

# The Reflection of Integration between Internal Control and External Control on the Development of Supervisory Performance in Government Institutions, A Case Study of the Universities of Misan and Thi-Qar

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## Abstract

This study dealt with a statement of the reflection of the integration between internal and external control because of the great importance of this topic in strengthening the oversight work in government institutions through the role played by the internal and external control systems, which must have an integration between them represented in many areas and to achieve the purpose of this study and to reach real results The two researchers prepared a questionnaire to collect information from the two samples of the study, which included two axes. The first relates to the areas of integration between internal control and external control, and the second relates to the reflection of integration in the developmental performance of internal control systems in government institutions. The study reached a number of conclusions, among which there is a correlation between areas of integration between Internal control and external control and the development of supervisory performance, where the relationship was significant and there was a significant impact of the areas of integration between internal control and external control as an independent variable in the development of supervisory performance.

**Keywords:** Internal Control, External Control, Integration between Internal Control and External Control.

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## **Introduction**

The subject of oversight, whether internal or external, is one of the topics that has gained a great deal of importance and focus on it because of the associated tasks and duties related to financial and other control in government institutions in particular because the issue of preserving public money and public property is a very important issue because public money is considered The main resource through which countries can achieve stability, construction and economic progress, and thus have a positive impact on the well-being of individuals and society. Therefore, there are many professional organizations and specialists who have addressed the topic of internal control. Internal control is one of the most important pillars and tools that enable the state to carry out its duties, whether from Prior to preserving public money and protecting it from manipulation or embezzlement, waste and proper use of funds, and here also the role of internal control emerges through how those funds are used and their imports, and follow-up and match the results achieved from the use of public money by government institutions (public spending units).

In order to achieve the optimal role of internal control and the development of supervisory performance in government institutions, there must be integration between internal control systems and external control through coordination and cooperation between them, which is reflected in many areas of integration that will develop the performance of internal control systems and increase their efficiency, which we will show In this research, because today cases of corruption, manipulation and waste of public funds in our government institutions have become a great danger to the country's capabilities and capabilities, so to reduce and confront them, this requires internal control systems to develop their performance and coordinate effectively with external control systems.

## **Methodology and Previous Studies**

### **First: The Methodology of the Study**

#### **The Study Problem**

The internal control system is one of the most important components and basic pillars for the advancement of governmental and non-governmental institutions and access to what these institutions aspire to, especially in light of the problems that these governmental institutions suffer from, including cases of corruption, waste of resources and capabilities, and lack of optimal exploitation of them. All these problems and difficulties call for the existence of an integrated control system that works with high efficiency and professionalism. This requires that there be a new type of oversight work practiced by government institutions that is characterized by complete integration and coordination with the external control systems, including those represented by the various regulatory authorities in the country, and moving away from the traditional roles of financial and administrative control between internal auditing. And going towards acquiring and exchanging experiences and information and looking at the role of external oversight on its mother represents a complementary and valuing role for the internal control work and to move away from the negative feeling and fears generated by the internal auditors about the presence and follow-up of external oversight bodies.

Therefore, the problem of the study is to show the reflection of integration between internal and external control systems on the development of supervisory performance in government institutions.

#### **The Importance of Studying**

The importance of the study stems from the reality experienced by government institutions today and the cases of financial and administrative corruption they are exposed to, which has become dangerously rampant, as internal and external control are the two main tools to reduce these problems and the mainstays for achieving success and progress in government institutions because internal control is one of the most important Adjustment means.

#### **Objectives of the Study**

This study seeks to achieve a number of goals as shown below:

1. Create a positive image among the internal control workers regarding the external control systems and consider them as the devices that carry out the oversight work in the government institutions.
2. Focusing on the supervisory aspects that work to develop the supervisory performance in government institutions by creating coordination and integration between internal and external control.
3. Searching for the intellectual capabilities that support and develop the control process in the internal control units.
4. Develop the supervisory performance of government institutions through acquiring and exchanging experiences and knowledge related to the supervisory field.

5. To move away as much as possible from the stereotyped image of the audit work, especially the internal one, and to search for common tools with external auditing bodies that would enhance the capabilities and skills of workers in the internal audit units of government institutions.

**Study Questions and Hypotheses**

Based on the study problem, we can formulate the following group:

1. Does coordination and cooperation between internal and external control represented by (acquisition and exchange of information and experiences and continuous communication) affect the development of internal control performance in government institutions and access to a common understanding of the laws and regulations in force through which the optimal performance of all administrative levels in government institutions is achieved?
2. Does coordination and cooperation between internal and external control represented by (acquiring and exchanging information and experiences and continuous communication) affect the quality of accounting information and increase its reliability?

