



Research Paper

## Analysis of Audit Quality Control at the Inspectorate of West Sulawesi Province

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*This study discusses the Analysis of Audit Quality Control at the Inspectorate of West Sulawesi Province. This study uses descriptive qualitative research with a comparative approach, namely by comparing the audit quality control carried out by the Inspectorate of West Sulawesi Province with the Government Internal Supervisory Apparatus (APIP) Audit Quality Control Guidelines stipulated by the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 19 of 2009.*

*The results of the study concluded that the implementation of audit quality control at the Inspectorate of West Sulawesi Province was not fully in accordance with the Government Internal Supervisory Apparatus (APIP) Audit Quality Control Guidelines. The drawbacks in question are the absence of quality assurance review guidelines for audit results, Administration of references on audits and examinations that have not been carried out optimally in one library room and Performance assessment of each Auditor/PPUPD/Examiner is still in the form of an annual SKP assessment, has not been carried out systematically. individual based on the performance of the Audit conducted by the Auditor/PPUPD/Examiner. Therefore, it is recommended to compile guidelines for quality assurance reviews of audit results by quality controllers and provide a representative library to ensure and facilitate the duties and responsibilities of Auditor/PPUPD/Examiner.*

**Keywords:** Audit, APIP, Audit Quality Control

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### I. INTRODUCTION

Internal control over the administration of government is needed to encourage the realization of good governance and clean government. In making it happen, Audit Quality Control is important to ensure that the supervision carried out runs optimally and minimizes the possibility of deviations that occur during the audit process. APIP supervises activities carried out by work units in its environment as prevention and early detection so that there are no deviations in financial management, as well as errors and is tasked with overseeing various programs/activities and is required to further improve its quality and role as an effort to achieve goals and objectives. in governance.

Inspectors and supervisors are often in the public spotlight. Moreover, the multi-layered supervision system does not make the practice of KKN recede and even more and more appear. Inspectors and supervisors are required to further improve their quality and role in accordance with their duties and functions in an effort to create good financial governance. Supervision and inspection that are conceptually built based on good, planned and synergistic practices are believed to be able to improve the quality of audits and encourage the realization of good governance towards clean government (Priyanto, 2007).

Quality control or audit quality is important to minimize deviations that occur during the audit process. In addition, quality control can also prevent problems that occur in the audit implementation process, especially for government internal control agencies that have complex inspection objects (Andayani, Tri, 2009).

To ensure and provide adequate assurance whether the audit carried out is in accordance with the Auditing Standards, the State Ministry for Administrative Reform and Bureaucratic Reform (KemenPAN and RB) stipulates the Guidelines for Quality Control of Audit-Government Internal Supervisory Apparatus (PKMA-APIP) through a Regulation of the State Minister Empowerment of State Apparatus and Bureaucratic Reform (PermenPAN and RB) Number 19 of 2009 as a procedure and control review that must be carried out by each APIP unit which includes policies, procedures and control programs within the scope of the APIP unit's obligations.

## II. LITERATURE REVIEW

### 2.1 Auditing

Auditing (auditing) is closely related to accountability and attestation. Accountability relates to the obligation of parties within the organization to report their responsibilities to external parties or other parties with higher authority. To ensure the reliability of the information in the accountability report, an independent party is needed to attest to the information by conducting an audit.

According to the Government's Internal Audit Standards, the definition of Auditor is a position that has the scope, duties, responsibilities and authority to carry out internal supervision of government agencies, institutions/or other parties in which there is a state interest in accordance with the applicable laws and regulations. occupied by a Civil Servant with the rights and obligations given in full by the authorized official. The definition of Auditor/PPUPD as referred to above includes the Functional Position of Auditor (JFA) and the Functional Position of Supervision of the Implementation of Regional Government Affairs (JFPPUPD).

