

UNIVERSITY OF CAPE COAST

INTERNAL AUDITING AND GOOD CORPORATE GOVERNANCE IN  
PUBLIC-PRIVATE PARTNERSHIPS AMONG CHRISTIAN HEALTH  
ASSOCIATION OF GHANA (CHAG) FACILITIES IN THE EASTERN  
REGION OF GHANA

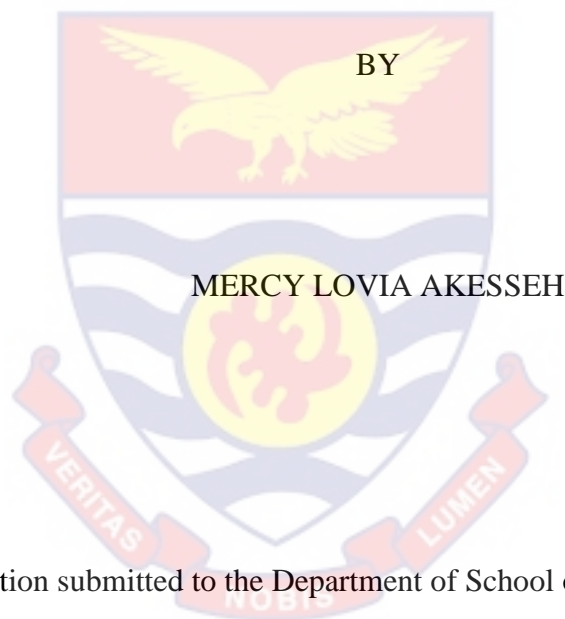


MERCY LOVIA AKESSEH

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UNIVERSITY OF CAPE COAST

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Dissertation submitted to the Department of School of Business, College of  
Humanities and Legal Studies, University of Cape Coast, in partial fulfilment  
of the requirements for the award of Master of Business Administration.

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## DECLARATION

### Candidate's Declaration

I hereby, declare that this dissertation is as a result of my own original research, and that no part of this dissertation has been presented for another degree in this university or elsewhere.

Candidate's Signature:..... Date:.....

Name: Mercy Lovia Akesseh

### Supervisor's Declaration

I hereby, declare that preparation and presentation of the dissertation was supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Signature:..... Date:.....

Name: Dr. James Tuffour

## ABSTRACT

The study assessed the relationship between internal auditing and good corporate governance among Public-Private Partnerships (PPP) in the Christian Health Association of Ghana (CHAG) health facilities. Primary data was sourced through questionnaire from 132 Administrators, Financial Controllers, Internal Auditors, Accountants and Finance Officers of all the CHAG health facilities in the Eastern Region. Partial least square estimation technique was used to analyse the study data. The study employed explanatory research design. The main finding of the study was that CHAG governance framework is formed to ensure accountability and apply the appropriate governance principles and procedures for their administration's operations. Further, the study found that quality internal auditing brings about a positive influence on good corporate governance. Besides, the study found that lack of trained auditors, political influence, lack of office space for internal auditors and lack of management support are the challenges connected with internal auditing and good corporate governance. Hence, it was recommended that the management of CHAG and Ministry of Health (MOH) should endeavour to identify and understand the practical corporate governance framework that symbolises the principles of responsibility, accountability, fairness and transparency that are essential for the successful running of their facilities. Again, internal auditors of CHAG health facilities should intensify their internal auditing functions to manage risks, ensures internal control and operations. Finally, the management of Hospitals, Health/Rehabilitation Centres and Clinics of CHAG should put in place effective measures to solve the emerging challenges associated with internal auditing and good corporate governance practices.

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Finally, my special thanks go to the management and staff of CHAG health facilities in the Eastern Region for their time and support in filling the research instrument.

## **DEDICATION**

To my family

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## LIST OF ACRONYMS

CHAG	Christian Health Association of Ghana
MOH	Ministry of Health
PPP	Public-Private Partnership

## CHAPTER ONE

### INTRODUCTION

Healthcare is a critical pillar in every nation's development, and various models have been implemented to improve healthcare access and delivery. One such model is the Public-Private Partnership (PPP) approach, which leverages the strengths of both public and private sectors to improve healthcare outcomes. Over the years, there has been an increasing interest in PPPs in healthcare delivery, especially in low- and middle-income countries where governments face financial and logistical challenges in providing adequate healthcare services. In Ghana, partnerships between the government and private healthcare providers have gained momentum, notably through collaborations with the Christian Health Association of Ghana (CHAG), a key player in the healthcare landscape of the country.

#### **Background to the Study**

In an era marked by increased global interconnectedness, the complexities of managing healthcare services have become more intricate than ever before. In many developing countries, including Ghana, Public-Private Partnerships (PPPs) have become an essential tool for tackling the complex issues facing the healthcare industry. The nation's healthcare setting is diversified, accommodating both public and private healthcare providers. Among these, the Christian Health Association of Ghana (CHAG) stands as a prominent non-governmental organisation operating a network of healthcare facilities across the country. CHAG health facilities need to improve their corporate governance in order to succeed in such a competitive environment (Adegbite, 2012; Abor & Fiador, 2013; Rustam & Narsa, 2021; Adil, 2022).

The CHAG is a Network organisation with 373 CHAG Member Institutions spread over the 16 regions of Ghana and in over 200 districts owned by different Christian Church Denominations across the country.

Throughout Ghana's 16 regions, CHAG offers healthcare services to the most disadvantaged and vulnerable populations, especially in the most isolated areas. As a recognized Ministry of Health (MOH) agency, CHAG operates in accordance with MOH policies, guidelines, and strategies. As a nonprofit, CHAG works to protect human dignity, particularly for the underprivileged, destitute, neglected, and underserved members of society. As a Public Private Partnership (PPP), CHAG seeks to cooperate and collaborate with Local and International Development Partners in improving access to equitable, affordable quality health services to needy constituents and populace through improved service provision and excellent health staff training.