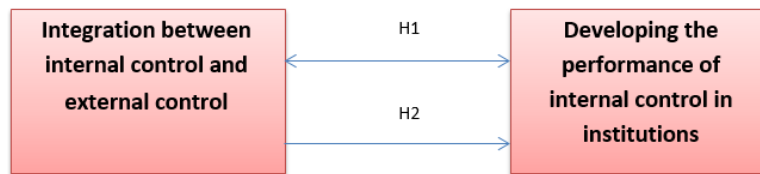
**The First Main Hypothesis**

H1: There is a statistically significant correlation between the integration between internal control and external control and the development of internal control performance in government institutions.

**The Second Main Hypothesis**

H2: There is a statistically significant effect of the integration between internal control and external control in developing the performance of internal control in institutions.

**Hypothesis**



**Source: Designed by the authors**

**The Limits of the Study**

- **Spatial Limits:** The spatial limits of this study are represented in the audit units operating at the University of Misan as the study sample.
- **Objective Limits:** This study was limited to showing the reflection of the integration between internal and external auditing in developing the performance of internal control in government institutions.
- **Human Limits:** Managers of departments and divisions of control and auditing and their employees at the University of Misan and Dhi Qar appointed the study.

**Second: Previous Studies**

**Table 1: Previous Arab and Foreign Studies**

| Study Title | Integration between internal audit and external audit  |
|-------------|--|
| Researcher  | Abu Sareah   |
| Year        | 2010   |
| Summary     | The study aimed to show the extent of the complementary relationship between each of the external and internal audit represented by the problematic of this study and to show the impact of this relationship in the implementation of audit tasks in order to achieve efficiency and effectiveness for both parties (internal and external audit) and the institution, in addition to that, the study reviewed the emergence and historical development through successive time periods The study shows that the development and interest in auditing came as a result of the economic, social and political development of human life. The study relied on its practical side to study and analyze the state of integration achieved between (KPMG) Majni and Hazem Hassan and their partners - chartered accountants and the Internal Audit Department at the Bank of Yemen and Kuwait for Trade and Investment, which represents |

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|  | one of the Model institutions in Yemen, in application of what was dealt with in the theoretical aspect of the integration relationship between internal audit and external audit.   |
| The most important conclusions and recommendations | Among the findings of the study with regard to the integration between internal and external audit, the study found that the areas of integration between them are wide, and their level is determined by the result of each of them evaluating the work of the other with regard to the issue of integration, in addition to the degree of mutual trust between them. And the evaluation of each of them of the internal control systems in the institution and the integration and benefit between them in the process of assessing each of the audit risks and reducing their level to the acceptable level, in addition to the presence of integration between them in the process of detailed examination of accounts. By providing it with internal auditors who have the required qualifications scientifically and practically and working on the continuous development of their skills and abilities through training and also linking the internal audit departments to the board of directors or senior management in order to give them enough space of independence. |
| Study Title  | The role of internal control in raising the efficiency of financial performance, a field study   |
| Researcher   | Eaysh  |
| Year   | 2014   |
| Summary  | This study aimed to show and identify the internal control structure and evaluate the internal control systems in the Yemeni telecommunications companies, the study sample, in addition to knowing the extent to which there is a relationship between both elements of internal control and the quality and efficiency of the financial management of these companies. The field study to achieve the objectives of the study and collect data to test the hypotheses of the study through the questionnaire that was distributed to the members of the study sample.  |
| The most important conclusions and recommendations | The Yemeni telecommunications companies have good and acceptable internal control structures. The study also confirmed the existence of a positive statistically significant relationship between each of the internal control elements and the efficiency of financial and supervisory performance in the companies, and consequently the presence of efficient and quality control elements leads to the quality of financial data and information that contribute significantly to Rationalizing administrative decisions and improving their performance.  |
| Study Title  | The impact of the internal control system on the quality of financial reports An analytical study on the Jordanian pharmaceutical companies listed on the Amman Stock Exchange   |
| Researcher   | Muhammad Hamid Majid Al-Samarrai   |
| Year   | 2016   |
| Summary  | This study aimed to show the significant impact that internal control systems play on the quality of financial reports, as the study population consisted of (6) pharmaceutical companies listed on the Amman Stock Exchange (2016). The study sample included accounting managers, financial managers, accountants and members of the internal audit committees The heads of the internal audit committees and the internal auditors working in those companies are the study population, which number (61). The descriptive analytical approach was used, as well as the use of both simple multiple regression analysis and path analysis to test the hypotheses of the study.  |
| The most important conclusions and recommendations | The study came to the conclusion that there is a statistically significant effect of the environment of control, communications and information on the quality of financial reports in companies (the study community), which has a level of significance ( $\alpha \leq 0.05$ ) and also an effect on the quality of financial reports in terms of appropriateness and honest representation of the same level of statistical significance ( $\alpha \leq 0.05$ ).<br>The study recommended the necessity of activating the role of the internal control committees for their significant and effective role in achieving the quality of financial information in the reports.  |
| Study Title  | Integration between internal audit and external audit in light of corporate governance   |
| Researcher   | Eid Boujelkha  |
| Year   | 2017   |
| Summary  | The study aimed to know and demonstrate the integration between the internal audit system and the external audit in the light of corporate governance, which in turn gave great importance to the role of internal and external audit to reduce financial and administrative   |

