposed to such positive aspects. To overcome this limitation and explore a wide area of internal audit practices affecting the establishment development over a long period from different perspectives, a postal survey was also designed to audit committee members and internal audit directors. Note that in order to reflect a rich picture, a face-to-face interview is very useful, this method will allow interviewees to provide some additional information that they missed or did not want to include in the survey. However, since the audit committee members and the internal audit directors of the same companies do not exactly correspond to each company, to complement the interview data, it also has a survey strategy carefully designed.

4. Empirical Findings

This chapter reveals the empirical findings based on the research which has been conducted. The data are synthesized to give an overview of the information and trends. The organizations and stakeholders underline the important factors that are addressed in internal audit processes based on the research conducted. Adding to this, the perceived effectiveness of risk management strategies is evaluated and broad industries and stakeholders compare the internal audit compliance practices of the organizations to the Australian Corporate Governance Standards. Thereupon, the alignment of internal audits compliance practices with governance frameworks is investigated. Moreover, hard and soft law commitments have been examined, focusing on the relationship between internal audits and organizational accountability. As empirical evidence is provided, this also substantiates the theoretical discussion.

The research framework is structured around the four inter-linked components in the internal audit diagram. The focus initially is on regularity and effectuality considerations of the audit function. This encapsulates what is most widespread in the everyday conduct of internal audits across the

organizations. Some of the data are then used to delve further into thematic areas. These encircle conducting internal audit reviews are considered highly effective for enhancing good governance, especially for national statistics. Beyond this, the emphasis is on risk management practices and on compliance with prominent aspects of ASX CGC, such as the proportion of organizations which have a policy and/or internal controls that categorically address non-compliance, public liability, and data security.

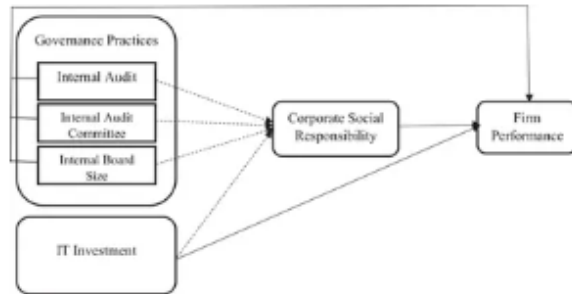


Fig 4: An empirical investigation

4.1. Comparison of Internal Audit Practices Risk Management of 4 Organizations; Compliance of 3 Organizations. This subsection focuses on the comparative analysis of internal audit practices formed on a risk management model in AU, UK, DE, and ZA organizations and that formed on a compliance model in SG, HK, and India organizations. Since the nature of internal audit of the organizations mainly depends on the organizational governance structures, the internal audit practices are different among the countries with different governance structures. They are categorized as: (1) the number of independent directors; (2) the internal audit function; and (3) the audit committee. Several findings have been found: (1) the number of independent directors has a greater impact than internal audit practices; (2) internal audit practices are implemented more effectively in organizations with more independent directors; (3) the presence of the audit committee simply does not have an impact unless it has the necessary power or status.

Internal audit practices are influenced by different corporate governance structures; the effectiveness of the internal audit practice in the implementation of the risks model within the AU, UK, DE, NZ context is influenced, and (ii) a cross-continent comparative analysis on this impact; internal audit practices are more effective where the corporate governance structure allows it. A series of best practices is provided as a guide for organizations to improve internal auditing effectiveness. The representative case study methodology of each country helps to understand how the diverse practices of

internal audit are related to the overall governance structure. This methodology helps to develop a framework for organizations seeking to improve the effectiveness of internal audit.

