



Submitted: 26/04/2026 - Accepted: 28/05/2026 - Published: 28/06/2026

## **Fostering Public Trust and Accountability in Public Healthcare: The Role of Transparency, Integrity, and Independence in Internal Audit Governance**

**Fahmi Natigor Nasution<sup>1\*</sup>, Farida Khairani Lubis<sup>1</sup>, Erlina<sup>1</sup>, Sirojuzilam Hasyim<sup>1</sup>**

<sup>1</sup> Faculty of Economics and Business, Universitas Sumatera Utara, Medan, Indonesia  
\*fahmi.natigor@usu.ac.id

DOI: 10.26417/z31dvj91

### **Abstract**

This study examines how transparency, independence, and integrity contribute to strengthening internal audit quality within public healthcare governance. Positioned within broader discussions of public trust, institutional accountability, and ethical governance in developing-country contexts, the study investigates the role of integrity as a moderating factor in the relationship between transparency, independence, and internal audit quality. Using a quantitative explanatory design, data were collected from 320 respondents across 36 public hospitals in North Sumatra Province, Indonesia, representing hospital directors, deputy directors, heads of finance, planning, medical services, supervision, and administrative units. Data were analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) to evaluate both direct and moderating effects. The findings reveal that transparency and independence positively and significantly influence internal audit quality, indicating that accountable and autonomous oversight mechanisms are essential for strengthening governance effectiveness in public healthcare institutions. The study also finds that integrity does not moderate the relationship between transparency and audit quality, suggesting that transparency functions as an institutionalized governance mechanism independent of individual ethical characteristics. However, integrity significantly strengthens the relationship between independence and internal audit quality, highlighting the importance of ethical values in ensuring effective and trustworthy oversight. These findings contribute to broader social science discussions concerning institutional legitimacy, governance reform, and the delivery of accountable public welfare services in transitional and developing governance systems.

**Keywords:** Governance, Independence, Internal Audit Quality, Integrity, Transparency

## Introduction

Public sector governance remains a major challenge in many developing and transitional countries, particularly in sectors related to social welfare such as healthcare, education, and public administration (Shaheen et al., 2024; Zabidi et al., 2022). Weak institutional accountability, bureaucratic inefficiency, limited transparency, and corruption risks continue to affect the quality of public services and reduce public trust in government institutions (David et al., 2025; Pamungkas & Munawir, 2025; Sari & Muslim, 2025; Van De Walle & Migchelbrink, 2022). In many developing contexts, public hospitals operate under complex administrative pressures, including limited resources, political intervention, and uneven governance capacity. Consequently, strengthening transparency, integrity, and institutional independence has become an important agenda in governance reform and sustainable public sector management. Within this broader context, the case of public hospitals in North Sumatra represents an illustrative example of wider governance challenges experienced across developing regions where accountability systems are still evolving.

Transparency, independence, and integrity are not solely technical auditing dimensions but also social governance mechanisms that contribute to institutional legitimacy and public trust in healthcare administration. From a social science perspective, high-quality internal audits strengthen accountability relationships between public institutions and society, thereby supporting ethical governance and sustainable public service delivery. Internal auditing now serves as a watchdog for management and the board of directors, providing adequate assurance regarding internal control activities, risk management, and governance processes. The audit function is an important part of public accountability (Alkatiri et al., 2023). According to a survey by the Association of Certified Fraud Examiners Indonesia (2019), internal auditing is the second most effective means of detecting fraud. Financial losses caused by fraud can be seen in the amount of losses in rupiah and in small losses that contribute to the proportion of losses at various scales.

Weaknesses in internal oversight can lead to poor audit quality due to various problems within the company, affecting performance and signaling potential fraud. The above cases, both involving companies and regional public hospitals (*Rumah Sakit Umum Daerah* or henceforth RSUD), were caused by inefficient internal supervision within the organizations, which were discovered by the financial supervisory agency (BPK). Therefore, many supporting factors can enhance audit quality, thereby improving performance through optimal supervision, thereby preventing fraud that can have fatal consequences for the company. This condition indicates that several factors play a significant role in promoting good performance and governance in regional public hospitals (RSUDs) in North Sumatra Province. Transparency will encourage a high-quality supervisory system, thereby positively impacting audit results. Transparency in reporting not only involves compliance with accounting standards but also comprehensive disclosure of financial and non-

financial information, enabling stakeholders to make informed decisions (Roelofs, 2019). From a social, business, and humanities perspective, transparency refers to actions by individuals or groups that allow others to observe or understand them objectively (Gurama & Ishaku, 2024). Researches found that transparency influences audit quality; the higher the transparency, the better the audit quality produced (Aziz & Wediyanto, 2024; Kabir et al., 2022; Masimane et al., 2022; Rajabalizadeh, 2025), but this differs from the results of the study by Deumes et al. (2012).