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|  | corruption in companies, and to know the interrelationship between the work and tasks of the internal auditor and the external auditor, and the extent to which each of them is accredited. On the other, as well as knowing the importance and objectives of corporate governance and the principles that came with it, and to verify the nature of that integrative relationship between internal and external audit in light of the concept and principles of corporate governance and the extent of coordination and cooperation between them and the areas and means of achieving this integration. The researchers used a questionnaire distributed to the study community with a number (68). A questionnaire was retrieved from it (52) valid questionnaires for statistical analysis. |
| The most important conclusions and recommendations | The study concluded that there is a correlation between the internal audit and the external audit, and this relationship is complementary between the work of each of them, and there are many areas that are represented in the extent to which one depends on the other, and the extent of coordination and cooperation between them in the performance of the audit work, and among the recommendations made in this study There should be coordination between the work of the internal auditor and the external auditor through periodic meetings, exchange of experiences and knowledge, and contributing to activating the role of internal control systems in companies.   |

## Theoretical Framework for the Study

### First: Internal Control

- **The concept of internal control:** The concept of internal control is one of the topics and concepts that have received great importance at various times due to the development of economic business and the growth of companies and the increase in business and government agencies.
- AL-Abadi (2014) defines it as the total system of financial and non-financial control alike established by the administration to enable it to continue carrying out its tasks and duties in an orderly manner and to protect and guarantee its assets as much as possible as well as to achieve accuracy and reliability of its accounting records in addition to oversight on improving operational efficiency and ensuring adherence to policies and procedures administrative.
- The American Institute of Internal Auditors (IIA) defines internal control as “the independent evaluation function, which is created within economic organizations to work on examining and evaluating economic, financial and administrative activities and submitting a report on the examination and evaluation that has been done to the higher management of the organization in order to take what it deems fit.” appropriate decisions, if needed (Abdul Wahab, 2004).
- It is defined by the French Institute of Internal Auditors (IFACI) “Internal is a periodic examination of the means placed at the disposal of the Directorate for the purpose of monitoring and running the institution. The periodic activity is to check whether the procedures in place give sufficient guarantees, which are the truthfulness of the information, the legitimacy of the information, the regulations are effective, the structures are clear and appropriate.

### Elements of Internal Control

Internal control consists of five main elements. The Auditing Standards Board confirms, in addition to the international confirmation contained in International Standard No. (315), that dividing the components of the control system into five main elements gives auditors a useful framework, and these components are the minimum quality required in internal control systems. In institutions in general, these five elements are (Juma, 2015).

1. **Control Environment:** The control environment is considered the basis upon which the remaining components and supporters of the internal control structure are based. This environment consists of many factors that are directly related to management and some of them are related to the organization of the institution itself. The following elements must be available in the control environment.
  - **Communicating and Imposing Integrity and Ethical Values:** They represent the main elements that affect the design, effectiveness and management of control to achieve the objectives.
  - **Commitment to competency standards:** management's consideration of competency levels for certain jobs and how these levels are translated into basic skills and knowledge that help internal control achieve its goals and provide the best.