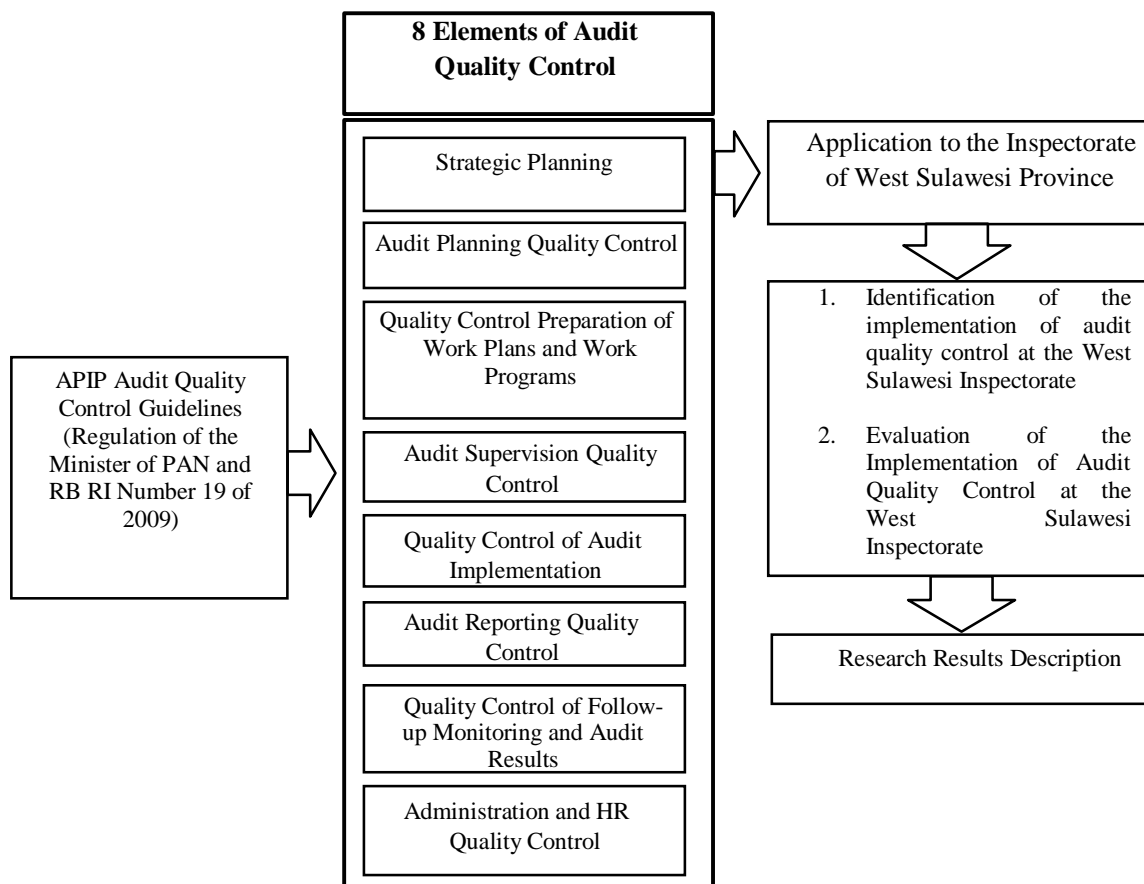
According to Utary (2014: 5), the basic function of internal audit is an assessment carried out by trained company employees or government agencies regarding the accuracy, reliability, efficiency, and usefulness of company/organizational (accounting) records, as well as internal control. in the company/organization. The aim is to assist the leadership of the company/organization (management) in carrying out their responsibilities by providing analysis, assessment, suggestions, and comments regarding the activities being audited.

## III. RESEARCH METHOD

### 3.1 Research Type Rationality

Sugiyono (2019:10) Based on this, there are four keywords to pay attention to, namely the scientific method, data, purpose and usability. The **scientific** method means that this research activity is based on scientific characteristics, namely rational, empirical and systematic. **Rational** means that this research activity is carried out in ways that make sense so that it is affordable by human reasoning. **Empirical** means that the methods used can be observed by the human senses, so that other people can observe and know the methods used. **Systematics** means that the process used in this study uses certain logical steps.

### 3.2 Conceptual Framework



### **3.3 Research Type**

Because the type of field research (first research) is qualitative. The research procedure certainly produces descriptive data, in the form of written or oral data from the people and the research observed.

### **3.4 Research Time and Location**

This research has been carried out at the West Sulawesi Provincial Inspectorate Office which is located in the West Sulawesi Provincial Government Office Area, precisely in Rangas Village, Simboro District, Mamuju Regency. The research has been carried out at the beginning of the year until November 2021.

### **3.5 Research Object and Subject**

According to Sugiyono in Prastowo (2012: 195) explains that qualitative research does not use a population (as in quantitative research) because qualitative research departs from certain cases that exist in certain social situations. The sample in the study is not called the respondent, but as a resource person, participant or informant. More specifically, the research subjects are informants. Informants are "insiders" in the research setting.