4.2. Effectiveness of Risk Management Strategies Internal audit is an instrument of internal corporate governance aimed at improving the efficiency of risk management, control and monitoring processes. With the recent financial scandals, the issue of corporate governance has assumed prominence in academic and policy debates. This issue has a direct implication for the internal audit function. This research aims to investigate how the form and content of corporate governance have implications for internal audit function in a sample of organizations. The role of the internal audit in corporate governance and risk management in several organizations has been studied by comparative analysis research. In respect to this, the audit committee becomes a supervisory board of the internal corporate governance mechanism of the internal audit. In most of the Anglo-Saxon cases, the internal auditor contributes to the audit committee, a board isolated from the executives. The internal auditors give assurance to the audit committee itself over the internal control and risk management system. There is the private-interchanging of information between the audit committee and the internal control: this is helpful for the monitoring efforts of the board. Several alerts are raised in this kind of audit on the poor assessment of the main business risks and internal controls and on a generic way to assess and evaluate the organizational procedures. In the European cases, the internal auditing is considered a secondary function of the financial directors. Recent empirical results showed that firms with independent and professional managers on the board and with big shareholders have a better and more intensive risk management audit. Additionally, coastal firms are facing up to the risk of a catastrophic event as weather damages are prone to conduct a more complete risk assessment. The study of risk management by the auditing company supports these results. The adoption of a risk management audit is more frequent in organizations that conduct a risk assessment of all the main task cycles and activities. In a 50% of the total case, such a risk assessment takes place on a yearly basis. As much as the risk assessment analysis is structured to create a number of sub-indicators per task cycle, such analysis is more effective in detecting anomalies and discrepancies in the organizational flow of activities. The study of the risk management by internal auditors detected a malfunction in the risk assessment in 1 out of 3 cases.



5. Discussion and Analysis

In reflecting on the empirical findings in the context of theoretical perspectives, enhanced accountability and transparency through effective audits of internal control and risk management arrangements are seen as having important consequences for internal audit. The research results demonstrate the importance of a re-conceptualization of the internal audit function with the possibility for the functions of greater accountability and transparency enhancement within organizations being emphasized. The implications of the research findings for broader issues concerning management risk, control, and audit practice are identified. Furthermore, the research findings raise some concerns at a time when businesses face significant challenges in meeting regulatory and governance compliance standards at a time of increased emphasis on internal control. This requires an examination of the risk management, compliance and governance monitoring needs of organizations and the opportunities for enhancing good practice in these areas are considered. A number of future research directions that follow from the study findings are also noted addressing audit adaptability, audit automation, 'a priori' risk assessment and unprogrammed audit activities. Inquiries are seen as contributing to both a descriptive and more evaluative examination of how some of the larger UK FTSE 350 companies manage risks, controls and audits. In particular, the interplay between risk management and compliance strategies within companies relating to governance, financial reporting and legal/environmental concerns are investigated alongside the expected scope and effect of internal audit work in these areas. This research adopts a much wider brief in its inquiry of the audit objectives, strategies and reviews of, and within, a large number of companies, a broader perspective is developed on the drivers of audit activity, its scope and test use and on current risk and control and audit practice in UK companies. In so doing, the positioning of internal audit is placed within the wider domain of the corporate governance/market for control debate.

5.1. Key Findings and Implications

The fundamental perspective of an internal audit's function is to find institutional errors and inefficiencies, as well as providing a professional assertion to stakeholders about the state of the audited company. This key element occurs between management and the board, while management is more focused on the close and detailed arrangements within the company and installations, the board has a more generalised view on the company and its business. An operational internal audit professional function enhances the stakeholders' confidence in management and the viability of the board, creating an enhancement on the way that information is relayed between those major shareholders. This

report will discuss the key findings of a research project that investigates the role of internal audit in promoting effective corporate governance, thus contributing to a better understanding of how internal audit practice has influenced the risk management and compliance installation in two distinct environments. It will also discuss the implications of these findings for different stakeholders and the practice of business.