- **Participation of those Charged with Oversight in the Supervisory Work:** The supervisory work should enjoy an area of independence that allows it to give an impartial and objective opinion, their use of their expertise, their position and the extent of their participation in the process of examination and audit of activities, financial events and information assigned to them, and the extent to which they are affected by complex issues that are followed up with the administration and their interaction with the auditors. Internal and external to reach results that reflect the quality and efficiency of internal control systems.
  - **Management Philosophy and Style:** It is one of the very important elements in the control environment and reflects the extent of its interest, interaction and acceptance of risk management, its attitudes and its actions regarding the process of preparing financial reports, processing and using information, accounting treatments and employees.
  - **Organizational Structure:** It is the framework or blueprint that includes the activities and tasks that are distributed among the individuals working in the organization and to carry out the planning, implementation, control and review of the activities of the institution to achieve the goals.
  - **Distribution of Authority, Responsibilities and Duties:** This element includes the manner or manner in which the powers and duties are distributed to the operational activities in the organization, in addition to the hierarchy of relations and powers.
2. **Risk Assessment:** Organizations are exposed to many risks when practicing their various activities, and these risks may be internal or external risks. The organization must study and analyze the potential risks and take measures to reduce their effects to acceptable levels. There are many risks that vary depending on the circumstances or causes the following. (Ahmad, 2009).
    - The responsibility may be assumed by new people who have a different understanding and a different view of the nature of the internal control systems, and this different understanding may affect the quality and efficiency of internal control.
    - A change in information systems that could change the risk associated with internal control.
    - Any change in the work environment that may result in a change in the competitive position of the organization.
    - Adopting or changing new accounting systems or standards in a way that affects the degree of risk associated with the financial statements.
  3. **Internal Control Activities:** Internal control activities can be defined as a set of standards, procedures, and methods that enhance ensuring the proper application of instructions by management. Those activities practiced by internal control systems, we find observation, comparison, coordination, supervision, confirmation and control that contribute significantly to achieving the goals of the institution and preserving its resources and capabilities from various forms of financial and administrative corruption. (Hanash, 2017).
  4. **Information and Communication:** Information and communication systems consist of a group of basic elements, the infrastructure of which is physical and intangible, and includes computer programs, people, procedures, and data that are processed according to this system to be converted into information. These components differ from one organization to another according to the degree to which technology is used. Exist or be of less importance in organizations that are totally or partially dependent on the manual or traditional system in the completion of their work. Today, information and communication systems are benefiting greatly and on a large scale as a result of the great development in the field of technology and communications, and today the use of these technologies has become one of the features of this The era and its use give organizations a competitive advantage in any of the fields in which they are employed, the information systems for the objectives of financial reporting, which include the system of preparing financial statements and reports, procedures and records that are established directly, recording and processing accounting operations, and preparing reports on the transactions of the institution and the province. On assets and liabilities. (Jumea, 2009).
  5. **Follow-up:** This component of internal control undertakes many tasks, including continuous follow-up and periodic evaluation of the various components of the internal control system, comparing the performance or outputs of internal control systems with the planned target performance and identifying weaknesses in it. The scope of the periodic evaluation recurrence depends on the results of continuous follow-up, and the risks related to the internal control system, and it consists of a set of elements, including the management review and the related activities of evaluating the extent of compliance or compliance of auditors with policies and procedures, and the supervision of the legal department on compliance with ethical policies and work practices. (غالي, 2003).

Second: Types of internal control systems: Internal control systems can be divided into three sections of internal control as a result of the development and expansion of the activities of institutions, which requires the presence of a type of control that fits the requirements of the stage and achieves adequate control of all kinds over the property and assets of institutions. In this regard, internal control is divided To (Alhusban, 2010).

1. **Administrative Control:** This type of internal control is concerned with raising the productive efficiency of enterprises and the extent of commitment to the established policies and work in accordance with the instructions and laws in force. This oversight role is based on the preparation of administrative and financial reports and estimated budgets, as well as statistical studies and the production reports they contain and the preparation of training programs.
2. **Accounting Control:** The accounting aspect is one of the most important aspects that the internal control focuses on and an essential element of its components in the institution due to the importance and sensitivity of the subject because it is related to funds, whether cash or in-kind funds, which is considered one of the most exposed aspects of cases of corruption, embezzlement and illegal behavior, which in turn affects a significant negative On the reality of the company and may be exposed to collapse or bankruptcy, therefore accounting control is concerned with procedures to protect the resources of the institution, so the financial management or the management of accounts in the institution is responsible for developing a sound system of accounting control to protect assets and provide accuracy and reliability in its financial reports that are presented to the beneficiaries and guarantee a set of elements or The steps that ensure the achievement of the purpose of its existence. (Alsahn, 2010).
  - Work on developing and designing an integrated documentary system that is compatible with the activities of the institution.
  - Creating an integrated and sound accounting system that is consistent with the nature of the activity practiced by the institution.
  - Develop a good and sound system for the inventory process of the assets and property of the institution in accordance with the generally accepted accounting rules.
  - Establishing a system to monitor and protect the institution's assets and properties and follow up to ensure their actual existence and use in the area they are allotted for and benefit from. To achieve this, appropriate control accounts can be used for that.
3. **Internal Tuning:** This type of internal control aims to provide good protection for assets from theft, loss, misuse and damage. Assigning or assigning one employee to carry out a complete process from its beginning to its end without reviewing his work by another employee to ensure the safety of the work health, and to correct errors, and the internal control environment is affected by the organizational structure of the institution, control, administrative supervision and employees in the institution (Alhusban, 2010).