Independence refers to viewing everything objectively during an audit (Prabowo & Suhartini, 2021) and indicates the presence of suspicious reports (Abbott et al., 2016). It is a very important attitude for auditors to avoid bias and prevent losses for any party (Peng & Chau, 2023). Independency of auditor must be maintained because distrust by interested parties in audit results can lead clients or companies to avoid using the auditor's services in the future (Thalia et al., 2024). Independence for auditors means not being easily influenced because auditors carry out their duties in the public interest. Therefore, auditors are not allowed to take sides with any party's interests. Independent auditors, in conducting audits, avoid managerial intervention in determining their activities and can collaborate without prioritizing personal interests (Adil et al., 2022). Research (Ardianto, 2013; Hadisantoso et al., 2022; Senan, 2024) shows that independence has a positive and significant impact on audit quality. When audits are highly independent, audit work will be of higher quality, and reports will be free of external influences. Independence is a determining factor in audit quality. However, this differs from the results of research (Alkatiri et al., 2023), which shows that independence does not have a positive and significant effect on internal audit quality.

Integrity is a fundamental requirement for all parties acting in the public interest. Integrity requires auditors to be fair and honest and to comply with ethical standards, norms, and auditing principles, including independence, objectivity, professional behavior, and protection of the public interest (Hikmayah & Aswar, 2020). Integrity requires auditors to be honest, transparent, courageous, prudent, and responsible in conducting audits (Ahmad, 2023). When faced with pressure or conflict, auditors must uphold the principle of integrity, which requires them to have a character based on honesty, courage, and prudence.

This study examines the effects of transparency and independence on internal audit quality, with integrity functioning as a moderating factor within public healthcare governance. Beyond its technical contribution to auditing literature, this study contributes to broader social science discussions concerning public trust, institutional accountability, and ethical governance in public-sector organizations. The findings are expected to provide practical implications for hospital management and policymakers in strengthening governance systems that promote transparency, professional independence, and integrity in internal oversight practices. In addition, the study highlights the importance of reliable internal audit mechanisms in enhancing institutional credibility, reducing governance risks, and supporting

equitable and accountable healthcare service delivery. By positioning public hospitals as key social welfare institutions, this research also contributes to wider debates on sustainable public administration and governance reform in developing-country contexts.

### ***Research Questions***

Does transparency affect the quality of internal audits?

Does independence affect the quality of internal audits?

Does integrity moderate the effect of transparency on the quality of internal audits?

Does integrity moderate the effect of independence on the quality of internal audits?

### **Literature Review**

#### **Public Sector Governance, Institutional Trust, and Social Welfare**

In social science and public administration literature, governance quality is closely connected to institutional trust and the effectiveness of social welfare delivery (Barbier & Burgess, 2021; Danish & Nawaz, 2022; Dinesen & Sønderskov, 2021). Public institutions are expected not only to operate efficiently but also to demonstrate ethical accountability, transparency, and fairness in managing public resources. In developing and transitional countries, weak governance systems often lead to declining public trust, misuse of public funds, and unequal access to social services, particularly in healthcare institutions. According to institutional legitimacy theory, public organizations maintain legitimacy when they are perceived as transparent, accountable, and aligned with societal expectations (Salehi et al., 2026; Wilson & Knighton, 2021). Similarly, social contract theory emphasizes that governments and public institutions hold moral obligations to provide trustworthy and equitable services because they operate using public resources and authority delegated by society. Within healthcare governance, internal auditing functions not merely as a technical financial mechanism (Cantù et al., 2025; Raiborn et al., 2017; Van Gelderen et al., 2017) but also as an institutional safeguard that protects public interests and strengthens accountability systems.

#### **Accountability in Public Healthcare**

Accountability is a fundamental principle in public healthcare governance because healthcare institutions are responsible not only for financial management but also for ensuring equitable, transparent, and ethical service delivery to society. From a social governance perspective, accountability functions as a mechanism that strengthens institutional legitimacy and public confidence (Adea et al., 2026). Institutional legitimacy theory suggests that public organizations maintain societal support when they operate in accordance with social expectations, ethical standards, and principles of fairness. In healthcare governance, accountability is reflected through transparent financial reporting, effective internal supervision, ethical decision-making, and

responsiveness to public needs (Aminu-Ibrahim & Chinemerem Ogbete, 2024; Gobezie et al., 2025; Nunes et al., 2023; Putri et al., 2025). Weak accountability systems may increase the risk of corruption, misuse of public funds, bureaucratic inefficiency, and declining public trust in healthcare institutions, particularly in developing and transitional countries where governance structures are still evolving.

Transparency in auditing improves institutional openness and public confidence, while independence ensures objective oversight free from political or managerial influence. Integrity, meanwhile, represents an ethical foundation that reinforces public trust in governance systems. Therefore, examining transparency, independence, and integrity in internal audit practices contributes to broader discussions regarding governance reform, institutional legitimacy, and sustainable social welfare administration in developing-country contexts.