### **3.6 Data Collection**

The data collection used to obtain the data needed in this research is through:

#### **1. Field Research (Field Research)**

That is primary data collection by direct review to the West Sulawesi Provincial Inspectorate office. Primary data obtained through data collection techniques:

- a. Moderate participatory observation (moderate participant), which in collecting data is involved in the daily activities of the research object being observed (audit activities), but not all of them.
- b. Unstructured interviews (unstructured interviews), which is a way of collecting data by conducting interviews with various parties who are directly related to the problem being studied, including implementing activities and policy makers within the Inspectorate of West Sulawesi Province.

#### **2. Library Research**

Is a way to obtain secondary data that can provide a theoretical basis to support primary and secondary data obtained during research. These secondary data were obtained by the implementers of activities within the Inspectorate of West Sulawesi Province in the form of Strategic Plans, LAKIP, Annual Reports, Annual Supervision Work Programs, Follow Up Monitoring, Employee Strength; books and other references related to the object under study.

## **IV. RESULTS AND DISCUSSION**

### **4.1 Audit Quality Control Steps**

From the research questions and the results of the analysis, what will be discussed is as follows:

#### **4.1.1 Identifying the Phenomenon of the Implementation of Audit Quality Control at the Inspectorate of West Sulawesi Province.**

The phenomenon in question is that the inspectorate as the government's internal auditor has not optimally carried out its duties and functions in accordance with the standards and guidelines that have been set. This is evidenced by the widespread occurrence of irregularities involving government officials and agencies that are within the scope of supervision of the Inspectorate in the Province/District/City, this phenomenon shows that the performance of the Inspectorate apparatus has not been maximized. From this phenomenon, it can be anticipated by implementing the Implementation of Audit Quality Control in accordance with standards and norms so that deviations can be detected early and reduce or even prevent deviations from occurring. The existence of this phenomenon indicates that the performance of the Inspectorate apparatus has not been maximized, these phenomena are:

1. Ineffectiveness of internal control;
2. Non-transparent audit process;
3. Inadequate quality and integrity of technical control and audit quality control;
4. The implementation of audits that are of less quality guaranteed so that they do not reach the implementation of the audit;
5. There is no APIP Audit Quality Control Guidelines that support so that audits can be more efficient and effective

#### **4.1.2 What factors are considered in implementing Audit Quality Control at the Inspectorate of West Sulawesi Province.**

Randal J. Elder, Mark S. Beasley, Alvin A. Arens (2011:48) in Amir Abadi Jusuf revealed that there are 5 (five)

elements of quality control, namely:

1. Independence, Integrity and Objectivity

All personnel involved in the assignment must maintain independence both in fact and in appearance, carry out all professional responsibilities with integrity, and maintain objectivity in carrying out their professional responsibilities.

2. Personnel Management

Policies and procedures must be developed to provide a certain level of reliability that:

a. All employees must have qualifications so that they are able to carry out their duties competently.

b. Jobs to those who have received sufficient technical training and have the skills.

c. All employees must participate in the implementation of professional education as well as sustainable development and professional development activities so as to enable them to carry out the responsibilities assigned to them.

d. Employees selected for promotion are those who have the necessary qualifications to become responsible for the next assignment.

3. Acceptance and Continuation of Clients and Their Assignments

Policies and procedures must be established to decide whether to accept a new client or pass on an existing client. These policies and procedures should be able to minimize risks associated with clients who have a low level of management integrity. KAP should also only accept assignments that can be completed with professional competence.

4. Assignment and Consulting Performance

Policies and procedures must ensure that the work carried out by assignment personnel meets applicable professional standards, regulatory requirements, and the quality standards of the KAP itself.

5. Procedure Monitoring

There should be policies and procedures to ensure that the other four elements of quality control are implemented effectively.

4.1.3 How does the researcher have control over the phenomenon of the application of audit quality control at the Inspectorate of West Sulawesi Province?

With the implementation of Audit Quality Control in accordance with applicable rules, norms and standards, researchers will have control over the phenomenon of the application of audit quality control at the Inspectorate of West Sulawesi Province based on the Regulation of the State Minister for Administrative Reform and Bureaucratic Reform Number 19 of 2009 concerning Guidelines for Audit Quality Control. Government Internal Supervisory Apparatus (PKMA-APIP).