Second: External Control: Its Concept, Importance and Objectives:

1. The concept of external control: There are many definitions that have been developed to show the nature and concept of external audit, which are consistent in their importance and objectives for the institution and users of the financial statements, and these definitions are:
  - External audit defines an organized process that examines financial data and information by an independent, impartial person (the external auditor) to express an impartial opinion on the validity of those data and information submitted to him for any company, regardless of its size, objective or legal form. It is a set of organized procedures for obtaining and objectively evaluating the evidence related to economic, financial and events declarations to determine the degree of relationship between these declarations and a specific measure and to communicate the results to the beneficiaries. (Nazami & Alezab, 2012).
  - The external audit is also defined as “the process of examining the internal control systems, data, documents, accounts and accounting books of the project under review, critical and systematic examination, with the intent of coming up with a neutral technical opinion about the extent to which the financial statements indicate the financial status of that project in any known period of time and the extent to which it depicts the results of its work from profit or loss for that period.” (Eabd Allah, 2001).
  - And (porter) defines it as “the process of impartial and independent examination, which is carried out in accordance with the requirements of external parties that benefit from the services of the auditor, and which ends with expressing an opinion on the financial statements of the institution by an impartial auditor.”
2. The integrative relationship between internal control and external control and its reflection on the development of internal control performance.

- The concept of the complementary relationship between internal and external control.

Although there are many differences between both internal control and external control in terms of the degree of independence and the requirements for practicing the profession related to the field of work of each of them and the fields of work there are also points of similarity between them that are the basis for the existence of the complementary relationship that reflects a positive role on the performance of internal and external control systems as well. Many definitions and concepts of this integrative relationship have been formulated by researchers and those interested in it.

Integration between internal and external control is meant as a process based on cooperation and coordination between the internal auditor and the external auditor during the implementation of the tasks and duties related to this field, in order to ensure a more comprehensive coverage of the audit work, reduce as much as possible the duplication of work and efforts, and distribute the work in a distribution that achieves the objectives of the audit in general. It is beneficial to the development of the performance of the internal control systems in the institution (Shuqir, 2000).

#### 1. Objectives of integration between internal control and external control:

It is possible to identify a number of goals that the integration between internal audit and external audit seeks to achieve, which are represented in the following (Abu Sura, 2010).

- Extensive coverage of oversight or audit work for all of the institution's activities.
- Reducing and minimizing the repetition of duplication of activities and works carried out by them.
- Achieve high quality in the implementation of audit work.
- Reducing audit costs.
- It helps the organization to achieve its goals successfully.

#### 2. The importance of integration between internal and external control:

The integration between internal and external control is of great importance, which is reflected in several forms that positively reflect on the development and improvement of the work of internal control, as shown below (Ali, 2001).

- It gives increase and support for training and qualifying internal auditors, developing their capabilities and capabilities, and increasing their scope in the field of work, by performing work using different and new methods, tools, procedures and ideas, in addition to obtaining information that enhances adequate understanding of audit and control work.
- The possibility of identifying various other areas of the internal control work and determining the procedures for performing this work.
- It allows the auditor or the internal auditor to have a better understanding of auditing standards and objectives, in addition to obtaining the technical support and encouragement necessary to become more specialized in his field of work.
- The process of evaluating the external auditor's effectiveness and adequacy of the performance of the internal control function contributes to achieving continuous development and improvement of its work.

## **Statistical Side**

### **Describe the Study Variables, Diagnose them, and Test their Hypotheses**

In order to identify the main components and sub-variables adopted in the study model and its hypotheses and the nature of the relationship and influence between the areas of integration between internal control and external control and the development of supervisory performance in government institutions, this axis has been devoted to describing and diagnosing the study variables and verifying the validity of its hypothetical model and testing its hypotheses and depending In view of the foregoing, this axis has been divided into the following paragraphs::

#### **First: Describe and Diagnose the Study Variables**

This axis deals with the description and diagnosis of the study variables, using arithmetic means, standard deviations, standard error, and for each of the study variables.

This axis presents the results of the applied study, analysis and interpretation, by reviewing the opinions of the respondents revealed by their responses to all paragraphs of the study tool. ). And using the program (SPSS V.24). The answers of the respondents, numbering (91), regarding the interest in the study variables, and the consistency with its paragraphs, were described and diagnosed by using the arithmetic mean to determine the consistency of the respondents' answers to the paragraphs, as well as the extent of their acceptance towards the availability of study



variables and dimensions. The standard deviation that measures the extent of the dispersion of the data (respondents' answers) from the arithmetic mean of (3) was used, as the low value of the standard deviation indicates that the data are close to the arithmetic mean and vice versa. The standard error scale was used to determine the accuracy of the respondents' answers (Vaus, 2002). As follows:-

Analysis and diagnosis of the independent variable (areas of integration between internal control and external control).