### Research Method

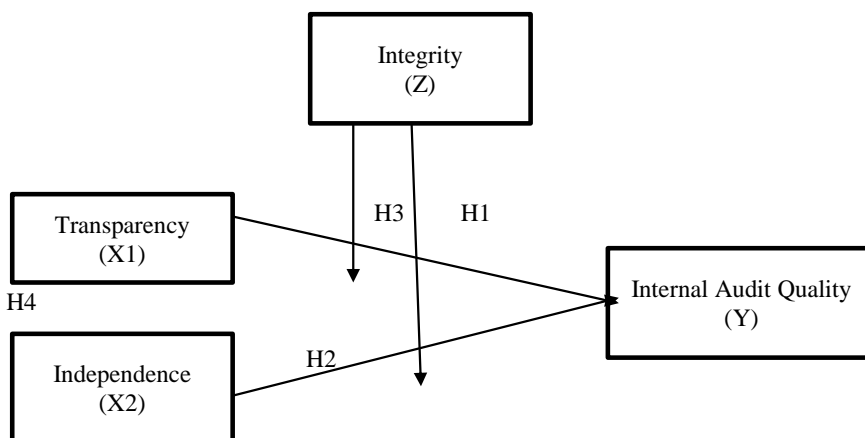
The objectives of this study are as follows: (1) To prove and analyze the effect of transparency on internal audit quality, (2) To prove and analyze the effect of independence on internal audit quality, (3) To prove and analyze integrity moderating the effect of transparency on internal audit quality, (4) To prove and analyze integrity moderating the effect of independence on internal audit quality.

H1: Transparency has a positive and significant effect on internal audit quality.

H2: Independence has a positive and significant effect on internal audit quality.

H3: Integrity moderates the effect of transparency on internal audit quality.

H4: Integrity moderates the effect of independence on internal audit quality.



**Figure 1.** Conceptual Framework

## Data Collection

The population and sample of this study comprised regional general hospitals (RSUDs) in North Sumatra Province, across 33 districts/cities and 36 RSUDs. Of the 353 questionnaires distributed, 320 were returned with data meeting the analysis criteria, yielding a response rate of 91%. This study is causal. The purpose of this type of study is to identify facts or events as dependent variables and investigate the influencing variables as independent variables. Because this study is qualitative and explanatory research, the instrument used to collect the necessary information is a questionnaire. The measurements obtained were used on an ordinal scale with the Likert method. The Likert scale in this study aimed to elicit responses indicating the extent to which individuals felt positive or negative about the topic being studied. The table below shows the measurements for each variable:

**Table 1.** Measurement for each variable

Variable	Definition	Indicator	Scale
Internal Audit Quality	A reflection of the internal audit function consistently providing significant added value and helping the organization achieve its objectives more effectively and efficiently.  (Hanskamp-Sebregts et al., 2020)	1. Objectivity and autonomy	Likert
		2. Competence	Likert
		3. Compliance with standards	Likert
		4. Communication of audit results	Likert
		5. Follow-up monitoring (Kaawaase et al., 2021; Nalukenge et al., 2022)	Likert
Transparency	Transparency is a principle that requires all activities, decisions, and information, especially those related to the use of public resources, to be communicated openly, honestly, and in a manner accessible to the public.  (Roelofs, 2019)	1. Transparency of the audit process	Likert
		2. Openness of audit information (Kabir et al., 2022)	Likert
Independence	Independence is one of the main principles of good corporate governance, meaning that the board of commissioners, audit committee, and other	1. Program independence	Likert
		2. Investigation independence	Likert

---

corporate bodies must be free from managerial or other influences that could reduce their ability to act objectively in the best interests of the company and prevent the abuse of authority. (Prabowo & Suhartini, 2021)

(Nugraha & Syafdinal, 2021).

---

## Data Analysis

The data analysis in this study uses Structural Equation Modeling (SEM). The data processing tool in the equation model in this study uses Partial Least Squares (PLS). PLS-SEM was selected because it is suitable for examining complex relationships involving moderating variables and for predicting latent constructs within governance and organizational research contexts. The PLS model is evaluated by assessing the outer and inner models. The outer model is a measurement model that predicts the relationships among indicators, their latent variables, and the estimated parameters. In contrast, the inner model is a structural model that predicts the causal relationships among latent variables (Sekaran & Bougie, 2016).

Next, an inner model analysis is performed to ensure the structural model is robust and accurate. The inner model evaluation can be assessed using the coefficient of determination ( $R^2$ ), Predictive Relevance ( $Q^2$ ), and Goodness-of-Fit Index (GoF) (Ghozali, 2020). Hypothesis testing is done by examining the probability and the t-statistic. The p-value is less than 0.05, the alpha level. The t-Table value for alpha 5% is 1.96. Thus, the criterion for accepting the hypothesis is that the t-statistic is greater than the t-value from the t-table.

## Ethical Consideration

This study adhered to ethical research principles throughout the data collection and analysis processes. Participation in the study was voluntary, and all respondents were informed about the purpose of the research before completing the questionnaire. Informed consent was obtained from participants, and respondents were assured that their responses would remain confidential and used solely for academic research purposes. No personal identifiers were disclosed in the analysis or reporting of findings. Institutional permission to conduct the study was obtained from the relevant public hospital authorities in North Sumatra Province. The study was conducted in accordance with principles of research integrity, anonymity, confidentiality, and professional ethics in social science research.

## Results

Convergent validity is part of a measurement model referred to as confirmatory factor analysis (CFA) in covariance-based SEM and as an external code in SWM-PLS. To determine whether the measurement model or outer model meets the convergent validity requirements for reflective constructs, two criteria are used: a significant P value ( $< 0.05$ ) and loadings must be greater than 0.7. However, especially for newly created questionnaires, the requirement for loadings exceeding 0.7 is sometimes not met. Therefore, outer loadings in the range of 0.40 to 0.70 should be considered for retention. It is recommended that indicators with loadings below 0.40 be removed from the model. The impact of removing indicators with loadings between 0.40 and 0.70 must be assessed in relation to composite reliability and average extracted variance (AVE). If removing these indicators increases the AVE and composite reliability beyond the threshold values, they can be removed provided the outer loadings are in the range of 0.40 to 0.70. The thresholds for composite reliability and AVE are 0.70 and 0.50, respectively.