4.1.4 How is the practice of implementation of audit quality control at the West Sulawesi Provincial Inspectorate?

The practice of implementing Audit Quality Control that has been carried out by the Inspectorate of West Sulawesi Province will be discussed in this chapter in accordance with the Regulation of the Minister of State for Administrative Reform and Bureaucratic Reform Number 19 of 2009 concerning Guidelines for Quality Control of Audits of Government Internal Supervisory Apparatus, the Audit Quality Control consists of 8 (eight) elements as follows:

1. Strategic Planning
2. APIP Audit Planning Quality Control
3. Quality Control Preparation of Audit Work Plans and Programs
4. Quality Control of Audit Supervision
5. Quality Control of Audit Implementation
6. Quality Control of Audit Reporting
7. Quality Control Monitoring Follow-up Audit Results
8. Quality Control of Administration and Human Resources

The implementation of each element of Quality Control at the Inspectorate of West Sulawesi Province is as follows:

4.1.4.1 Strategic Planning

Every institution or organization must have long-term, medium-term and short-term goals. Goal setting is very important as the direction of the organization and to measure the success of the organization. Presidential

Regulation Number 29 of 2014 concerning the Performance Accountability System of Government Agencies states that SKPD prepares a Strategic Plan as a SKPD planning document for a 5 (five) year period to carry out Performance Accountability of Government Agencies as a form of accountability.

The Inspectorate of West Sulawesi Province has prepared a Strategic Plan as a SKPD planning document for a 5 (five) year period to implement the Performance Accountability of Government Agencies as a form of accountability. The Strategic Plan has included an overview of the Regional Inspectorate Services including the Main Tasks, Functions and Organizational Structure, Inspectorate Resources, Inspectorate Service Performance and Challenges and Opportunities for the Development of the Inspectorate Services of West Sulawesi Province; Strategic Issues Based on Tasks and Functions; Goals and Objectives; Policy Strategy and Direction; Program and Activity Plans and Funding; Performance of the Implementation of the Field of Affairs.

Based on West Sulawesi Governor Regulation Number 46 of 2016 concerning Positions, Duties and Functions, Organizational Structure and Work Procedures of the Regional Inspectorate and Regional Agency of West Sulawesi Province, the Inspectorate of West Sulawesi Province has the Main Duties and Functions, namely:

1. Main Tasks: The Regional Inspectorate assists the Governor in fostering and supervising the implementation of Government Affairs which are the regional authority and assistance tasks by the Regional Apparatus.
2. Functions:
  - a. Formulation of technical policies in the field of supervision and facilitation of supervision;
  - b. Implementation of internal control over performance and finances through audits, reviews, evaluations, monitoring and other supervisory activities; .
  - c. Implementation of supervision for certain purposes upon assignment from the Governor and or the Minister;
  - d. Preparation of Monitoring Results Report;
  - e. Coordinating the prevention of corruption;
  - f. Supervision of the implementation of the bureaucratic reform program;
  - g. Implementation of the administration of the Provincial Inspectorate;
  - h. Implementation of other functions assigned by the Governor related to his duties and functions.

The authorities and responsibilities as the main tasks and functions of the Regional Inspectorate have been established through the Governor of West Sulawesi Regulation Number 46 of 2016 concerning the Position, Duties and Functions, Organizational Structure and Work Procedures of the Regional Inspectorate and Regional Agency of West Sulawesi Province. This is in accordance with the Audit-APIP Quality Control Guidelines Chapter II Paragraph 03 related Auditing Standards, that:

- a. APIP must prepare an annual monitoring plan with priority activities that have the greatest risk and are in line with organizational goals.
- b. APIP is required to prepare a five-year strategic plan in accordance with the laws and regulations.
- c. The vision, mission, and objectives, as well as the authority and responsibility of APIP must be stated in writing, approved and signed by the leadership of the organization

#### 4.1.4.2 APIP Audit Planning Quality Control

APIP has the authority to conduct audits on auditees within the APIP organization. The audited institutions are usually relatively fixed, but vary in size and activity. Such conditions support the preparation of a complete and appropriate audit plan based on the risk measures of each auditee. Auditors who have very high risk measures are examined more often and more deeply than auditees who have lower risk. Determination of the amount of risk will determine the auditee to be audited. Therefore, risk determination is a very important thing to make, so that it gives priority to activities that have the greatest risk and are in line with organizational goals.

