

The Role of Electronic Qualifications and Extrinsic Rewards in Enhancing Internal Auditor Effectiveness: A Study in Bandung

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Abstract

This study aims to analyze the influence of electronic qualifications on the effectiveness of internal auditors, as well as examine the role of extrinsic rewards as a moderation variable in the relationship. The background of this research is based on the need for organizations to have auditors who are not only technically competent, but also externally motivated in dealing with the complexities of technology-based audits. The approach used in this study is quantitative, with the Partial Least Squares Structural Equation Modeling (PLS-SEM) analysis method. The data was obtained through the distribution of questionnaires to internal auditors working in various public and private agencies in the city of Bandung, and measured using the Likert scale. The results of the study show that electronic qualifications have a positive and significant influence on the effectiveness of internal auditors. Similarly, extrinsic rewards have been shown to contribute to increasing the effectiveness of auditors' work. Furthermore, the findings show that extrinsic rewards moderates the relationship between electronic qualifications and auditor effectiveness, where highly qualified auditors will show more optimal performance when supported by an adequate reward system. This research provides theoretical and practical implications that the development of internal auditor competencies needs to be balanced with a proportionate and structured awarding strategy. Organizations are advised to design auditor resource management policies based on a combination of technical capacity building and motivational fulfillment to improve the effectiveness of internal audits on an ongoing basis.

Keywords: Electronic Qualifications, Extrinsic Rewards, Internal Auditor Effectiveness.

Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh kualifikasi elektronik terhadap efektivitas auditor internal, serta mengkaji peran penghargaan ekstrinsik sebagai variabel moderasi dalam hubungan tersebut. Latar belakang penelitian ini didasarkan pada kebutuhan organisasi untuk memiliki auditor yang tidak hanya kompeten secara teknis, tetapi juga bermotivasi eksternal dalam menangani kompleksitas audit berbasis teknologi. Pendekatan yang digunakan dalam penelitian ini adalah kuantitatif, dengan metode analisis Partial Least Squares Structural Equation Modeling (PLS-SEM). Data diperoleh melalui penyebaran kuesioner kepada auditor internal yang bekerja di berbagai instansi publik dan swasta di Kota Bandung, dan diukur menggunakan skala Likert. Hasil penelitian menunjukkan bahwa kualifikasi elektronik berpengaruh positif dan signifikan terhadap efektivitas auditor internal. Demikian pula, penghargaan ekstrinsik terbukti berkontribusi dalam meningkatkan efektivitas kerja auditor. Lebih lanjut, temuan menunjukkan bahwa penghargaan ekstrinsik memoderasi hubungan antara kualifikasi elektronik dan efektivitas auditor, di mana auditor yang berkualifikasi tinggi akan menunjukkan kinerja yang lebih optimal apabila didukung oleh sistem penghargaan yang memadai. Penelitian ini memberikan implikasi teoretis dan praktis bahwa pengembangan kompetensi auditor internal perlu diimbangi dengan strategi penghargaan yang proporsional dan terstruktur. Organisasi disarankan untuk merancang kebijakan manajemen sumber daya auditor berdasarkan kombinasi pengembangan kapasitas teknis dan pemenuhan motivasi untuk meningkatkan efektivitas audit internal secara berkelanjutan.

Kata Kunci: Kualifikasi Elektronik, Penghargaan Ekstrinsik, Efektivitas Auditor Internal.

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INTRODUCTION

The role of internal auditors in modern organizations is increasingly crucial as operational complexity, regulatory dynamics, and the need for managerial transparency increase. Internal auditors no longer only function as administrative supervisors, but also as strategic partners in ensuring the

effectiveness of internal control systems and corporate governance (Alqudah et al., 2019; Christ et al., 2015). In the midst of advances in information technology and the digitization of business processes, the demands on auditor competence have also undergone a transformation. Technology-based professional qualifications or electronic qualifications are an important indicator in assessing auditors' readiness to face the challenges of an increasingly digital and data-based business environment (Oussii & Taktak, 2018; Khanam, 2024).

In addition to the technical competence aspect, the motivational dimension is also the main determinant of the effectiveness of internal auditors. The provision of extrinsic rewards in the form of financial incentives, promotions, and institutional awards has been proven to increase the motivation and productivity of auditors (Aktar, 2012; Mugambi et al., 2022). However, the effectiveness of this reward system is still up for debate, especially when it is not in line with the auditor's intrinsic motivation. This suggests that there is a wide range of research space to explore how the interaction between electronic qualifications and extrinsic rewards can shape the effectiveness of internal auditors' work in the context of modern organizations (Park, 2011; Ryan & Deci, 2000).