The implementation of internal audit within companies offers a better presentation of the financial information presented to shareholders and stakeholders, as a consequence increasing the confidence in management and the board's decisions and effectiveness. Such an installation could create competitive advantages for the major shareholders. The main impacts of this study can be summarised as follows. A cohesive approach is suggested for the integration of internal audit practices, in the light of the empirical results of risk management and compliance strategies. This is supported and corroborated by the extant literature, thus offering practical guidance for the enhancement of audit effectiveness. The effectiveness of audit strategies and resources is essential to adapt, particularly in light of the continuously changing regulatory environment. Through the synthesis of empirical results, it is hoped to offer a cogent set of recommendations that will benefit organisations in terms of enhancing governance standards, and in a more general fashion, should also contribute to the broader academic debate on these issues. Notably, internal audits have a subsidiary relationship with compliance, and the effective strengthening of that relationship and the strategy will substantially facilitate the compliance strategy for business as a whole. The results are a compelling invitation for business and practitioners to consider the internal audit resource and strategy prioritisation.

Equ 3: Internal Audit's Contribution to Risk Management (RM)

$$RM = IA \times \left(\sum_{i=1}^n (R_i) \right)$$

Where:

- *RM* = Risk Management effectiveness
- *IA* = Internal Audit's role in risk oversight
- *R_i* = Risk elements identified, assessed, and managed

5.2. Challenges and Opportunities

Despite the criticality of internal audit for safeguarding and ensuring good corporate governance, the existing academic



literature is scarce on the impacts of this important activity, and in which ways it helps to improve the rigour of the governance framework. Drawing comparisons between Europe and Asia, results indicate that risk management and compliance strategies are regarded as more important by European organisations, whereas internal audit is held in more esteem in the East. Despite differences in the effectiveness of practices, internal audit is recognized in both settings as the most valued helping in enhancing corporate governance.

Overall, the demand for compliance and risk management was found to be more mature and was ranked more relevant than internal audit for the improvement of corporate governance in Europe. In Europe, it was also noted that both compliance and risk management strategies were regarded as more effective practices for safeguarding good governance. In contrast, the discourse in the East is different, pointing to an insightful internal audit function that is capable of looking beneath the surface, asking questions with impartiality, and reporting objectively about the reality of internal processes, acts, and transactions. Data from both Europe and the East indicate a shift in (recognition of) the role of compliance and risk management strategies for improving the governance framework, and in the recognition of (the performance of) internal audit functions to help safeguard good governance, supporting the symbolic management perspective of internal audit.

As corroborated by the case studies, organizations urgently need to improve some of their internal audit systems and, therefore, develop risk management practices and consequently achieve corporate governance. The model within this study is significantly important. Internal audit's adoption strategies, objectives, that have internal audits on risk management to affect corporate governance in formal ways. It recommends the case organization figure out some steps in adopting and utilizing internal audit so as to achieve the desired goal. The results highlight the crucial role of internal audit and suggest that it is in the best interest of establishments to respond proactively to new potential risks with measures enhancing the on-going concern of the firm. Finally, it is imperative to set best practices in place in order to fully and effectively exploit internal audit. Internal audit has evolved to a more organized unit and it carries out its plan about audit every year on a number of vital operations on the subject on which the risk is greater, and makes recommendation to the administration on matters subject to audit, for the purpose of increasing efficiency by protecting the resources of the establishment and making more durable services available to the public. In addition to that internal audit has full freedom of access to any records, property or operations of the establishment. It picks up reserve and deposit books in order to carry out first hand checking the correctness of the operations.



Fig 5: Challenges Faced By Internal Audit Managers

6. Conclusion and Recommendations

Introduction: As the study demonstrates, internal audit is a critical factor in corporate governance. It also shows that certain variables enhance the effectiveness of risk management. Consequently, the study results indicate that establishments need to respond proactively to minimize the effects of risks and seize new opportunities.