Based on the outer loading validity test shown figure 2 and table 2, all outer loading values are  $> 0.7$ , indicating they meet the validity criteria. After that, a validity test was conducted using the average variance extracted (AVE) value.

**Table 2.** Validity measurement based on average variance extracted (AVE)

	Average variance extracted (AVE)
Indepedence (X2)	0,780
Integrity (Z)	0,861
Internal Audit Quality (Y)	0,932
Transparency (X1)	0,921

The recommended threshold for AVE is above 0.5. All AVE values were found to be  $> 0.5$ , indicating that the validity criteria based on AVE were met. Next, reliability testing was conducted using composite reliability (CR) values.

**Table 3.** Reliability testing based on Composite Reliability (CR)

	Composite reliability (rho_c)
Indepedence (X2)	0,966
Integrity (Z)	0,987
Internal Audit Quality (Y)	0,996
Transparency (X1)	0,991

**Table 4.** Path coefficient test & significance of effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Indepedence -> Internal Audit Quality	0,326	0,328	0,064	5,078	0,000
Integrity -> Internal Audit Quality	0,133	0,135	0,048	2,793	0,003
Transparency -> Internal Audit Quality	0,273	0,272	0,068	3,988	0,000
Integrity x Transparency -> Internal Audit Quality	-0,086	-0,083	0,080	1,065	0,144
Integrity x Indepedensi -> Internal Audit Quality	0,183	0,184	0,066	2,768	0,003

Based on the table, the results obtained are as follows:

- Transparency (X1) has an effect on internal audit quality (Y) with a coefficient value of 0.273 and is significant with a T-statistic of 3.988 > 1.647 and P-values of 0.000 < 0.05 (Hypothesis accepted)
- Indepedence (X2) has an effect on internal audit quality (Y) with a coefficient value of 0.326 and is significant with a T-statistic of 5.078 > 1.647 and P-values of 0.000 < 0.05 (Hypothesis accepted)
- Integrity (Z) does not significantly moderate the effect of transparency (X1) on internal audit quality (Y) with T-statistic = 1.065 < 1.647 and P-values 0.144 > 0.05 (Moderation hypothesis rejected)
- Integrity (Z) significantly moderates the effect of independence (X2) on internal audit quality (Y) with T-statistic = 2.768 > 1.647 and P-values 0.003 (Moderation hypothesis accepted).

## Discussion

Based on the results in Table 4, which indicate that transparency has an original sample value of 0.273, a t-statistic of 3.988, and a P-value of 0.000. Because the P-

value is  $<0.05$ , hypothesis 1 is accepted. This shows that the quality of internal audits at the North Sumatra Provincial Hospital is good. Theoretically, transparency is a key pillar of public-sector organisational governance. This indicates that the more open the audit process is, from planning to reporting, the higher the quality of the audit results will be. At the North Sumatra Provincial Hospital, open access to data for internal auditors enables a more in-depth verification process. These findings are in line with (Alshamrani, 2023; Arso & Putro, 2022; Grose et al., 2023), where transparency serves as an effective monitoring mechanism to ensure that management works in accordance with the interests of the principal (government).

Next is independence, which is the lifeblood of the auditing profession. The hypothesis results show an original sample value of 0.326, a t-statistic of 5.078, and a P-value of 0.000. Considering that  $T > 1.96$  and  $P < 0.05$ , hypothesis 2 is accepted. Independence has been proven to have a positive and significant effect on internal audit quality. The coefficient of 0.326, the highest among the direct effects, indicates that independence is the most dominant predictor of internal audit quality at the North Sumatra Provincial Hospital. Hospital auditors who are free from managerial pressure or practical political interests in the provincial environment will be able to provide honest and objective opinions. These findings are in line with (Jayden, 2021; Novatiani et al., 2018; Prabowo & Suhartini, 2021; Puspitasari et al., 2019), which emphasise that internal audit quality does not only depend on technical capabilities but also greatly depends on the extent to which auditors can maintain their professional distance from the audited object.

In the first moderation effect test, the interaction between integrity and transparency showed an original sample value of -0.086, a t-statistic of 1.065, and a P-value of 0.144. Because the p-value is  $>0.05$ , hypothesis 3 is rejected. This means integrity cannot moderate the relationship between transparency and internal audit quality. Empirically, auditor integrity at the North Sumatra Provincial Hospital does not function as a factor that strengthens or weakens the impact of transparency on internal audit quality. This is likely because transparency in government institutions has been rigidly regulated through a bureaucratic system and digital standard operating procedures (SOPs). When the transparency system runs automatically and procedurally, the auditor's personal integrity no longer has a significant interaction effect on the quality of work results. Audit quality resulting from transparency is more systematic than personalistic, meaning that, as long as the system is open to whomever the auditor is (regardless of the level of individual integrity), the benefits of transparency on audit quality will remain constant.