The independent variable includes (the areas of integration between internal control and external control) of (8) paragraphs, and the descriptive statistics (arithmetic mean, standard deviation and standard error) for the paragraphs of the independent variable were as shown in Table (2).

**Table 2: Descriptive Statistics for the Independent Variable  
(Areas of Integration between Internal Control and External Control)**

| Sequence        | Paragraph   | Mean | Std. D. | Std. Error of Mean |
|-----------------|---|------|---------|--------------------|
| 1               | One of the areas of complementarity between internal and external control is the existence of continuous coordination and cooperation between them.   | 3.41 | 1.13    | 0.12               |
| 2               | Within the internal control activities, a positive feeling is generated by the audit visits carried out by the external control bodies.   | 3.80 | 1.01    | 0.11               |
| 3               | The files shared between internal control and external control are one of the most important means to enhance areas of integration between them.  | 3.32 | 1.02    | 0.11               |
| 4               | One of the areas of complementarity (the periodic meetings between them, informing each of the programs and work papers of the other).  | 3.31 | 0.96    | 0.10               |
| 5               | One of the areas of integration is the presence of periodic and sudden audit and monitoring visits by external oversight bodies.  | 3.75 | 1.06    | 0.11               |
| 6               | One of the areas of integration is to refer to the external control to inquire about some emerging financial issues and events.   | 3.51 | 1.11    | 0.12               |
| 7               | One of the areas of integration between internal and external control is that it allows the detection of some errors and cases of corruption that the internal auditor could not detect, which in the end allows the possibility of searching for the reasons preventing their discovery. | 3.97 | 0.96    | 0.10               |
| 8               | One of the areas of integration is the provision of direct assistance by the internal auditors to the external auditor, such as participating in the actual inventory of cash during the financial period, and visits to the various branches or formations of the institution.           | 3.40 | 1.09    | 0.11               |
| General Average |   | 3.55 | 1.04    | 0.11               |

Source: Prepared by the two researchers, based on the outputs of the statistical program SPSS V.24 after reorganization.

It is clear from the results of the descriptive statistics for the paragraphs of the independent variable, that there is consistency and consistency in the answers of the respondents, and this is evident from the arithmetic means that ranged between (3.31 - 3.97), the standard deviations that ranged between (0.96 - 1.13) and the standard errors that ranged between (0.01 - 0.12 ). The general arithmetic mean of the areas of integration between internal control and external control of (3.55) indicates a positive acceptance and great importance of the respondents towards the areas of integration between internal control and external control, because the value of the arithmetic mean is higher than the hypothetical mean whose value is (3), and indicates the small value of the deviation The general standard of (1.04) indicates that the answers of the respondents are not dispersed from the arithmetic mean, and that there is agreement and harmony between the responses and an understanding and awareness of the paragraphs. The general standard error of (0.11) indicates a high accuracy in the respondents' answers about the items.

1. Analysis and diagnosis of the approved variable (development of supervisory performance)

The approved variable (controlling performance development) includes (9) paragraphs. The descriptive statistics (arithmetic mean, standard deviation and standard error) for the items of the adopted variable were as shown in Table (3).

**Table 3: Descriptive Statistics for the Dependent Variable  
 (Development of Supervisory Performance)**

| Sequence               | Paragraph   | Mean        | Std. D.     | Std. Error of Mean |
|------------------------|---|-------------|-------------|--------------------|
| 9                      | Integration between internal and external control achieves wide coverage of oversight or audit work for all activities of the institution.  | 3.36        | 1.05        | 0.11               |
| 10                     | The integration between internal and external control contributes to limiting and reducing the repetition and duplication of activities and work carried out by them.   | 3.64        | 0.95        | 0.10               |
| 11                     | Integration between internal and external control achieves high quality in the implementation of control and audit work.  | 3.66        | 0.75        | 0.08               |
| 12                     | The integration achieves the possibility of identifying various other areas of the internal control work and determining the procedures for performing this work.   | 3.70        | 0.72        | 0.08               |
| 13                     | The integration between internal and external control gives increase and support for training and qualifying internal auditors, developing their capabilities and capabilities, and increasing their knowledge in the field of work.                  | 3.47        | 0.87        | 0.09               |
| 14                     | The internal auditor benefits from the experience of the external auditor, as the latter is often more qualified and experienced in the field of control work.  | 3.58        | 0.98        | 0.10               |
| 15                     | The integration between internal control and external control contributes to reducing the phenomenon of financial and administrative corruption in government institutions.   | 3.60        | 0.89        | 0.09               |
| 16                     | The integration between internal control and external control allows the internal auditor to obtain a better understanding of auditing standards and objectives.  | 3.47        | 0.95        | 0.10               |
| 17                     | The integration between internal and external control contributes to reaching a common understanding of the laws and instructions in force through which the optimal performance of all administrative levels in government institutions is achieved. | 3.54        | 0.94        | 0.11               |
| <b>General Average</b> |   | <b>3.55</b> | <b>0.90</b> | <b>0.09</b>        |

Source: Prepared by the researcher, based on the outputs of the statistical program SPSS V.24 after reorganization.