Therefore, CHAG as a Public Private Partnership (PPP) need to improve their corporate governance in order to succeed in such a competitive environment (Agyemang & Castellini, 2013; Amartey, Yu & Chukwu-lobelu, 2019; Rehman, 2021). The interest to achieve good corporate governance highlights that, it is just the right thing which should be implemented by PPP organisations in the health sector in order to improve their financial performance (Antwi, Carvalho & Carmo, 2022; Hutapea & Widyaningsih, 2017; Sarpong-Danquah, Gyimah, Afriyie & Asiamah, 2018). Fiador (2016) explained good corporate governance as corporate values, principles, processes and procedures shared and strongly held throughout the organisation. Similarly, Nalukenge, Taurigana and Ntayi (2017) refer to good corporate governance as established

formal procedures, policies, processes and tasks that match organisational needs.

Nalukenge (2020) viewed good corporate governance as one of the key determinants of a successful PPP organisation because employees' decision to perform, based on organisational principles, processes and policies, has a direct influence on their profitability. Isshaq, Bokpin and Mensah Onumah (2009) and Rahayu, Yudi and Rahayu (2018) see good corporate governance improvement to be the fundamental target for any profit-oriented organisation. However, CHAG being a PPP corporate do not operate for profit gains. Sutopo, Wulandari, Adiati and Saputra (2017) postulated that the sustainability of PPP organisations in our current ever-rising competitive business environment demands that businesses pay attention to good corporate governance.

To unearth and understand the main component that could influence good corporate governance, some studies (Quansah, 2016; Roussy & Brivot, 2016; Owusu, 2018; Wiwoho, 2018; Aikins, Mensah & Kumi-Kyereme, 2022) have been examined. As a result of the empirical examination, internal auditing has been identified as the main factor that could enhance a good governance of organisations (Suyono & Hariyanto, 2012; Christ, Eulerich, Krane & Wood, 2021). Internal auditing according to Rahayu and Rahayu, (2016) is a watchdog tool that provides management of PPP organisations, auditors and audit committee material information for decision making. Sutopo, Wulandari, Adiati and Saputra (2017) stressed that internal auditing is an important conduit for good corporate governance.

Other studies (see for example, Yeboah, 2020; Yakubu, Abdul-Rashid, Musah, Ibrahim & Abdul-Rauf, 2022; Aureli, Del Baldo, Lombardi & Nappo,

2020; Awuah, Onumah, & Duho, 2022) see internal auditing as a valuable component that ensures correctness and accuracy of organisation's decision making. Bardhan and Hao (2022) posited that one of the reasons why organisations engage in internal auditing is to reduce fraud, ensure precision and accuracy of management forecasts. Kaawaase, Assad, Kitindi and Nkundabanyanga (2016) viewed internal auditing as an essential goal that every organisation must strive to attain by developing mutually beneficial relationship with employees.

It has also been suggested that one of the easiest ways of achieving quality internal auditing is by meeting and, sometimes, exceeding the desires, needs and expectations of employees (Kaawaase et al., 2016). Public Private Partnership (PPP) organizations are urged by the stakeholder theory to think about how their decisions will affect important stakeholders, like employees (Freeman, 1984). Internal auditing is the practical method that most organizations have used to totally eradicate the detrimental effects of their operations on their workforce, and it seems to be beneficial for these organizations as well.

Relying on the stakeholder theory, it can be established that the internal auditing of CHAG health facilities are directed at improving their relationship with employees, other stakeholders such as, the MOH and the owners of the facilities (various churches under which the facility operates) (Freeman, 1984). This motive will unearth innovative ways to improve their governance systems (Pelser, Mensah & Ngwenya, 2020; Dzikrullah, Harymawan & Ratri, 2020). It has been established in other studies that good corporate governance depends on quality internal auditing system of organisations (Roussy & Brivot, 2016;



Aksoy & Mohammed, 2020; Adil, 2022; Al-yazidi, Abdullah & Alhebry, 2022). The effectiveness of good corporate governance can only be attained through quality internal auditing (Dawuda, 2010; Asmah, Atuilik & Ofori, 2020; Angmor & Diaboh, 2022).

Empirically, Hutapea and Widyaningsih (2017) and Awuah, Onumah and Duho (2022) posited that conducting good internal auditing by organisations such as CHAG facilities will generally enhance their corporate governance. Balios and Zaroulea (2020) also tend to support the notion that when organisations such as CHAG health facilities conduct quality internal auditing, they are more likely to improve their corporate governance. This is because they will be exposed to where they are deficient. Arguably, CHAG health facilities with higher commitments to quality internal auditing are more likely to be concern about good governance as well. In contrast, CHAG health facilities with lower commitments towards quality internal auditing may be unconcerned about good corporate governance.

### **Statement of the Problem**

Internal auditing contribute significantly in promoting good corporate governance, particularly in emerging economies like Ghana, where issues such as weak leadership, mismanagement, fraud and corruption are prevalent (Ayagre, 2015; Al-yazidi, Abdullah & Alhebry, 2022). In the context of public-private partnerships (PPP), which aim to use private sector efficiency for public sector goals, strong internal auditing is critical for maintaining transparency and accountability (Ayagre, 2015). Healthcare institutions under PPP models such as those operated by the Christian Health Association of Ghana (CHAG), face heightened scrutiny in balancing public funding and private management to

ensure good corporate governance (Awuah, Onumah & Duho, 2022). However, the nexus between internal auditing and corporate governance within these institutions remains unclear and inconsistent across existing research (Pelser, Mensah & Ngwenya, 2020).