The Inspectorate of West Sulawesi Province has determined the amount of audit risk for all audits and an audit map, so that the implementation of audit activities can run optimally based on the size of the existing budget and the determination of time allocation and audit frequency for all OPDs. To adequately assess the risk of material misstatement, the Auditor/PPUPD must understand the client's business industry. It is important to determine the amount of risk to be carried out in order to determine the size of the risk that each auditee has so as to make it easier to determine the frequency of audits to be carried out on each auditee. Furthermore, the amount of risk that has been determined is included in the audit map. So that the frequency of audits that will be carried out on auditees who have a high risk will be different from those who have a lower risk. In determining audit risk, things that need to be considered include the findings of the BPK last year, the findings of the Inspectorate last year, the amount of the budget being managed, the complexity of the activities, the results of last year's LAKIP SKPD evaluation.

Meanwhile, the Annual Supervision Work Program (PKPT) has been prepared and determined which is the basis for audit activities, and the Annual Supervision Work Program (PKPT) has been distributed to each



regional assistant inspector and secretariat. The 2020 Annual Supervision Work Program (PKPT) has been stipulated in the Governor's Decree Number: 188.4/244/SULBAR/VI/2020 dated 22 June 2020 concerning the Annual Supervision Work Program (PKPT) and the Supervision Map of the West Sulawesi Provincial Inspectorate for Fiscal Year 2020.

#### 4.1.4.3 Quality Control Preparation of Audit Work Plans and Programs

Audit is an integral part of management's efforts in achieving organizational goals. One of the steps needed in a good audit is the preparation of an audit work plan and program at the audit team level that meets the criteria and is adequate.

Most of the auditors/PPUPD/Investigators who have been played as Team Leaders in planning the audit have prepared PKA, which is 94.74%. Meanwhile, 5.26% of the Team Leaders have prepared assignment cards, time budget allocations and weekly reports on the progress of work implementation. The descriptions regarding the preparation of audit work plans and programs at the audit team level are:

1. The preparation of audit work plans and programs for the audit team is a planning process carried out by the audit team before carrying out audit tasks.
2. Based on the audit plan, the audit team prepares an audit work program.
3. Preparation of audit work plans and programs at the audit team level must be made for each assignment given. The auditor must document the plan for each audit engagement.

The Audit Quality Control Guidelines-APIP Chapter IV paragraph 03, states the audit standards related to the preparation of an audit plan at the audit team level are:

- a. In each performance audit assignment, the Auditor must prepare an audit plan.
- b. When preparing the audit plan, the Auditor must determine the objectives, scope, methodology, and allocation of resources.
- c. When planning the performance audit work, the Auditor must consider various matters, including the internal control system and the auditee's non-compliance with laws and regulations, fraud and abuse.
- d. In each investigative audit assignment, the Auditor must prepare an audit plan. The audit plan must be evaluated and, if necessary, refined during the investigative audit process in accordance with the development of the results of the investigative audit in the field.

#### 4.1.4.4 Quality Control of Audit Supervision

Most of the Team Leaders have supervised the KKA team members at the time of the audit assignment, which is 94.74%. Likewise, the Technical Controller has supervised the KKA Team Leader, which is 100%. The Audit-APIP Quality Control Guidelines Chapter V states:

- a. Paragraph 01: Supervision or supervision is needed to assist in the preparation of an efficient and effective audit plan, to be able to correct if there are deviations or there are changing conditions and provide better and more appropriate audit direction. In the audit standard, it is stated that at each stage of the performance and investigative audit, the work of the Auditor must be adequately supervised to ensure the achievement of objectives, quality assurance and improvement of the Auditor's ability. This supervision must be carried out at all stages of the audit in stages, namely the team leader supervises other members, the Technical Controller oversees the audit team under him and the quality controller supervises all audit work carried out.
- b. Paragraph 08: The Technical Controller is in charge of supervising the audit team under him. Periodically will visit the audit team who is in the field or receive questions from the team leader verbally to handle audit work that requires a decision from the Technical Controller.
- c. Paragraph 09 : states that the Technical Controller is obliged to make visits to the audit team, one of which must be done at the audit completion meeting in the field. The technical controller reviews the KKA made by the Team Leader. The technical controller's work documentation is recorded in a worksheet called the technical controller's supervision form.