Electronic qualification reflects the level of professionalism and technical competence of an auditor, especially in facing the challenges of information system-based audits and digitalization. These qualifications are generally obtained through professional certifications such as CIA, CPA, or CISA, which test not only theoretical understanding but also practical skills relevant to the organization's current needs (Oussii & Taktak, 2018). Research shows that auditors with electronic qualifications have better judgment skills, are more adaptive to data-based audit technology, and are able to increase trust from management and external parties (Wuryani, 2024; Khanam, 2024). In the context of a digitally fast-moving organization, the existence of highly qualified auditors is a strategic asset in maintaining the integrity and efficiency of business processes.

On the other hand, extrinsic rewards play a crucial role in influencing the behavior and performance of internal auditors. Providing incentives such as performance bonuses, promotions, or public awards can encourage increased productivity, loyalty, and job satisfaction of auditors (Aktar, 2012; Mugambi et al., 2022). However, studies have also shown that over-reliance on external motivation can risk lowering auditors' intrinsic motivation, particularly if rewards are not directly associated with meaningful work performance (Ryan & Deci, 2000; Park, 2011). Therefore, a strategically designed reward system that recognizes the auditor's competence and tangible contribution is essential in shaping sustainable work effectiveness.

Although many studies have addressed the factors that affect the effectiveness of internal auditors, the main focus still revolves around aspects of independence, ethics, and oversight by audit committees (Cohen & Sayag, 2010; Alqudah et al., 2019). Studies on the role of electronic qualification in the context of audit digitalization are still relatively limited, even though technology-based certification is becoming increasingly important in the midst of the audit transition to data-based and digital systems. Similarly, the relationship between electronic qualifications and external motivations

in influencing auditor effectiveness has not been well explained theoretically. Previous research has tended to isolate these variables without exploring interactional relationships that can provide a more comprehensive understanding of the dynamics of auditor effectiveness.

Moreover, at the conceptual level, the approaches used in the previous literature are still partial. Research on auditor qualifications has largely focused on training or the implementation of risk-based audits, while studies on work motivation have focused more on the direct influence of rewards on performance (Asfour, 2012; Silverthorne, 2022). There is no conceptual model that integrates competency theory and motivation theory in explaining the effectiveness of internal auditors, especially in organizations that adopt digitalization. Therefore, there is an urgent need to build a research framework that explains how extrinsic rewards can moderate the relationship between electronic qualification and auditor effectiveness empirically and theoretically.

This study proposes a conceptual model that integrates electronic qualification as an independent variable, extrinsic rewards as a moderator variable, and the effectiveness of internal auditors as a dependent variable. By combining competency-based and motivation-based approaches, this model is expected to answer the existing research gap. Internal auditors who have technology-based professional qualifications are believed to be more competent in managing risk, critically analyzing data, and providing value-added recommendations for organizations (Oussii & Taktak, 2018). However, this competence does not necessarily manifest in real performance without adequate motivation.

Within this framework, extrinsic rewards are positioned as variables that can strengthen the relationship between qualifications and work effectiveness. Auditors who feel financially and symbolically valued will be more encouraged to make optimal use of their competencies in carrying out audit functions (Jami et al., 2022). On the other hand, if the reward is not appropriate or not felt as a form of recognition, then the potential of electronic qualification will not be utilized to the fullest. This model provides a strong theoretical foundation for organizations to develop a more holistic auditor HR development strategy that not only focuses on improving competencies, but also pays attention to welfare and recognition aspects.

This research was conducted in the city of Bandung, one of the centers of economic and government activities in Indonesia which has a variety of public and private institutions with a developed internal audit system. In recent years, many organizations in Bandung have begun to implement technology-based audit systems, encouraging internal auditors to have electronic qualifications such as CIA or information systems certification. However, at the same time, not all organizations have developed a fair and transparent incentive system for auditors who already have these qualifications. This creates an imbalance between competency development and reward for performance, which can affect the effectiveness of internal audit functions in this region. Therefore, Bandung is a representative study location to examine the relationship between qualifications, rewards, and the effectiveness of auditors.