Besides, several studies have examined the linkage between internal auditing and good corporate governance, but their findings have been inconclusive. For example, Dzomira (2020) argues that internal auditing can negatively impact corporate governance when employees are skeptical of the organization's auditing processes. On the other hand, Kaawaase et al. (2020) and Nasrallah and El Khoury (2022) found a positive relationship, showing that high-quality internal auditing can improve employees' perceptions of governance and lead to better outcomes. The inconsistencies in these results have been attributed to various factors, including the lack of employee awareness about internal auditing systems (Eulerich & Eulerich, 2020), poor conceptualization of internal auditing (Lenz & Jeppesen, 2022) and the omission of critical analytical tools in past studies (Pazarskis, Koutoupis, Kyriakou & Galanis, 2020). Rehman (2022) also noted that measurement errors in previous studies could account for the conflicting findings.

This gap in understanding how internal auditing influences corporate governance is particularly relevant in the context of the CHAG which operates as a public-private partnership (PPP) and provides over 30% of healthcare services in the country (Asare-Baffour, Manu Opoku & Oppong, 2022). CHAG health facilities face unique governance challenges due to their dual structure of public and private funding which necessitates strong internal auditing to ensure transparency and accountability (Aureli et al., 2020). Effective internal auditing

is essential for these institutions to manage both public and private resources efficiently and to prevent issues such as fraud, mismanagement and weak governance which are common challenges in emerging economies like Ghana (Ayagre, 2015; Al-yazidi, Abdullah & Alhebry, 2022).

Despite CHAG's critical role in Ghana's healthcare system, limited research has explored the relationship between internal auditing and corporate governance within its institutions such as in the Eastern Region, leaving a significant gap in both practice and academic discourse (Mbir, Agyemang, Tackie & Abeka, 2020). The Eastern Region of Ghana was chosen for this study because it is one of the country's largest regions with a significant number of CHAG health facilities that play a vital role in the region's healthcare delivery (Mbir et al., 2020). These facilities cater to diverse communities and face complex administrative and governance challenges, which are exacerbated by the need to balance public accountability with private management. This makes the Eastern Region a suitable context for examining how internal auditing can contribute to enhancing governance practices in public-private partnerships like CHAG. Understanding these dynamics will provide valuable insights that could inform governance improvement strategies in CHAG facilities and other similar healthcare institutions across Ghana (Asare-Baffour et al., 2022). Hence, this study seeks to examine the relationship between internal auditing and good corporate governance among CHAG health facilities in the Eastern Region of Ghana.

### **Purpose of the Study**

The purpose of the study was to examine the relationship between internal auditing and good corporate governance among Christian Health Association of Ghana (CHAG) health facilities in the Eastern Region of Ghana.

### **Research Objectives**

The specific objectives of the study were to:

1. assess the effectiveness of corporate governance framework of CHAG health facilities in the Eastern Region of Ghana.
2. examine the effects of internal auditing on corporate governance practice among the CHAG health facilities in the Eastern Region of Ghana.
3. identify the challenges associated with internal auditing and corporate governance practices among the CHAG health facilities in the Eastern Region of Ghana.

### **Research Questions**

1. How effective is the corporate governance frameworks of the CHAG health facilities in the Eastern Region of Ghana?
2. What are the effects of internal auditing practice on corporate governance among the CHAG health facilities in the Eastern Region of Ghana?
3. What are the challenges of internal auditing and corporate governance practices among the CHAG health facilities in the Eastern Region of Ghana?

## Significance of the Study

This study will fill a critical gap in the existing literature on internal auditing and corporate governance, particularly within the context of public-private partnerships in the healthcare sector. While studies have explored internal auditing's role in corporate governance, few have focused on healthcare institutions, mainly in the African context and within CHAG facilities. By investigating how internal auditing impacts governance in CHAG institutions, this study will contribute to a deeper understanding of how auditing processes can enhance accountability, transparency and governance effectiveness in health systems. The findings will also provide a foundation for further academic exploration of auditing in similar public-private partnerships.

In practice, the study will offer practical insights for health administrators, internal auditors and governance bodies within CHAG facilities. It will highlight how effective internal auditing can promote better governance practices, ultimately improving the efficiency and quality of healthcare delivery. Health institutions can use the findings to enhance their internal auditing processes by ensuring that they support accountability and governance objectives. Furthermore, understanding the factors that influence the effectiveness of internal audits will enable health facility managers to address potential weaknesses in their governance frameworks, leading to improved organizational performance and service delivery.

From a policy perspective, the study has the potential to inform the development of more robust governance policies in CHAG institutions and other public-private healthcare partnerships. Policymakers can use the insights gained from this study to strengthen regulations around internal auditing and

corporate governance, ensuring that these systems are more transparent and accountable. This will not only enhance governance within CHAG but also serve as a model for other health facilities across Ghana. The study's findings could influence the formulation of national policies aimed at improving governance in the healthcare sector, particularly in institutions that rely on both public and private funding sources.

### **Delimitation of the Study**

The study primarily targeted Administrators, Financial Controllers, Internal Auditors, Accountants and Finance Officers within these CHAG health facilities in the Eastern Region, excluding other health agencies like Islamic Health Services and Ghana Health Services. That is, CHAG health facilities offer a unique perspective within the healthcare sector due to their faith-based orientation. Besides, the choice to focus on CHAG health facilities in the Eastern Region of Ghana aligns with the researcher's aim to generate findings that are particularly relevant to this regional context.