#### 4.1.4.5 Quality Control of Audit Implementation

The audit implementation is the most important part of the audit task because of that quality control of the audit implementation is very important. Conformity with the audit plan, conformity with the audit program and conformity with audit standards are the main concerns so that the audit implementation has a high quality. Quality control of audit implementation is divided into three elements, namely, quality control of audit time, quality control of audit findings and quality control of audit result documents.

##### a. Audit Time Quality Control

The audit time from the time of entry until the completion of the audit has been planned in the PKAT (Annual Audit Work Program). The punctuality of the start of the audit is often constrained so that the start time of entry becomes faster or backwards which will eventually change the time of completion of the audit. Most of the

Team Leaders have prepared an audit time budget of 73.68%, because they think that the preparation of the time budget is in conjunction with the preparation of an Assignment Order (SPT).

b. **Audit Finding Quality Control**

Audit findings are collections of data and information that are collected, processed and tested during audit tasks on certain agency activities that are presented analytically according to elements that are considered useful for interested parties (Utary, 2014: 87).

Regarding the quality control of audit findings, the Team Leader stated that 94.74% of the elements of the findings which include conditions, criteria, causes and effects as well as findings approved by the Technical Controller have been communicated with the auditee leadership prior to the completion of the audit, all Team Leaders (100%) stated that it had implemented it.

According to the Audit Quality Control Guidelines-APIP Chapter IV Paragraph 15, that audit findings are the results obtained from the audit either in the form of positive findings or negative findings. Each finding must be developed through its elements and recommendations given, namely conditions, criteria, causes and effects.

c. **Audit Result Document Control**

According to Utary (2014: 105), audit working papers are records held by the Auditor regarding the audit procedures applied, the tests carried out, the information obtained and the conclusions made in connection with the audit. The audit working papers must include all information deemed necessary by the Auditor for the conduct of the audit which the Auditor deems necessary for the proper conduct of the audit and to support the audit report or opinion to be provided by the Auditor. The overarching objective of audit documentation in the form of working papers is to assist the Auditor to provide reasonable assurance that an appropriate audit has been conducted in accordance with auditing standards.

A tiered review of KKA has been carried out, both by the Team Leader, Technical Controller and Quality Controller, namely the Team Leader as much as 78.95% and the Technical Controller as much as 100%.

Indonesian Government Internal Audit Standards Paragraph 3330 number 62 states that every internal audit working paper must be reviewed in stages to ensure that the internal audit working paper has been prepared and contains all information related to the implementation of the work assignment program.

Audit Quality Control Guidelines-APIP Chapter VI Paragraph 20 states that audit work documents, which are also known as audit work papers (KKA) are audit evidence and other records that will support the findings and conclusions of the Auditor from the audit he conducted. Therefore, the team members and the team leader as well as the Technical Controller must create a KKA that will support the findings and conclusions of the audit results. The KKA must be reviewed in stages, namely the Team Leader examines the KKA made by team members, the Technical Controller reviews the KKA made by the team leader and the Quality Controller examines the KKA made by the Technical Controller.

The audit working papers prepared by the Team Leader have not fully complied with the audit substance standards and format standards. This was revealed by 19 Team Leaders (100%).

4.1.4.6 **Quality Control of Audit Reporting**

Report preparation is the final stage of each audit. The audit result report (LHA) is intended to communicate audit findings, conclusions, and recommendations to interested parties, a means for the auditee to make improvements in accordance with the recommendations given by the Auditor/PPUPD, as well as a tool to monitor the follow-up to the recommendation of Author/PPUPD.

a. **Quality Control Drafting Report**

Submission of the LHA concept by the team leader is accompanied by a report concept control form and technical control as well as quality control.

According to Utary (2014: 119), the audit result report is prepared by the head of the audit team (or by Auditor/PPUPD staff who are then examined by the head of the audit team), and then submitted to the audit supervisor (supervisor) for review. The process from concept to acceptance (signed by the team leader) and accepted by the supervisor usually goes through a back and forth process that sometimes takes several rounds. In this process, a form called a review sheet is often used to facilitate corrections/additions and so on (known as review sheets, review sheets) without having to scribble on the concept of the audit report. The use of review sheets is carried out with the following considerations:

- 1) Oral communication will take a long time even though superiors and subordinates may still have other activities.
- 2) Written communication cannot be carried out in the draft report, because the draft report will be filled with review notes.

b. Finalization and Distribution of Reports

Basically the Team Leader has made corrections to the LHA, but has not used the Check List Form. Finalization of the report and distribution of the final LHA has been sent at least to organizational leaders, auditees, West Sulawesi Provincial Inspectors and West Sulawesi Provincial Heads as well as archives.