The fourth hypothesis test examines whether integrity moderates the relationship between independence and internal audit quality. The results show an original sample value of 0.183, a t-statistic of 2.768, and a P-value of 0.003. Because the p-value is  $<0.05$ , the fourth hypothesis is accepted. Integrity is proven to significantly moderate and strengthen the influence of independence on internal audit quality. A positive coefficient of 0.183 indicates that integrity acts as a reinforcing factor. At the

North Sumatra Provincial Hospital, structural independence will have a much more massive impact on audit quality if the auditor has high integrity. Independence without integrity is a fragile position; an auditor may have structural freedom, but without strong moral principles, he or she can still be tempted to compromise audit quality. Conversely, when an honest and courageous auditor (one with integrity) is appointed to an independent position, they will maximise that independence to uncover the truth without compromise (Prabowo & Suhartini, 2021; Nugraha & Syafdinal, 2021). This synergy between independence and integrity is what creates superior audit quality.

The findings of this study should be interpreted not only within the technical framework of internal auditing but also within broader discussions of public governance and social welfare administration. The positive effects of transparency and independence on internal audit quality indicate that accountable governance mechanisms are essential for strengthening institutional trust in public healthcare systems (Nunes et al., 2023; Oppong et al., 2023; Putri et al., 2025; Singh et al., 2021). In developing-country contexts, where public institutions often face challenges related to bureaucratic inefficiency, political intervention, and corruption risks, transparent and independent oversight systems become important instruments for ensuring fair and reliable public service delivery. These findings are consistent with international studies emphasizing that governance quality directly influences public confidence in healthcare and other welfare institutions (Helliwell et al., 2018; Klomp & De Haan, 2008; Rockers et al., 2012; Sirag et al., 2017; Svallfors, 2013). Research conducted in various developing and transitional countries has similarly shown that transparent governance practices contribute to stronger institutional legitimacy, reduced misuse of public resources, and improved public accountability (Birdayanthi et al., 2025; Buqhory et al., 2026; Mendoza Reyna et al., 2024; Surjono, 2022). Furthermore, the moderating role of integrity in strengthening the relationship between independence and audit quality highlights the importance of ethical values in governance systems. Structural independence alone is insufficient if not supported by moral responsibility and professional integrity.

From a social policy perspective, this study suggests that improving governance mechanisms in public hospitals can contribute to broader social welfare outcomes by enhancing institutional credibility and strengthening public confidence in healthcare administration. Thus, the North Sumatra case should not be viewed as an isolated regional phenomenon, but rather as part of wider governance challenges faced by many public-sector institutions across developing societies.

## **Conclusion**

The results indicate that audit quality does not stand alone; it is generated by the interaction between a strong formal system and the auditor's personal integrity. Data analysis reveals that transparency and independence have a positive, significant impact on audit quality. Within the context of agency theory, transparency and

independence serve as efficient control mechanisms to reduce information asymmetry between hospital management and leadership, thereby ensuring that all operational processes are carried out in accordance with public accountability standards.

A key finding of this study is that integrity can act as both a moderating variable and a dependent variable. Integrity has been shown to enhance the impact of independence on internal audit quality substantially. Self-efficacy theory posits that integrity is an internal strength that helps auditors feel more confident in their ability to remain objective. Independence gives auditors the freedom to work in any manner they choose, but integrity ensures they have the moral courage to exercise that freedom to report their findings honestly. Integrity and independence work together to protect.

This study ultimately demonstrates that internal audit governance in public healthcare institutions should not be viewed solely as a technical administrative process, but as part of a broader social governance framework that influences public trust, institutional legitimacy, and the effectiveness of social welfare delivery. The findings highlight the importance of integrating transparency, independence, and ethical integrity into governance systems to support accountable and sustainable public service administration, particularly in developing-country contexts where institutional trust remains a critical social challenge.

## References

- [1] Abbott, L. J., Daugherty, B., Parker, S., & Peters, G. F. (2016). Internal Audit Quality and Financial Reporting Quality: The Joint Importance of Independence and Competence. *Journal of Accounting Research*, 54(1), 3–40. <https://doi.org/10.1111/1475-679X.12099>
- [2] Adea, M., Wanyomyi, K. W., & Malual, M. R. (2026). Strengthening Public institutions: The impact of Accountability mechanisms on Corruption reduction. *Journal of Scientific Reports*, 13(1), 106–128. <https://doi.org/10.58970/JSR.1176>
- [3] Adil, M., Mediaty, & Haliah. (2022). Accountability and Transparency in the Public and Private Sector. *International Journal Of Humanities Education and Social Sciences (IJHESS)*, 1(6). <https://doi.org/10.55227/ijhess.v1i6.167>
- [4] Alkatiri, A., Basuki, F. H., & Loupatty, L. G. (2023). The Effect of Audit Knowledge, Accountability and Independence on Internal Audit Quality. *Jurnal Ilmiah Akuntansi Kesatuan*, 11(3), 653–662. <https://doi.org/10.37641/jiakes.v11i3.2689>
- [5] Alshamrani, S. M. (2023). Factors of Effective Internal Audits for Patient Safety in Primary Health Care Centers of Taif, Saudi Arabia. *Saudi Journal of Health Systems Research*, 3(1–4), 169–175. <https://doi.org/10.1159/000533545>