### **Limitation of the Study**

While this study makes significant contribution to the extant literature on the relationship between internal auditing and good corporate governance among CHAG health facilities, the following limitations were identified. Firstly, the investigation did not strictly follow the principle of randomization because of the nearly impossible nature of accessing an accurate sampling frame for the population. Secondly, gathering data on internal auditing and corporate governance was subjected to limitations due to the confidentiality and reluctance to share certain information from the respondents.

### **Organisation of the Study**

The study is organised into five chapters. Chapter one deals with, the background of the study, statement of the problem, objectives, research questions, relevance of the study and organisation of the study. Chapter two also focuses on the reviews of literature related to the study. Chapter three discusses the study methods used for the study. Chapter four dealt with the presentation of results and discussions. Chapter five summarizes the findings, and present the conclusions and recommendations.

## CHAPTER TWO

### LITERATURE REVIEW

#### Introduction

This chapter reviews literature on the relationship between internal auditing and good corporate governance among Public-Private Partnership (PPP), specifically, the Christian Health Association of Ghana (CHAG) health facilities in the Eastern Region of Ghana. The chapter presents on the definition of concepts, theory of internal auditing and good corporate governance. It reviews works of scholars related to the subject matter. The chapter is also made up of empirical review of corporate governance framework of CHAG health facilities, internal auditing on corporate governance practice and the challenges associated with internal auditing and corporate governance practices among the CHAG health facilities and the development of a conceptual framework.

#### Theoretical Review

The stakeholder theory serves as the study's foundation.

#### Stakeholder theory

According to the stakeholder theory, organizational management should focus their efforts on addressing their organisational issues, social, economic concerns of key stakeholders, such as, Ministry of Health (MOH), CHAG and employees (Freeman, 1984). The theory maintains that organisation can address these problems by clearly defining their corporate principles, processes and procedures (Freeman, 1984; Kaawaase & Nkundabanyanga, 2021). The practical way that can be employed by organisations is to completely eliminate the negative effects of their operations on MOH, CHAG, and employees



through internal auditing which appears to have positive outcomes for these organisations, as well (Rahayu & Rahayu, 2016).

It is well established from the stakeholder theory that internal auditing concept has the propensity to identify organisational damages, such as, corruption and fraud engaged in by employees (Freeman, 1984; Rahayu & Rahayu, 2016). From the stakeholder theory's perspective (Freeman, 1984), it can be deduced that the internal auditing actions of health facilities are connected to their attempt at reducing fraud, ensuring precision and accuracy of management forecasts. This motive will naturally compel them to offer good corporate governance (Dang & Nguyen, 2021).

### **Implication of the stakeholder theory to the study**

The stakeholder theory stressed that organisations should consider the effects of their actions on MOH, CHAG and employees and other stakeholders (Freeman, 1984). The stakeholder theory advanced that it is important for companies to conduct internal auditing which could result into good corporate governance. This is because internal auditing ensures correctness, fairness of financial records, prevents fraud and ensures accuracy of organisation's decision making (Kazemian et al., 2021). The government and CHAG are particularly concerned about health facilities because their survival depends on better internal auditing and sound corporate governance. Hence, it is important for these health facilities to improve their corporate governance through effective internal auditing.

### **Conceptual Review**

The concepts to be discussed in this section are corporate governance and internal auditing.

### **Corporate governance among public-private partnership (PPP)**

The corporate governance construct is seen to consist of many aspects of an organisational performance (Aprea, 2003; Claessens, 2003; Isshaq, Bokpin & Mensah, Onumah, 2009; Cruz & Marques, 2016; Chen et al., 2021). Kaawaase et al. (2021) explained corporate governance as organisations principles, processes and procedures shared and held throughout organisations. The corporate governance concept according to Nalukenge, Taurigana and Ntayi (2017) is an established formal procedure, policies, processes and tasks that match organisational objectives. Nalukenge (2020) viewed good corporate governance as one of the key determinants of a successful organisation including the PPP's, because employees' decision to perform in accordance with organisational principles, processes and policies has a direct influence on their profitability.

According to Dang and Nguyen (2021), corporate governance relates to the values, norms, codes and behaviours that characterize a company and its work environment. Rahayu et al. (2018) sees good corporate governance improvement to be the fundamental target for any PPP organisation. Dwekat, Seguí-Mas, Zaid and Tormo-Carbó (2021) opined that governance attributes include management style, decision-making process, creativity, value of teamwork, performance accountability system, rewards philosophy and power relationships indicate what good governance is or not. Fiador (2016) and Sutopo et al. (2017) discoursed that the sustainability of organisations in our current ever-rising competitive environment demands that organisations pay attention to good corporate governance.

It has been established that organisations regularly evaluating the extent to which their employees obey rules and regulations in order to deliver accordingly (Mnif & Tahari, 2020; Antwi, Carvalho & Carmo, 2022), because they believe that the extent to which employees follow principles, processes and policies has a direct effect on their corporate performance (Jan, Lai & Tahir, 2021; Sarpong-Danquah, Gyimah, Afriyie & Asiamah, 2018). According to the United Nations Global Compact-Accenture CEO research carried out in the year 2010, 93 percent of 766 CEOs perceive good corporate governance as a crucial factor that determines the survival of their firms (UN, 2010).

This implies that firms' existence and success is reliant on the extent to which they manage associations with stakeholders through governance policies, procedures and process. Stuebs and Sun (2015) however, argued that the recognition of this association is dependent on a proven trust, and such trust is formed by developing a responsible attitude towards MOH, CHAG and employees through effective corporate governance practices. The planned behaviour theory stipulates that positive attitudes toward providing quality internal auditing will have a positive connection with good corporate governance (Ajzen, 1991). Building on the planned behaviour theory, it is argued that good corporate governance is largely traceable to quality internal auditing (Kazemian et al., 2021).