The control procedures for the finalization and distribution of reports in accordance with the Audit-APIP Quality Control Guidelines Chapter VII Paragraph 08 are as follows:

- The LHA concept approved by the quality controller is then finalized by the audit team.
- The Final LHA is submitted to the Head of the Audit Team for correction. To facilitate the correction process, the Team Leader uses the Finalization Check List Form.
- Final LHA which is corrected by the Team Leader is submitted to the unit carrying out administrative functions to be reproduced and bound. In addition, the unit that carries out the administrative function prepares a cover letter for LHA distribution.
- Final LHA, Finalization Report check list form and cover letter are submitted to the technical controller for review.
- Final LHA, Finalization Report check list form and cover letter that have been reviewed by the technical controller and then submitted to the quality controller for signature.
- Final LHA, Finalization Report check list form along with cover letter then submitted to APIP leadership to be signed.
- Final LHA, along with a signed cover letter, then distributed to authorized parties, at least to organizational leaders, auditees and local BPK-RI representatives and archives.

4.1.4.7 Quality Control Monitoring Follow-up Audit Results

The follow-up implementation is part of the monitoring activities of the existing internal control system. To ensure the effectiveness of the audit, APIP is obliged to monitor the follow-up to the audit results. This is stated in the performance audit standard which states that the Auditor/PPUPD must monitor and encourage follow-up on the findings and their recommendations.

Paragraph 08 states that APIP must include follow-up monitoring activities in strategic and annual plans, and monitoring activities should be assigned to a team consisting of at least one technical controller and one team leader appointed by the APIP leadership on a quarterly basis. In every repeat audit of an auditee, the Auditor/PPUPD must see whether the recommendations from the previous audit report have been followed up. APIP is responsible for informing the auditee of the steps that must be taken so that the follow-up on the audit results can be carried out effectively and on time.

For audit findings that are very important, the auditee must carry out follow-up as soon as possible and APIP must continue to monitor the follow-up carried out by the auditee because the impact of the findings is very large.

4.1.4.8 Quality Control of Administration and Human Resources

a. Administration

Administration is the control of audit supporting elements including how human resources as audit implementers are controlled. Administration does not play a direct role in the audit, but this role supports the implementation of audit work from planning the audit to monitoring the follow-up to the audit results. Therefore, the role of administration should not be neglected in the conduct of the audit.

The administrative unit has carried out its main duties and functions, namely as a supporting unit in the implementation of audits including printing and distributing LHA. However, the documentation is only carried out on LHA that has been completed and has been approved by the quality controller and KKA is not documented in the administrative unit. Currently the KKA documentation is carried out by each Auditor/PPUPD.

The library as a place to place references related to auditing is not currently available. So far, references related to auditing are still scattered in each unit, such as in the secretariat and in regional assistant inspectors.

b. HR Management

In controlling the quality of human resources, the Inspectorate of West Sulawesi Province has provided opportunities for continuing education, this can be seen in the Budget Implementation Document. The Inspectorate of West Sulawesi Province in 2020 has budgeted for increasing human resources, namely the HR Development and Guidance activities that have been budgeted in the Document Implementation of the 2020 West Sulawesi Provincial Inspectorate Budget, namely Training Activities for the Development of Examining Personnel and Supervisory Apparatuses amounting to Rp. 115.451.000,- and Formal Education and Training of Rp. 510,000,000,-

In relation to the performance appraisal of each Auditor/PPUPD, the Inspectorate of West Sulawesi Province



has so far carried out a performance appraisal in the form of an annual Employee Work Target (SKP) assessment and applies to all State Civil Apparatuses (ASN). Individual audits for Auditors/PPUPD/Examiners for their performance in each audit assignment and an assessment of the performance of Auditors/PPUPD in one year has not been carried out, but in the future it will be carried out in order to increase the capacity and performance of Auditors/PPUPD/Examiners.