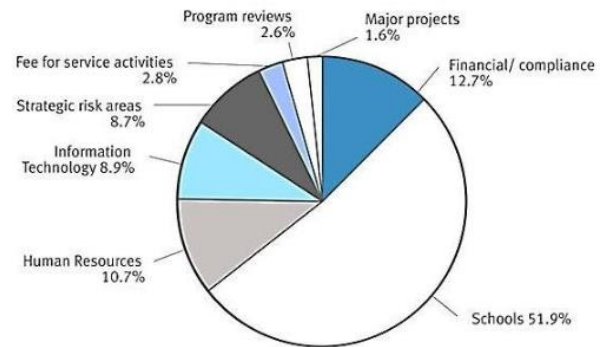


Fig : Role of internal audit graph

6.1. Summary of Findings

In view of recent high-profile corporate collapses and governance-related failures amidst highly publicized breaches of accounting practices in numerous sectors, the effectiveness of internal audit in enhancing corporate governance frameworks is coming under increasing scrutiny, particularly in relation to the robustness of risk management processes and the compliance and accountability structures of the board of directors. In addressing this context, the research sets out to consolidate the risk management component of the Turnbull framework with related international standards and associated research background, and to establish an evaluative



framework for audit committees on the basis of that consolidation. The comparison made with current practices includes refinements to risk management and the ways identified risks are managed within the business including links to the related systems and control environment, the effectiveness of these processes over successive reporting periods, and any areas of concern that should be brought to the attention of a wider audience. Also set out is the manner in which a company accounts for its risk management processes including the structure, frequency, and quality of communication of these to the board, and how the company's performance and principal risks and uncertainties are reflected within the annual and half-year financial report. Additionally, comment is set upon linked issues, including disclosures regarding relationships with directors and proposed improvements and the likelihood of their effect on current practices. Evaluation includes a review of the effectiveness of the company's systems for the monitoring of risk management processes, and the internal controls that give rise to them, over the period covered by the annual report. This includes the communication to the board regarding the design and operation of these systems and controls and any resultant points of concern identified by either the internal or external auditors.

6.2. Recommendations for Practice and Future Research

There are several recommendations for organisations. Organisations need to critically evaluate their internal audit resources, budget, staff capability, size of audit team, and their competency to effectively perform the role of audit and understand and manage risks. Organisations should therefore invest in internal audit, providing CAEs with the necessary resources, technologies, knowledge, skills, managerial support and empowerment to enable them to fulfil their professional duties. With the onset of technological advances, there is an imperative to adapt them to obtain complete, well-researched, analyzed and reported data. This will avoid operational weaknesses, deviations from laws, regulations, corporate and risk management principles, and also ensure continuous monitoring and control over all processes in the organization. It is important to regularly inform the board and audit committee on the frequency of internal audit recommendations made in internal audit reports and the percentage of the most significant implemented. Internal audit should take part in the creation and improvement of internal policies and control systems, compliance with laws, regulations and other requirements. Internal audit recommendations set out in reports will be followed, as well as internal audit tasks included in the annual internal audit program will be performed. Audit committees need to provide independence and objectivity of the internal audit department and ensure that the CAE follows up the recommendations of the audit committee. Internal auditors are encouraged to

participate in both domestic and international training on the implementation of the COSO model, IFRS and ISAs, as well as in sharing experience to enhance cooperation and mutual assistance with internal auditors at meetings and conferences. There are directions for further research. This study shows the role of internal audit in companies in terms of risk management, compliance with the rules, laws and regulations of the organization, and proposes that a longitudinal study be undertaken to determine the possible impact of the internal audit department on company governance and comprehensive evaluation of risk management and compliance strategies. Future research should also analyze the internal audit practices of different industries to identify those that work better and share them as an example of good practice. Longitudinal studies are recommended to track the development of the internal audit function in companies. Data that allows this type of research can already be obtained from a sample of larger companies, which have reported on the work of the internal audit sector in accordance with the 2018 methodology. The implementation of these recommendations, ideas and possible strategies can be an ongoing development of internal audit practices, an improvement in the efficiency of the internal audit department in the future, and can have a significant impact on the improvement of corporate governance and risk management standards in various sectors of the economy.

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