Some researchers (Asare-Baffour, Manu, Opoku & Oppong, 2022; Aureli, et al., 2020; Mbir, Agyemang, Tackie & Abeka, 2020; Angmor & Diaboh, 2022; Yakubu et al., 2022; Rehman & Hashim, 2020; Li & Singal, 2022) reported that internal auditing is a significant driver of good corporate

governance. This is because it ensures validation of accounts, assures management of organisations, detects errors and enhance decision making.

### **Internal auditing among public-private partnership (PPP)**

Rahayu and Rahayu (2016) defined internal auditing as a watchdog tool that provides management of PPP organisations, auditors and audit committee the needed material information on their business book of account and vouchers. Internal auditing has been considered as a key conduit for achieving organizational objectives through a systematic, well-organised approach to assess and improve the effectiveness of risk management (Abdullah, Ismail & Smith, 2018; Pelser, Mensah & Ngwenya, 2020). Al-Dhubaibi and Sharaf-Addin (2022) postulated that internal auditing enables organisations to enhance their financial performance through monitoring and accountability. Meanwhile, the CHAG facilities engage in internal auditing to enhance their corporate governance, procedures, and processes and reduce or prevent fraud activities in the system (Christian Health Association of Ghana, 2022). Alyaarubi, Alkindi and Ahmed (2021) are of the opinion that internal auditing determines whether all financial transactions are recorded accurately in organisations.

It has been established in other studies that good corporate governance depends on quality internal auditing system of organisations (Roussy & Brivot, 2016; Aksoy & Mohammed, 2020; Adil, 2022; Al-yazidi, Abdullah & Alhebry, 2022). The effectiveness of good corporate governance can only be attained through quality internal auditing (Dawuda, 2010; Asmah, Atuilik & Ofori, 2020;

Internal auditing enables organisations to achieve their long-term objective of formulating and applying good corporate governance policies,

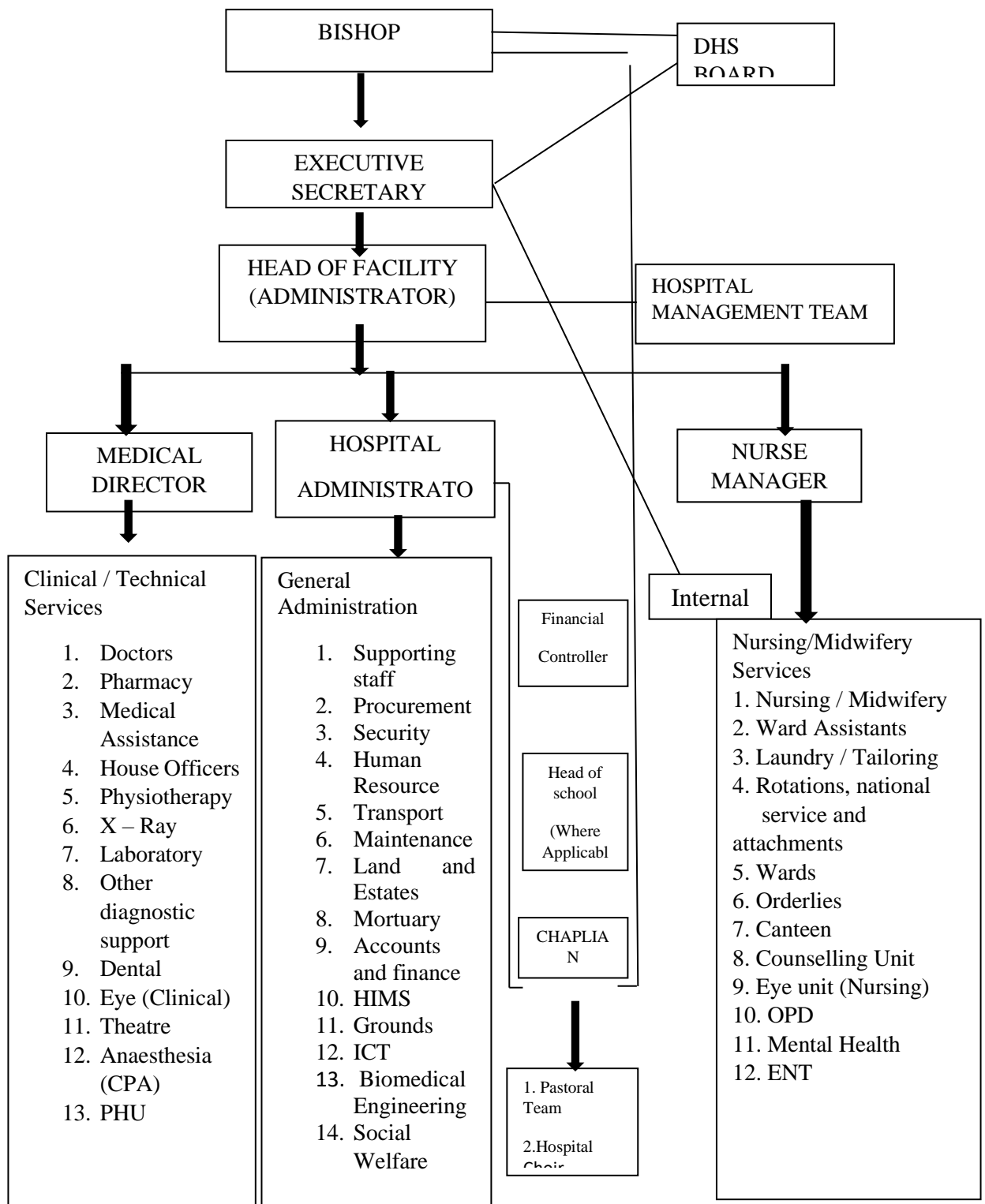
procedures, principles and processes (Jarrah, Jarrah, Al-Zaqeba & Al-Jarrah, 2022; Dawuda, 2010; Asmah, Atuilik & Ofori, 2020). Hutapea and Widyaningsih (2017) claimed that conducting good internal auditing by organisations will generally enhance their corporate governance. Balios and Zaroulea (2020) are also of the opinion that organisations that conduct internal auditing are more likely to improve upon their corporate governance practices. Mertzanis, Balntas and Pantazopoulos (2019) clarified some motives why internal auditing influences good corporate governance.