Through the results of the descriptive statistics for the paragraphs of the adopted variable, it was found that there is consistency and consistency in the answers of the respondents, and this is evident from the arithmetic means, which ranged between (3.36 - 3.70), standard deviations that ranged between (0.72 - 1.05), and standard errors that ranged between (0.08). – 0.11). The general arithmetic mean for the development of the supervisory performance of (3.55) indicates a positive acceptance by the respondents towards the approved variable, because the value of the arithmetic mean is higher than the hypothetical mean whose value is (3), and the small value of the general standard deviation of (0.90) indicates that the respondents' answers are not dispersed About the arithmetic mean, and the presence of compatibility and harmony between the responses and understanding and perception of the paragraphs. The general standard error of (0.09) indicates the accuracy of the respondents' answers about the items.

The results of descriptive statistics for the study variables (independent and dependent) can be presented in the following graphic form as it is one of the methods used in descriptive statistics (Bryman & Bell, 2011).

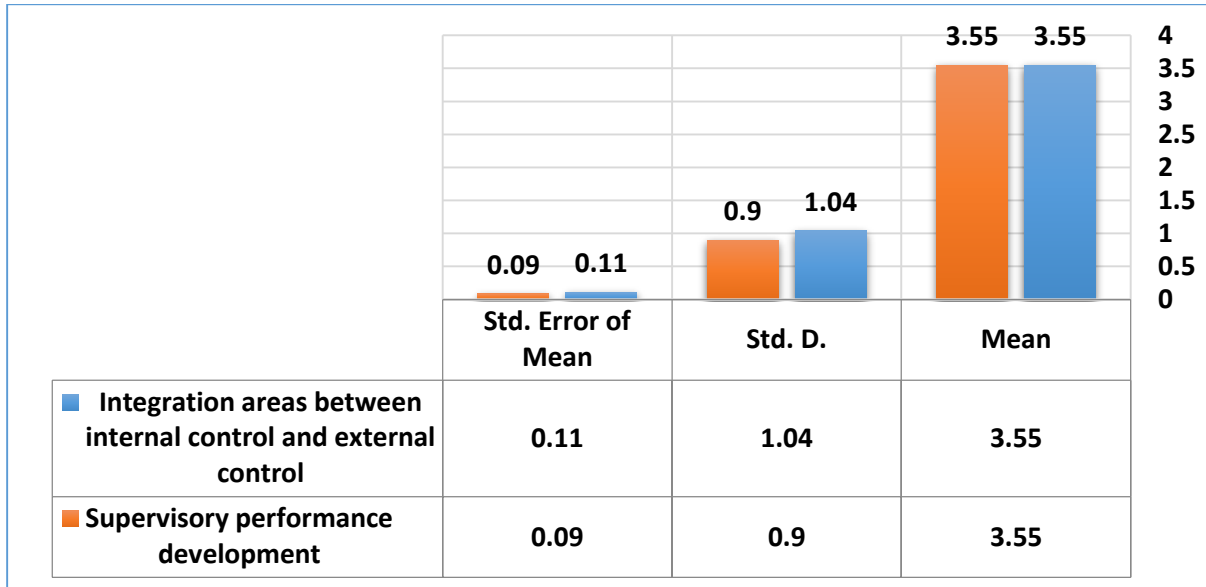


Figure 1: Results of Descriptive Statistics for the Study Variables

Source: Prepared by the researchers, based on the outputs of Excel 2010

We conclude from the above with the following points:

- All results related to the descriptive statistics of the study dimensions and their variables have enjoyed clear consistency and consistency in the respondents' answers.
- The presence of homogeneity in the perception and understanding of the paragraphs of the dimensions of the study and its variables by the respondents.
- There is high accuracy in the respondents' answers to the study dimensions and variables paragraphs.