- [6] Aminu-Ibrahim, A., & Chinemerem Ogbete, J. (2024). Governance and Accountability Models for Public Private Partnerships in Healthcare Infrastructure Development. *International Journal of Advanced Multidisciplinary Research and Studies*, 4(6), 2943–2960. <https://doi.org/10.62225/2583049X.2024.4.6.5699>
- [7] Ardianto. (2013). Interdependency Group Moderation and the Relationship between Procedural Fairness and Audit Performance. *Journal of Economics, Business, and Accountancy | Ventura*, 16(1). <https://doi.org/10.14414/jebav.v16i1.130>
- [8] Arso, S. P., & Putro, A. S. (2022). The Effectiveness of Internal Audit in Regional Public Hospitals as Regional Public Service Agencies. *Jurnal Manajemen Kesehatan Indonesia*, 10(1), 65–72. <https://doi.org/10.14710/jmki.10.1.2022.65-72>
- [9] Association of Certified Fraud Examiners Indonesia. (2019). *Survei Fraud Indonesia 2019. Indonesia Chapter #111*, 53(9), 1–76.
- [10] Aziz, S., & Wediyanto, E. (2024). The Influence of Transparency, Accountability, Human Resource Competence, Technological Innovation, and Public Participation on Local Government Financial Performance. *Priviet Social Sciences Journal*, 4(12). <https://doi.org/10.55942/pssj.v4i12.347>
- [11] Barbier, E. B., & Burgess, J. C. (2021). Institutional Quality, Governance and Progress towards the SDGs. *Sustainability*, 13(21), 11798. <https://doi.org/10.3390/su132111798>
- [12] Birdayanthi, B., Yusriadi, Y., & Ikmal, I. (2025). Accountability and Transparency in Public Administration for Improved Service Delivery. *Journal Social Civilecial*, 3(1), 34–47. <https://doi.org/10.71435/610633>
- [13] Buqhory, A. A., Pasaribu, E., Gultom, E. U., Tanjung, M. I., & Supraja, G. (2026). Management Accounting Practices and Good Governance: Evidence from Indonesian Provincial Governments. *International Journal of Economic Research and Financial Accounting (IJERFA)*, 4(2), 225–232. <https://doi.org/10.55227/ijerfa.v4i2.432>
- [14] Cantù, E., Langella, C., & Vannini, I. E. (2025). Making Sense of the Internal Audit Function: Toward Internal Controls Integration and Organizational Learning. *Financial Accountability & Management*, 41(2), 262–273. <https://doi.org/10.1111/faam.12413>
- [15] Danish, M. H., & Nawaz, S. M. N. (2022). Does institutional trust and governance matter for multidimensional well-being? Insights from Pakistan. *World Development Perspectives*, 25, 100369. <https://doi.org/10.1016/j.wdp.2021.100369>
- [16] David, D. L. C.-M., Mercedes, L. A., Pedro, I. R., Fanny, C. B., & Inocenta, C. B. (2025). Key factors impacting effective accountability: A comprehensive bibliographic. *International Journal of Innovative Research and Scientific Studies*, 8(5), 2178–2186. <https://doi.org/10.53894/ijirss.v8i5.9439>

- [17] Deumes, R., Schelleman, C., Vander Bauwhede, H., & Vanstraelen, A. (2012). Audit Firm Governance: Do Transparency Reports Reveal Audit Quality? *AUDITING: A Journal of Practice & Theory*, 31(4), 193–214. <https://doi.org/10.2308/ajpt-10301>
- [18] Dinesen, P. T., & Sønderskov, K. M. (2021). Quality of Government and Social Trust. In A. Bågenholm, M. Bauhr, M. Grimes, & B. Rothstein (Eds.), *The Oxford Handbook of the Quality of Government* (1st ed., pp. 539–558). Oxford University Press. <https://doi.org/10.1093/oxfordhb/9780198858218.013.26>
- [19] Gobezie, D. A., Gebeyehu, E. M., Yasine, T., Abeje, E. T., & Mekonen, A. M. (2025). Healthcare governance practices and their determinants among public hospital managers in South Wollo zone, Northeast Ethiopia. *Scientific Reports*, 15(1), 33984. <https://doi.org/10.1038/s41598-025-12134-z>
- [20] Grose, C., Petsi, M., Kalialakis, I., & Talias, M. (2023). Internal Audit in Public Hospitals: The Case of Greece. *Oeconomica Jadertina*, 13(2). <https://doi.org/10.15291/oec.4220>
- [21] Gurama, Z. U., & Ishaku, A. (2024). Relating accountability and transparency with internal audit function in tax administration.
- [22] Hadisantoso, E., Mas'ud, A., & Aqilah, E. A. (2022). The effect of auditor's competency and independence on audit quality of the internal supervision of Halu Oleo University. *JPPi (Jurnal Penelitian Pendidikan Indonesia)*, 8(3), 853. <https://doi.org/10.29210/020221643>
- [23] Helliwell, J. F., Huang, H., Grover, S., & Wang, S. (2018). Empirical linkages between good governance and national well-being. *Journal of Comparative Economics*, 46(4), 1332–1346. <https://doi.org/10.1016/j.jce.2018.01.004>
- [24] Hikmayah, N., & Aswar, K. (2020). The Impact of Factors on the Audit Quality in Indonesia: The Moderating Effect of Professional Commitments. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 9(4), Pages 285-293. <https://doi.org/10.6007/IJARAFMS/v9-i4/6916>
- [25] Jayden, W. J. (2021). Influence of Governance Indicators on Disclosures in Performance Audit Reports in National Government Constituencies Development Funds. *Edith Cowan Journal of Entrepreneurship and Project Management*, 5(1), 35–67. <https://doi.org/10.55077/edithcowanjournaloventrepreneurshipandprojectmanagement.v1i1.34>
- [26] Kaawaase, T. K., Nairuba, C., Akankunda, B., & Bananuka, J. (2021). Corporate governance, internal audit quality and financial reporting quality of financial institutions. *Asian Journal of Accounting Research*, 6(3), 348–366. <https://doi.org/10.1108/AJAR-11-2020-0117>
- [27] Kabir, M. R., Sobhani, F. A., Mohamed, N., & Ashrafi, D. M. (2022). Impact of Integrity and Internal Audit Transparency on Audit Quality: The Moderating