Primarily, organisations that are committed to internal auditing are more prone to ensuring accountability and transparency. The authors further observed that such organisations tend to be more responsive to good corporate governance practices. The effectiveness of corporate governance emanates from quality internal auditing (Kaawaase & Nkundabanyanga, 2021; Angmor & Diaboh, 2022). Kaawaase et al. (2020) examined the effects of internal auditing on good corporate governance and found that internal auditing significantly influences good corporate governance.

### **Empirical Review**

This section presents on the empirical review of corporate governance framework of Christian Health Association of Ghana (CHAG) health facilities, internal auditing on corporate governance practice and the challenges associated with internal auditing and corporate governance practices.

**Corporate Governance Framework of Christian Health Association of  
Ghana (CHAG) health facilities**



*Figure 1: The Corporate Governance Framework of Christian Health Association of Ghana (CHAG) Health Facility*  
Source: (Diocesan Health Services 2023).

Although, the CHAG health facilities have different corporate governance framework, Figure 1 depicts the corporate governance framework for almost all the CHAG health facilities. From Figure 1, it can be observed that the corporate governance framework of CHAG health facilities is made up of the Bishop, Diocesan Health Board, Executive Secretary, Hospital Management Team, Administrator, Medical Director, Hospital Administrator, Nursing Manager, Financial Controller, Head of School Chaplain, and Chief Internal Auditor. CHAG advanced that their governance framework is established to ensure accountability, determine and apply the appropriate governance principles and procedures (Christian Health Association of Ghana, 2022). The CHAG profess that the key responsibilities of their corporate governance framework are to develop and recommend to management a set of corporate governance principles for their operations.

Moreover, the framework is to ensure that procedures align with the facility's governance ambitions, values and external compliance demands (Christian Health Association of Ghana, 2022). In a similar context, Li and Singal (2022), Shaikh and Randhawa (2022) and Jan et al. (2022) opined that corporate governance framework of organisations usually ensures accountability, management of risk, growth, profitability and sustainability which in turn create value for all stakeholders. Nasrallah and El Khoury (2022) discuss that the importance of corporate governance structure is connected to the environment-oriented actions among which adhering to principles, procedures, rules and regulations are essential. This implies that guiding employees to adhere to the rules of an organisation as part of corporate

governance could strengthen their relationships (Piao, Xie & Managi, 2022; Ronaghi, 2022; Zaman, Jain, Samara & Jamali, 2022).

Sama, Stefanidis and Casselman (2022) hold the view that good corporate governance framework in place has the tendency to enhance organisational performance. In the same vein, Watanabel, Yamauchi and Sakawa (2022) submitted that good corporate governance framework contributes effectively to how organisations perform at the workplace. Rehman and Hashim (2018) submitted that the primary responsibility of organisation's governance structure is to offer quality internal counsels and guide the organisation to meets its goals and also provide rigorous oversight to ensure that management is fit for purpose.

Within the perspective of Rehman and Hashim's (2018) postulation, organisations are expected to form a good governance structure or frame (Florea & Florea, 2013), which in turn, may enhance their performance (Arniati, Puspita & Pirzada, 2019). Hashim, Ahmed and Huey (2019) proved that good corporate governance framework have a significant and positive association with organisational performance. Organizations that have successfully established good corporate governance structure have benefited extremely with increased organisational performance (Eulerich, Kremin & Wood, 2019).

### **Internal auditing and good corporate governance practice**

Kaawaase et al. (2021) explained corporate governance as firm values, principles, processes and procedures shared and held throughout organisations. Good corporate governance determines how employees perform on their job (Ongsakul, Treepongkaruna, Jiraporn & Uyar, 2021; Rehman, 2022). Puni and Anlesinya (2020) viewed good corporate governance as a control mechanism



for achieving behavioural results such as improved employee performance. In a turbulent and dynamic corporate environment where organisations compete for improved performance, good corporate governance is seen as a key differentiator and constituent of business strategy.

Thesing and Velte (2021) asserted that organisations regard good corporate governance as their principal concern and try to achieve it through the development of employee orientation strategies, policies and the ethics of continuous improvement. Balkaran (2022) agreed that measuring good corporate governance should be the focus of organisation because it determines their health and efficiency. Again, Ha (2022) sees good corporate governance as an important indicator of business achievement and improved productivity.

Hazzaa, Abdullah and Dhahebi (2022) also understand good corporate governance as a benchmark for performance excellence for many companies and encourage them to appreciate the potential opportunities that come with having employees who adhered to corporate policies, procedures, processes and values. It has been established that good corporate governance promotes increased employees' outcomes and stimulates improvements in the work practices and processes used within the organisation (Hwang, Sarath & Han, 2022). The long-term success of an organisation depends on good corporate governance (Ludwig & Sassen, 2022).

The planned behaviour theory stipulates that positive attitudes toward providing quality internal auditing will have a positive connection with good corporate governance (Ajzen, 1991). Pathak (2006) argued that good corporate governance is not only driven from internal auditing but instead, their good governance is also connected to employees' perception of the circumstances or

environment of their workplace. Hence, health facilities that tend to be more conscious of environment of their workplace are better positioned to enhance good corporate governance.