### Second: Test the Study Model and its Hypotheses

For the purpose of identifying the nature of the relationship of influence of independent variables (areas of integration between internal control and external control) on the adopted variable (development of supervisory performance) in the organization in question. We will verify the validity of the hypothetical model of the study according to some of the statistical tools and methods that were chosen to conduct the analysis on the study variables, as follows:

#### 1. Correlation Analysis:

To complement the descriptive and diagnostic processes based on the descriptive analysis data, the correlation relationships between the study variables were identified, as shown in the table below:

Table 4: Correlation Coefficient between the Areas of Integration between Internal Control and External Control and the Development of Supervisory Performance

|                      |   |
|----------------------|---|
| independent variable | Integration areas between internal control and external control |
| dependent variable   | Supervisory performance development                             |
|                      | **0.62  |

\*\*Significant at a level of (0.01) N=91

The data of Table (3) indicate that there are correlations between the areas of integration between internal control and external control and the development of supervisory performance, where the relationship was significant. This is evidenced by the values of the correlation coefficient shown in the above table at the level of significance (0.01). This result reflects the fact that we accept the first main hypothesis, which states the following: (There is a significant correlation between the areas of integration between internal control and external control and the development of supervisory performance).

2. Analysis of the Influence Relationships between the Study Variables

Within the systematic treatment of our hypotheses, in the previous paragraph, the correlation relationship between the variables of the study was completed. In this axis, we will address the influence relationships between the variables of the study itself, according to the second main hypothesis.

The content of this relationship represents a test of the hypothesis of the second main study, which indicates that (there is a significant influence relationship, the areas of integration between internal control and external control in the development of supervisory performance).

Table (3) of the regression analysis indicates that there is a significant effect of the areas of integration between internal control and external control as an independent variable in the development of supervisory performance as a dependent variable. And that is according to the calculated (F) value whose value is (54.8), which is greater than its tabular value of (3.92) and it is significant at the level (0.05) with two degrees of freedom (1, 89). ( $\beta_0$ ) is significant at the level (0.05), and as long as the calculated T values are significant for the independent variable, which is (7.407), which is greater than its tabular value (1.664), this reflects the significance of the model. The ability of the independent variable to explain (38%) of the differences in the dependent dimension and that (62%) is due to variables not included in the model. Thus, the second main hypothesis is accepted.

**Table 5: The Relationship of the Impact of Areas of Integration between Internal Control and External Control in the Development of Supervisory Performance**

| Independent variable<br>Dependent variable | Integration areas<br>between internal<br>control and external<br>control |           | F          |         | T          |         | R2   |
|--|--|-----------|------------|---------|------------|---------|------|
|  | $\beta_0$  | $\beta_1$ | calculated | Tabular | calculated | Tabular |      |
| Supervisory performance development        | 1.211  | 0.694     | 54.8*      | 3.92    | 7.407*     | 1.664   | 0.38 |

\*:  $P \leq 0.05$  d.f: (1,89) N = 91

From the above, it can be concluded from the results of the aforementioned hypotheses that the impact of the areas of integration between internal control and external control in the development of supervisory performance, and this means that the surveyed organizations' adoption of the fields of integration between internal control and external control would contribute to the development of their supervisory performance. Thus, this coincides with the progress of the study in the axis of the methodology and theoretical framework.

## Conclusions and Recommendations

### Conclusions

1. There is a correlation relationship between the areas of integration between internal control and external control and the development of supervisory performance, where the relationship was significant. This is evidenced by the values of the correlation coefficient shown in the above table at the level of significance (0.01). This result reflects the fact that we accept the first main hypothesis, which states the following: (there is a significant correlation between the areas of integration between internal control and external control and the development of supervisory performance).
2. It is clear from the results of the descriptive statistics for the paragraphs of the independent variable in Table No. (2) that there is consistency and consistency in the respondents' answers on the presence of positive acceptance and the great importance of the respondents towards the areas of integration between internal control and external control, and also with regard to the independent variable in Table No. 2.) There is consistency and consistency in the answers of the respondents, and this indicates the presence of acceptance and great importance by the respondents towards the areas of integration between internal and external control.
3. It is clear through the analysis of the respondents' answers that the integration between internal control and external control enhances and supports the internal control work and what is represented in paragraph (12) of the second axis and included (the integration achieves the possibility of identifying other different areas of the work of internal control and determining the procedures for performing this work), where it has achieved The highest answers with an arithmetic mean (3.70) and a standard deviation (0.72).

## Recommendations

1. The necessity of continuous strengthening by the higher administrative authorities in government institutions of the areas of integration between internal control and external control to achieve more cooperation and coordination between them, which is reflected positively on the development of the oversight performance of internal control systems in government institutions.
2. The need to search for other areas and aspects of integration between internal and external control characterized by modernity, development and rapid response in line with the rapid changes in the work environment, in addition to its ability to diagnose cases of financial and administrative corruption in government institutions.
3. The necessity of reviewing studies dealing with issues of integration between internal and external control and approving them to benefit from them in supporting and developing the supervisory work and enhancing the culture of workers in this field with the importance of integration between internal and external control in achieving the objectives of each.

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