- Role of Blockchain. *Management and Accounting Review*, 21(1).  
<https://doi.org/10.24191/MAR.V21i01-09>
- [28] Klomp, J., & De Haan, J. (2008). Effects of Governance on Health: A Cross-National Analysis of 101 Countries. *Kyklos*, 61(4), 599–614.  
<https://doi.org/10.1111/j.1467-6435.2008.00415.x>
- [29] Masimane, B. A., Ndambuki, V. M., & Mulinge, D. N. (2022). The Effect of Relational Transparency on the Performance of Employees of Commercial Banks in Kenya. *International Journal of Economics, Business and Management Research*, 06(08), 258–273.  
<https://doi.org/10.51505/ijebmr.2022.6819>
- [30] Mendoza Reyna, R. P., Vela Meléndez, L., & Dávila Cisneros, J. D. (2024). La gobernanza y la optimización del gasto público. Una revisión de literatura. *Suma de Negocios*, 15(32), 59.  
<https://doi.org/10.14349/sumneg/2024.V15.N32.A7>
- [31] Nalukenge, I., Kaawaase, T. K., Bananuka, J., & Ogwal, P. F. (2022). Internal audit quality, punitive measures and accountability in Ugandan statutory corporations. *Journal of Economic and Administrative Sciences*, 38(3), 417–443. <https://doi.org/10.1108/JEAS-05-2020-0084>
- [32] Novatiani, R. A., Afiah, N. N., Soemantri, R., & Ritchi, H. (2018). Internal Audit Function and Application of Good Corporate Governance at Public Indonesian Commercial Banks. *European Research Studies Journal*, XXI(3), 381–388.
- [33] Nunes, C., Gomes, P., & Santana, J. (2023). Transparency, accountability, and governance: A literature review in the context of public hospitals. *Revista de Administração Pública*, 57(2), e2022-0238. <https://doi.org/10.1590/0034-761220220238x>
- [34] Oppong, C., Fofack, A. D., & Boakye-Yiadom, E. (2023). Efficacy of public sector audits in the provision of quality healthcare in Ghana. *Journal of Economic and Administrative Sciences*, 39(4), 1108–1121.  
<https://doi.org/10.1108/JEAS-03-2021-0045>
- [35] Pamungkas, P., & Munawir, I. (2025). Strengthening public service quality through integrity, accountability, and transparency. *Priviet Social Sciences Journal*, 5(9), 34–46. <https://doi.org/10.55942/pssj.v5i9.705>
- [36] Peng, C., & Chau, K. Y. (2023). Independent audit quality and corporate cash holdings. *Finance Research Letters*, 58, 104405.  
<https://doi.org/10.1016/j.frl.2023.104405>
- [37] Prabowo, D. D. B., & Suhartini, D. (2021). The Effect of Independence and Integrity on Audit Quality: Is There A Moderating Role for E-Audit? *Journal of Economics, Business, & Accountancy Ventura*, 23(3), 305–319.  
<https://doi.org/10.14414/jebav.v23i3.2348>
- [38] Puspitasari, W., Mafela, A., & Melani, F. (2019). The Influence of Independence, Work Experience, Due Professional Care, Accountability, Integrity, and Clients Pressure on Audit Quality. *Indonesian Management*