This study aims to analyze the influence of electronic qualification on the effectiveness of internal auditors, as well as examine the role of extrinsic rewards as a moderator variable in this relationship. By examining the relationship between technology-based professional competencies and external reward systems, this study is expected to be able to provide a more holistic picture of the factors that drive the optimal performance of internal auditors in a digitalized organizational environment. Focusing on the interaction of these two variables will provide an in-depth understanding of how human resource development strategies can be optimized to support more effective internal audit functions.

The theoretical contribution of this research lies in the incorporation of competency theory and motivational theory in building a conceptual model that explains auditor effectiveness from two main dimensions: qualifications and incentives. This model is expected to fill a gap in the literature related to the role of extrinsic rewards moderation in the context of internal audit. Practically, the results of this research can be a strategic input for organizations, especially in the city of Bandung, in designing internal auditor development policies that not only focus on improving competencies through training and certification, but also through a relevant and fair reward system. Thus, this research is expected to make a real contribution to improving the quality of internal audit and overall organizational governance

Electronic Qualification

The development of information technology has driven a major transformation in the audit profession, including in terms of the qualification requirements that internal auditors must have. Electronic qualification refers to a form of technology-based professional certification and digital competencies obtained through official institutions such as the Institute of Internal Auditors (IIA), Information Systems Audit and Control Association (ISACA), or similar institutions. Certifications such as Certified Internal Auditor (CIA), Certified Information Systems Auditor (CISA), or Certified Public Accountant (CPA) are not only proof of mastery of technical competence, but also show auditors' readiness to adapt to digital-based audit systems (Oussii & Taktak, 2018; Wuryani, 2024). In the ever-evolving era of digitalization, the existence of these qualifications is increasingly important to ensure auditors' ability to use audit software, analyze data, and understand complex information systems.

Auditors who have electronic qualifications tend to show higher performance in the implementation of internal audits. Research by Khanam (2024) confirms that technology-based professional certification strengthens decision-making capabilities, improves accuracy in risk identification, and speeds up the data-driven audit process. In addition, this certification also helps increase the credibility of auditors in the eyes of management and external parties because they are considered to have global competency standards. Sánchez et al. (2021) also emphasize the importance of adapting technology and digital skills in detecting potential fraud, especially when auditors are faced with large amounts of data and complex systems. Therefore, having an electronic qualification is not only an administrative requirement, but also a strategic factor in facing modern audit challenges.

The link between electronic qualification and the effectiveness of internal auditors is becoming increasingly relevant in the context of a digitalized organization. Internal auditors who have technology-

based professional qualifications are able to carry out their duties more efficiently and accurately, both in audit planning, test implementation, and in the preparation of strategic recommendations for management. This research departs from the assumption that electronic qualification directly contributes to increasing the effectiveness of internal auditors through improving the quality of judgment, accuracy of risk analysis, and the ability to manage technology-based audit tools. Therefore, testing the relationship between electronic qualification and the effectiveness of internal auditors is important to provide an empirical basis for HR development policies in the field of internal audit.

Extrinsic Rewards

The effectiveness of internal auditors is a key indicator of the success of the audit function in the organization. This effectiveness includes the auditor's ability to detect irregularities, provide relevant recommendations, and contribute to improved governance, risk management, and internal controls (Cohen & Sayag, 2010). Effective auditors generally have technical competence, understanding of business processes, and are able to maintain objectivity and independence in the execution of their duties. Research by Ghani and Suryani (2020) also shows that the effectiveness of auditors is highly determined by good interpersonal communication, critical thinking skills, and constantly updated knowledge, especially in the face of an increasingly digitized audit system.

In addition to personal factors and technical competence, the effectiveness of internal auditors is also greatly influenced by organizational factors, such as management support, the role of the audit committee, and the supporting governance structure (Alqudah et al., 2019; Lastianti et al., 2018). Organizations that provide internal auditors with adequate access to information, ongoing training, and structural independence tend to have more effective audit functions. In addition, ethical behavior is also an important component of effectiveness, because auditors who uphold integrity will produce credible and reliable recommendations by management (Arifudin et al., 2024; Hariyani et al., 2024). Therefore, auditor effectiveness is the result of a combination of individual competencies, organizational environment, and systemic support for audit functions.