Empirically, Ramadhan and Putri (2022) founded that conducting quality internal auditing could bring about a positive influence on good corporate governance. Rotich (2022) reported that the positive relationship between internal auditing and good corporate governance can be attained when management and employees are able to identify what they are not doing well. Also, Nerantzidis et al. (2020), and Rahayu, Yudi and Rahayu (2020) founded a positive connection between internal auditing and good corporate governance. Wang, Zhou and Wang (2020) examined the effect of internal auditing on good corporate governance and found that employees' perception about internal auditing is an important determinant of their corporate governance.

It has been established in other studies that good corporate governance depends on quality internal auditing system of organisations (Roussy & Brivot, 2016; Adil, 2022; Al-yazidi, Abdullah & Alhebry, 2022; Pooe, Barac, Plant & Steyn, 2022). The effectiveness of good corporate governance is seen through quality internal auditing (Kaawaase & Nkundabanyanga, 2021; Angmor & Diaboh, 2022). Hutapea and Widyaningsih (2017) hypothesize that conducting good internal auditing by organisations will generally enhance their corporate governance.

Kaawaase et al. (2020) examined the effects of internal auditing on good governance and found that quality internal auditing in organisations are significantly influenced by how employees perceive their organisation's auditing activities. Oussii and Boulila (2020) conducted a study to determine

the relationship between internal auditing and good corporate governance and documented a significant positive relationship between the two concepts. Some scholars have also recognized that employees, confident with the internal auditing of the organisation, tend to adhere to the governance policies enacted to address issues identified by auditors (Quick & Henrizi, 2019).

Within the internal auditing domain, some prior studies (Tumwebaze et al., 2018; Aureli, et al., 2020; Angmor & Diaboh, 2022; Yakubu et al., 2022) recognised that internal auditing untimely leads to good corporate governance. Although there are both theoretical and empirical evidence that seek to link increasing internal auditing to good corporate governance (Friyani et al., 2022), some scholars (Hazzaa, Abdullah & Dhahebi, 2022; Nasrallah & El Khoury, 2022) have also argued that within a particular company, different employees may have different views regarding internal auditing (Pazarskis et al., 2020). Jarah et al. (2022) affirmed the position that internal auditing alone cannot determine good corporate governance.

### **The challenges of internal auditing and corporate governance practice**

Given the importance linked to internal auditing among organizations towards good corporate governance, there are many challenges confronting internal auditing and good corporate governance practices (Kaawaase & Nkundabanyanga, 2017; Bananuka et al., 2018; Pizzi et al., 2021). Among the challenges are political influence, absence of horizontal and vertical structural integration, and inefficient managerial monitoring (Almunia & Lopez-Rodriguez, 2018; Sakoe & Asare, 2015; Lois et al., 2021).

Other studies documented that lack of trained auditors and limited qualified auditors within the health domain could account for some of the

challenges connected with internal auditing and good corporate governance (Bardhan & Hao, 2022; Wang, Ferreira & Chang, 2022). According to Eulerich and Eulerich (2020), lack of management and employees' awareness of the importance of corporates internal auditing could affect corporate governance negatively. Lenz and Jeppesen (2022) presented that the wrong conceptualization of internal auditing is a challenge to effective corporate governance.

Also, lack of office space for internal auditors, lack of management support, lack of professionalism and insufficient human resources are some of the biggest challenges of internal auditing and corporate governance practices (Christ et al., 2021; Jurakulovna & Bahodirovich, 2021). Motubatse, Barac and Odendaal (2015) submitted that auditor's lack of business knowledge and lack of audit monitoring actions also affect good corporate governance.

### **Conceptual Framework for the Study**

The framework connects internal auditing to good corporate governance



*Figure 2: Linking internal auditing to good corporate governance practices.*  
Source: Author's Construct (2023).

Figure 2 presents the connection between internal auditing and good corporate governance. This framework means that Public-Private Partnership (PPP), specifically, CHAG health facilities that entrust themselves greatly to quality internal auditing are more likely to improve upon their governance principles, procedures and operations.

### **Chapter Summary**

The definitions of the concepts, theories of internal auditing and corporate governance practices have been addressed in this chapter. It reviews works of other scholars related to the subject matter. The chapter is also made up of empirical review of effect of internal auditing and corporate governance practices and the development of a conceptual framework.

## **CHAPTER THREE**

### **RESEARCH METHODS**

#### **Introduction**

The study examined the relationship between internal auditing and good corporate governance among Christian Health Association of Ghana (CHAG) health facilities in the Eastern Region. This chapter discussed the research design, research approach, sampling techniques, sample size, analytic method, research instruments and validity and reliability.

#### **Research Approach**

Quantitative, qualitative and mixed research methods, according to Neuman (2014), are the three research approach usually employed in research. It has been established by Ofori and Dampson (2011) and Pradipta, Forsman, Bruchfeld and Alffenaar (2018) that while employing quantitative research approach enable researchers to assess the linkage between research variables, employing qualitative research approach, on the other hand, helps researchers to explain some aspects of social happenings. The mixed method is a mixture of both quantitative and qualitative research approaches (Sekaran & Bougie, 2016).

Relying on the study purpose, a quantitative research approach was employed for the study. This is because quantitative research approach makes it possible for researchers to use statistical data obtained from respondents to explain nexus between variables (Golafshani, 2003; Tashakkori & Teddlie, 2010; Ofori & Dampson, 2011). Creswell (2014) argued that this approach is suitable for studies of this kind that intend to use numerical data.