- and Accounting Research, 16(2), 17–32.  
<https://doi.org/10.25105/imar.v16i2.4677>
- [39] Putri, A. A., Lumbantobing, S. B., & Wasir, R. (2025). Membangun Transparansi dan Akuntabilitas dalam Tata Kelola Sistem Kesehatan Indonesia. *Jurnal Ilmiah Kedokteran Dan Kesehatan*, 4(2), 294–303.  
<https://doi.org/10.55606/klinik.v4i2.3986>
- [40] Raiborn, C., Butler, J. B., Martin, K., & Pizzini, M. (2017). The Internal Audit Function: A Prerequisite for Good Governance. *Journal of Corporate Accounting & Finance*, 28(2), 10–21. <https://doi.org/10.1002/jcaf.22246>
- [41] Rajabalizadeh, J. (2025). Corporate culture's influence on the transparency of financial reporting in Iran: An in-depth analysis of readability and tone. *Journal of Applied Accounting Research*, 26(6), 47–85.  
<https://doi.org/10.1108/JAAR-02-2024-0074>
- [42] Rockers, P. C., Kruk, M. E., & Laugesen, M. J. (2012). Perceptions of the Health System and Public Trust in Government in Low and Middle-Income Countries: Evidence from the World Health Surveys. *Journal of Health Politics, Policy and Law*, 37(3), 405–437.  
<https://doi.org/10.1215/03616878-1573076>
- [43] Roelofs, P. (2019). Transparency and mistrust: Who or what should be made transparent? *Governance*, 32(3), 565–580.  
<https://doi.org/10.1111/gove.12402>
- [44] Salehi, A., Motaghi, H., Hashemi, M. S., & Fahim, Y. (2026). Public Trust and Legitimacy in the AI Era: A Systematic Review of Public Media Organizations. *Journal of Communication and Management*, 5(1), 72–84.  
<https://doi.org/10.58966/JCM2026517>
- [45] Sari, R., & Muslim, M. (2025). Public Budget Transparency and Accountability in Preventing Corruption and Inefficiency. *Advances in Management & Financial Reporting*, 4(1), 1–17.  
<https://doi.org/10.60079/amfr.v4i1.467>
- [46] Sekaran, U., & Bougie, R. (2016). *Research Methods for Business: A Skill-Building Approach*. John Wiley & Sons Ltd. [https://digilib.politeknik-pratama.ac.id/assets/dokumen/ebook/feb\\_f006f52b62a646e28c8c7870aa1112fbc0c49ca\\_1650455622.pdf](https://digilib.politeknik-pratama.ac.id/assets/dokumen/ebook/feb_f006f52b62a646e28c8c7870aa1112fbc0c49ca_1650455622.pdf)
- [47] Senan, N. A. M. (2024). The Moderating Role of Corporate Governance on the Associations of Internal Audit and Its Quality with the Financial Reporting Quality: The Case of Yemeni Banks. *Journal of Risk and Financial Management*, 17(3), 124. <https://doi.org/10.3390/jrfm17030124>
- [48] Shaheen, R., Yasin, A., Yasmin, F., & Anwar, R. (2024). Addressing Financial and Administrative Challenges in Public Sector Health Programs: A Review of Pakistan's Health care System. *Journal of Human Dynamics*, 1(2), 45–52.  
<https://doi.org/10.55627/jhd.001.02.0712>
- [49] Singh, K. S. D., Ravindran, S., Ganesan, Y., Abbasi, G. A., & Haron, H. (2021). Antecedents and Internal Audit Quality Implications of Internal Audit

- Effectiveness. *International Journal of Business Science and Applied Management*, 16(2), 1–21. <https://doi.org/10.69864/ijbsam.16-2.145>
- [50] Sirag, A., Mohamed Nor, N., & Raja Abdullah, N. M. (2017). Health Financing: Does Governance Quality Matter? *Iranian Economic Review*, 21(3), 693–723. <https://doi.org/10.22059/ier.2017.62946>
- [51] Surjono, W. (2022). Strengthening Transparency and Accountability as an Effort to Prevent Deviations in the Public and Private Sectors. *Atestasi : Jurnal Ilmiah Akuntansi*, 5(2), 861–873. <https://doi.org/10.57178/atestasi.v5i2.942>
- [52] Svallfors, S. (2013). Government quality, egalitarianism, and attitudes to taxes and social spending: A European comparison. *European Political Science Review*, 5(3), 363–380. <https://doi.org/10.1017/S175577391200015X>
- [53] Thalia, R. D., Aliya, S., Gunarto, M., & Helmi, S. (2024). The Influence of Employee Engagement and Work Environment on Employee Performance at PT. Agronusa Alam Perkasa. *Jurnal Ekonomi*, 13(01), 2278–2290.
- [54] Van De Walle, S., & Migchelbrink, K. (2022). Institutional quality, corruption, and impartiality: The role of process and outcome for citizen trust in public administration in 173 European regions. *Journal of Economic Policy Reform*, 25(1), 9–27. <https://doi.org/10.1080/17487870.2020.1719103>
- [55] Van Gelderen, S. C., Zegers, M., Boeijen, W., Westert, G. P., Robben, P. B., & Wollersheim, H. C. (2017). Evaluation of the organisation and effectiveness of internal audits to govern patient safety in hospitals: A mixed-methods study. *BMJ Open*, 7(7), e015506. <https://doi.org/10.1136/bmjopen-2016-015506>
- [56] Wilson, C., & Knighton, D. (2021). Legitimacy, autonomy and trust: A recipe for organizations to operate in the public interest. *Corporate Communications: An International Journal*, 26(4), 773–792. <https://doi.org/10.1108/CCIJ-03-2021-0029>
- [57] Zabidi, N., Ismail, M. M., Adnan, Z. H., & Mohd Zain, M. I. (2022). Poverty Governance System in The Public Sector Administration Affairs in Malaysia. *International Journal of Academic Research in Business and Social Sciences*, 12(10), 225–238. <https://doi.org/10.6007/IJARBS/v12-i10/15209>