In the context of work motivation, extrinsic rewards are one of the important factors that can strengthen or even hinder the effectiveness of internal auditors. The provision of financial incentives, promotions, and formal awards has the potential to increase auditors' job satisfaction and encourage better performance (Aktar, 2012). When auditors feel appreciated for their achievements and contributions, they tend to show a higher commitment to the quality of the audits conducted. However, some studies have also highlighted that external incentives need to be balanced with intrinsic motivations so as not to degrade the integrity and focus of the auditor's work (Ryan & Deci, 2000; Park, 2011). Thus, the influence of extrinsic rewards on auditor effectiveness is contextual and depends on how the reward system is designed and implemented in the organization. This study empirically examines how extrinsic rewards can be a reinforcement of the effectiveness of internal auditors in the context of professional and digital work environments such as those in various organizations in the city of Bandung.

Effectiveness of Internal Auditors

The effectiveness of internal auditors is generally defined as the ability of auditors to carry out their functions objectively, systematically, and provide added value to the organizational governance system. This effectiveness is reflected in the auditor's ability to detect weaknesses in internal controls, provide constructive recommendations, and improve operational efficiency and compliance (Cohen & Sayag, 2010). An effective internal auditor must have technical skills, integrity, and a deep understanding of the business and risks facing the organization. Therefore, effectiveness is not only about audit results, but also the extent to which auditors contribute to the achievement of organizational strategic goals (Ghani & Suryani, 2020).

A number of factors have been identified in the literature as determinants of the effectiveness of internal auditors. Professional competence, management support, access to information, continuous training, and independence in the implementation of duties are the keys to the success of the internal audit function (Alqudah et al., 2019; Lastianti et al., 2018). In addition, effectiveness also depends heavily on the auditor's ethical behavior and interpersonal skills, including the ability to communicate effectively with management and related parties (Arifudin et al., 2024). In the context of technology, the effectiveness of auditors is increasingly related to their ability to operate data-driven audit tools and utilize information systems in the audit process (Sánchez et al., 2021).

The effectiveness of internal auditors can also be positioned as a moderation variable, namely as a factor that strengthens or weakens the relationship between electronic qualification and audit performance results. This means that even if an auditor already has technology-based professional qualifications, the success of applying his expertise in the audit process is highly dependent on the level of effectiveness. An auditor with high electronic qualifications does not automatically produce quality audits if their work effectiveness is low, for example due to lack of organizational support, weak communication, or lack of autonomy in the conduct of audits (Christ et al., 2015). In other words, effectiveness can be a catalyst in optimizing the influence of qualifications on internal audit performance.

On the other hand, if the effectiveness of the auditor is high, then the influence of electronic qualification on the work results will be stronger and more significant. Effectiveness in this case acts as a lever that makes clear the real benefits of professional qualifications. In previous studies, the role of moderation has often been overlooked, even though understanding this mechanism is important in formulating internal audit human resource development policies (Lastianti et al., 2018). Therefore, by placing the effectiveness of internal auditors as a moderation variable, this study tries to bridge the disconnect between competency inputs (qualifications) and performance outputs, thereby providing a more complete understanding of the dynamics of internal audit quality in modern organizations

METHOD

This study uses a quantitative approach with an explanatory research type that aims to test the influence of electronic qualification on the effectiveness of internal auditors, as well as analyze the moderation role of extrinsic rewards in this relationship. The analysis technique used is Partial Least Squares Structural Equation Modeling (PLS-SEM) because it is suitable for models that are predictive, complex, and do not require strict data distribution assumptions. The population in this study is internal auditors who work in government agencies, BUMDs, and private companies in the city of Bandung. A sample of 120 respondents was selected using the purposive sampling technique with the criteria: having at least one year of work experience and being involved in a technology-based audit process. Data were collected through the distribution of live and online questionnaires using the Likert scale of 1–5, with answer choices: 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree.