## **V. CONCLUSIONS AND SUGGESTIONS**

### **5.1 Conclusions**

In accordance with the results of the analysis and discussion of the Audit Quality Control Analysis at the Inspectorate of West Sulawesi Province, it can be concluded as follows:

1. The Inspectorate of West Sulawesi Province has the task of carrying out supervision of the implementation of tasks within the West Sulawesi Provincial Government so that it can run according to the plans and applicable regulations. The scope of internal supervision carried out by the Inspectorate of West Sulawesi Province is not limited to audits, but also reviews, evaluations, monitoring, and other supervisory activities in the form of socialization, assistance, and consultation. To ensure and provide adequate quality assurance whether the audit carried out by the Inspectorate of West Sulawesi Province is in accordance with the APIP Audit Standards, it is necessary to carry out quality control on the audits conducted by APIP starting from the planning stage to the follow-up to the audit results.
2. The results of the study concluded that the Implementation of Audit Quality Control at the Inspectorate of West Sulawesi Province had been carried out maximally and effectively, but there were still some that had not been implemented optimally but were already running:
  - a. There is no quality assurance review guide for audit results.
  - b. Administration of references regarding audits and inspections has not been carried out optimally in one library room, but the needs and references are in each Assistant Inspector (Irban).
  - c. The performance assessment of each Auditor/PPUPD/Examiner is still in the form of an annual SKP assessment, not yet done individually based on the performance of the Audit conducted by the Auditor/PPUPD/Examiner.

### **5.2 Implications**

From this research, it is expected that top management and Audit Quality Control can take relevant steps in making the implementation of audit quality control effective at the Inspectorate of West Sulawesi Province so as to ensure and provide adequate assurance (quality assurance), that the audit carried out is in accordance with APIP Audit Standards. . With the achievement of a quality audit, organizational leaders and work units as well as other users can use the work of the West Sulawesi Provincial Inspectorate with full confidence so that it is useful for improving the overall performance of the organization.

Meanwhile, in terms of academic education, this research is expected to increase/enrich the knowledge of academics regarding the practice of Audit Quality Control that occurs in APIP agencies. From the gap between the theory and practice of audit quality control, this can be input for universities to add material for Quality Control on Internal/External Government Audits in the curriculum and syllabus for Government Accounting/Supervision of State Finances.

### **5.3 Suggestions**

From the results of this study, it is suggested to top management and Audit Quality Control at the Inspectorate of West Sulawesi Province to further improve Audit Quality Control within the Inspectorate of West Sulawesi Province so as to ensure and provide adequate quality assurance that the audit carried out by the Inspectorate of West Sulawesi Province has in accordance with APIP Auditing Standards.

Steps that can be taken to improve audit quality control include:

1. The Inspectorate of West Sulawesi Province to apply the APIP Audit Quality Control Guidelines thoroughly and then to prepare the Audit Quality Assurance Review Guidelines so that they can ensure and provide adequate quality assurance that the audits carried out are of higher quality;
2. Inspectorate of West Sulawesi Province to develop audit quality control procedures starting from the planning stage to following up on audit results;
3. Inspectorate of West Sulawesi Province to develop internal control policies in order to achieve strategic goals and targets of the Inspectorate of West Sulawesi Province every year;
4. Inspectorate of West Sulawesi Province to establish an Auditee Risk Assessment Team, Risk Management Committee and Audit Quality Control Committee who are responsible for Audit Quality Control and auditee risks (auditable units) and audit risks of the West Sulawesi Provincial Inspectorate starting from the planning stage up to follow-up on audit results;
5. The Inspectorate of West Sulawesi Province to draw up rules that require all

Auditors/PPUPD/Examiners to make KKA properly and correctly; including adequate rewards and strict sanctions for Auditors/PPUPD/Investigators who do/do not implement them. Thus the Auditors/PPUPD/Investigators will always be motivated to work better;

6. Inspectorate of West Sulawesi Province to evaluate the performance of Auditor/PPUPD/Examiner for each audit assignment, so that the capability and competence of each Auditor/PPUPD/Examiner who is assigned to audit can be known;

7. The Inspectorate of West Sulawesi Province to develop continuous education and training for Auditors/PPUPD/Examiners in order to improve competence and develop their expertise so that audits are expected to be of higher quality;

8. Inspectorate of West Sulawesi Province to monitor and encourage follow-up on findings and recommendations to ensure the effectiveness of audit implementation;

9. The Inspectorate of West Sulawesi Province conducts periodic and continuous reviews of audit results, both internally and externally so that it is guaranteed that the audit carried out by the Inspectorate of West Sulawesi Province has met the criteria or minimum quality standards required in the APIP Audit Standards.

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