RESULTS AND DISCUSSION

Table 1. Measurement Model

Variables	Items	Factor Loadings	Cronbach's Alpha	Composite Reliability	Average Variance Extracted
Electronic Qualifications	EQ1	0,947	0,929	0,955	0,875
	EQ2	0,932			
	EQ3	0,928			
Extrinsic Rewards	ER1	0,912	0,963	0,971	0,871
	ER2	0,931			
	ER3	0,955			
	ER4	0,927			
	ER5	0,941			
Internal Auditor Effectiveness	IAE 1	0,948	0,934	0,958	0,883
	IAE 2	0,938			
	IAE 3	0,933			

Based on the results in Table 1, all constructs in the research model show excellent measurement quality. This can be seen from the factor loadings values of all indicators that are above 0.90, with the highest value reaching 0.955 (ER3) and the lowest 0.912 (ER1), which means that each indicator has a strong contribution in representing its respective constructs. Furthermore, Cronbach's Alpha and Composite Reliability (CR) values for all three variables also show excellent internal reliability, as all values are above the minimum limit of 0.70. Electronic Qualifications has Cronbach's Alpha of 0.929 and CR of 0.955; Extrinsic Rewards with Cronbach's Alpha of 0.963 and CR of 0.971; and Internal Auditor Effectiveness of 0.934 and 0.958. This indicates that the instruments used have a high internal consistency.

Furthermore, the Average Variance Extracted (AVE) for all constructs is above the minimum value of 0.50 suggested by Fornell and Larcker, even exceeding the 0.85 mark. This shows that each construct is able to explain more than 85% of the variance of its indicators, which means that the convergent validity has been achieved very well. The AVE score for Electronic Qualifications is 0.875, Extrinsic Rewards is 0.871, and Internal Auditor Effectiveness is 0.883. Thus, it can be concluded that the measurement model in this study has very strong validity and reliability, so it is feasible to proceed to the structural model testing stage.

Table 2. Discriminant validity of constructs

	1	2	3
1 Electronic Qualifications			
2 Extrinsic Rewards	0,397		
3 Internal Auditor Effectiveness	0,438	0,833	0,832

The results in Table 2 show that the discriminant validity between constructs has been well met, reviewed based on the Fornell-Larcker criteria. The correlation values between constructs (off-diagonal) are all lower than the square root of the Average Variance Extracted (AVE) of each construct (indicated by the diagonal value). For example, for the Internal Auditor Effectiveness construct, the correlation value with Extrinsic Rewards is 0.833, while the root AVE is 0.832, and the correlation with Electronic Qualifications is only 0.438. Similarly, the correlation between Electronic Qualifications and Extrinsic Rewards of 0.397 suggests that the two constructs do not conceptually overlap each other. Thus, all constructs in this model have sufficient discriminant validity, meaning that each construct actually measures different concepts uniquely and is distinguishable from one another.

Table 3. Results of Hypothesis Test

Path	Original Sample	T Statistics	P Values
Electronic Qualifications -> Internal Auditor Effectiveness	0,775	15,993	0,000
Extrinsic Rewards -> Internal Auditor Effectiveness	0,304	3,133	0,002
Extrinsic Rewards as a moderator of the relationship between Electronic Qualifications on Internal Auditor Effectiveness	0,143	3,239	0,001

The results of this study show that electronic qualifications have a positive and significant effect on the effectiveness of internal auditors, as shown by the original sample value of 0.775 with a P-value of 0.000. These findings are in line with previous research that confirms that technology-based professional qualifications, such as CIA, CISA, or information systems-based audit training, contribute greatly to increasing the effectiveness of audit implementation (Oussii & Taktak, 2018; Khanam, 2024). In the context of the ever-evolving digitalization of organizations, auditors who have technical capabilities and mastery of technology-based audit tools tend to be better able to detect control weaknesses, assess risks, and provide value-added recommendations (Wuryani, 2024). In the city of Bandung, the trend of using management information systems and ERP in the public and private sectors

reinforces the urgency of the need for auditors who are not only certified, but also adaptive to technological developments.

In addition, extrinsic rewards were also proven to have a significant effect on the effectiveness of internal auditors with an original sample value of 0.304 and a P-value of 0.002. These findings reinforce the view that auditors' work motivation does not only come from intrinsic satisfaction with the profession, but also from external factors such as financial incentives, promotions, and formal recognition (Aktar, 2012; Mugambi et al., 2022). Auditors who feel valued for their contributions tend to show higher loyalty, more optimal work performance, and commitment to professional ethical standards. In the context of the City of Bandung, differences in managerial systems between organizations cause variations in the implementation of award policies. Organizations that have implemented a performance-based reward system tend to have auditors with better work effectiveness, compared to organizations that do not have a clear reward structure.

Furthermore, the results of this study show that extrinsic rewards moderate the relationship between electronic qualifications and the effectiveness of internal auditors (original sample = 0.143; P-value = 0.001). These findings support the Cognitive Evaluation Theory (Ryan & Deci, 2000) which states that external rewards can strengthen the relationship between individual abilities and performance outcomes, as long as the rewards are perceived as a form of recognition, rather than just control. Highly qualified internal auditors will be more motivated to implement their skills optimally if they feel that their contributions are valued by the organization (Jami et al., 2022; Darwish et al., 2015). In the city of Bandung, this finding is an important reflection that empowering auditor human resources is not enough only through improving technical competence, but must also be accompanied by a performance management system that rewards achievements fairly.

Discussion

The results of this study confirm that electronic qualifications have a significant influence on the effectiveness of internal auditors. These findings support the literature that states that technology-based certifications, such as CIA and CISA, are able to improve auditors' ability to use digital-based audit systems, assess risks, and provide more accurate data-driven recommendations (Oussii & Taktak, 2018; Khanam, 2024; Wuryani, 2024). In the context of the City of Bandung, where many organizations are starting to adopt digital systems in governance and supervision, auditors who have electronic qualifications show superior performance in adapting to technology, compiling relevant audit findings, and maintaining organizational accountability. This shows that the technical skills supported by formal qualifications are very important in supporting the effectiveness of auditors' work in the digital era.

In addition, this study also shows that extrinsic rewards directly have a significant effect on the effectiveness of internal auditors. Auditors who receive incentives in the form of bonuses, promotions, or formal awards from organizations tend to show higher work motivation and better work results (Aktar, 2012; Mugambi et al., 2022). This is in line with external motivation theory, where performance-appropriate rewards can increase auditors' job satisfaction and commitment (Ryan & Deci,

2000). In the city of Bandung, internal auditors who feel appreciated for their contributions show greater enthusiasm and rigor in carrying out audits. However, it is also important for organizations to maintain a balance so that the incentives provided are not manipulative or merely symbolic, but actually strengthen the performance and integrity of the auditor profession (Park, 2011).

The most important finding in this study is that extrinsic rewards play a significant role as a moderator in strengthening the relationship between electronic qualifications and the effectiveness of internal auditors. This shows that even though auditors already have high technical competence, their work results will be much more optimal if they are supported by a fair and transparent reward system. These findings are consistent with the theory of Cognitive Evaluation which states that external incentives can amplify the impact of ability on performance, provided that the incentives are perceived as a form of reward, not as a control (Christ et al., 2015; Darwish et al., 2015; Jami et al., 2022). In various organizations in the city of Bandung, when internal auditors feel appreciated for their qualifications, they tend to be more confident, proactive, and focused in carrying out audit functions. Therefore, audit HR development policies need to be designed in an integrated manner: improving competencies while building a reward system that strengthens performance motivation

CONCLUSIONS

This study concludes that electronic qualifications have a positive and significant effect on the effectiveness of internal auditors. Auditors who have technology-based professional qualifications tend to be able to carry out audit tasks better, especially in the context of information system-based audits that are now increasingly being adopted by organizations. In addition, extrinsic rewards have also been shown to directly increase auditors' effectiveness, showing that external motivations such as rewards, incentives, and recognition play a crucial role in improving their performance.

Furthermore, the results of the study show that extrinsic rewards play a role as a moderation variable that strengthens the influence of electronic qualifications on the effectiveness of internal auditors. This means that auditors who have high competence will work more effectively when they also feel valued by the organization. The combination of professional competence and motivational support is key to achieving maximum effectiveness in the internal audit function. These findings are particularly relevant in the context of organizations in the city of Bandung that are experiencing an acceleration of digital transformation and increasing demands for transparent governance.

Theoretically, this study contributes by integrating competency theory and motivation theory in a single conceptual model that explains the effectiveness of internal auditors. These findings enrich the literature on the factors that determine the effectiveness of audit functions, in particular by adding perspectives on the interaction between technical capabilities and organizational support. This research provides important input for organizations, especially in the city of Bandung, to design a more strategic internal auditor development policy. Organizations need to encourage auditors to have electronic qualifications through training, certification, and access to technology. However, this effort must be

accompanied by the provision of appropriate extrinsic rewards so that auditors are encouraged to implement their abilities optimally in audit tasks. That way, organizations can continuously improve the effectiveness of internal audit functions. This research has limitations in the geographical scope that only includes internal auditors in the city of Bandung. Therefore, further research is recommended to expand the coverage of the region, for example in other major cities or nationally, in order to obtain a broader generalization of the results.

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