## Research Design

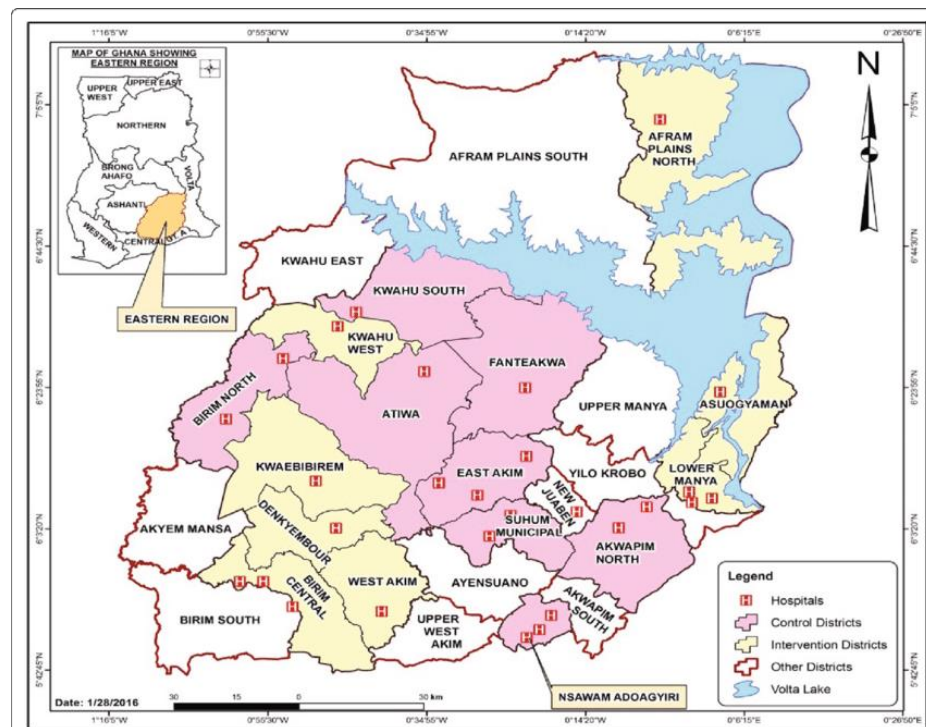
The research design refers to the framework or strategy that outlines how research data is collected, measured and analyzed (Sekaran & Bougie, 2016). Research designs are typically grouped into explanatory, descriptive, and causal types. For this study, a descriptive research design was employed. Descriptive design is considered suitable because it allows the researcher to systematically describe the characteristics of the phenomenon under study, focusing on what rather than why something occurs (Saunders, Lewis & Thornhill, 2016). This design is appropriate for studies seeking to understand the relationships and patterns between variables without manipulating the research environment.

Descriptive research design enables researchers to gather detailed information on the current state of internal auditing practices and their impact on governance which is essential for achieving the study's objectives (Sekaran & Bougie, 2016). Furthermore, this design facilitates the presentation of quantitative data, making it easier to identify trends and draw inferences using statistical analysis which supports the study's aim to explore how internal auditing influences governance (Barifaijo, Basheka, & Oonyu, 2010).

## Study Area

The accessible respondents for the study were administrators, financial controllers, internal auditors, accountants, and finance officers of all the CHAG Health facilities in the Eastern Region. Key Municipalities/districts in the region are Kwahu East, West, and South; Afram Plains North and South; Birim North, South, and Central; Atiwa, Upper and Lower Manya; Fanteakwa; Upper West, West, East Akim; and Suhum Municipal. The region is the third most populated regions in Ghana, following Greater Accra Region and Ashanti Region (GSS,

2021). There are about thirty-two (32) CHAG health facilities in the Eastern Region (CHAG, 2022).



*Figure 3: Map of Eastern Region, Ghana*

Source: Geographic Information System (GIS) and Cartographic Unit of the Department of Geography and Regional Planning, University of Cape Coast (UCC), Cape Coast.

The study focuses on all Christian Health Association of Ghana (CHAG) health facilities in the Eastern Region of Ghana. This choice is justified by several factors that align with the challenges of achieving good corporate governance in these institutions. First, CHAG facilities in the Eastern Region are critical players in the healthcare system by providing essential services to diverse populations. However, these facilities face significant governance challenges related to the dual public-private structure which complicates financial accountability, operational transparency and decision-making processes (Owusu, 2018). The Eastern Region with its significant concentration



of CHAG facilities provides a unique setting to explore the impact of internal auditing on governance within public-private partnerships, making it an ideal context for this research.

Furthermore, the Eastern Region's governance issues particularly within CHAG institutions have been under-researched, despite their critical role in the healthcare sector. Investigating internal auditing in this region offers valuable insights that can help address broader governance challenges in public-private partnerships, not only in Ghana but also in similar contexts across sub-Saharan Africa.

**Table 1: List of CHAG Health Facilities in the Eastern Region**

NO	Facility Name
1	Holy Family Hospital, Nkawkaw
2	St. Dominic Hospital, Akwatia
3	St. Joseph's Hospital, Koforidua
4	St. Martin's de Porres Hospital, Agomanya
5	Presbyterian Hospital, Donkorkrom
6	Hawa Mem. Saviour Hospital, Akim-Osiem
7	Seventh Day Adventist Hospital, Koforidua
8	Holy Spirit Clinic & Maternity Home, Kwasi Fante
9	Presby Polyclinic, Kom
10	St. John's Hospital, Akim Ofoase
11	Catholic Clinic and Maternity, Akim Swedru
12	Notre Dame Clinic, Nsawam
13	Salvation Army Clinic, Begoro
14	St. Joseph Clinic & Maternity Home, Kwahu-Tafo
15	St. Michael's Catholic Clinic/Maternity, Ntronang-Akim
16	St. Monica's Clinic and Maternity, Akim Sekyere
17	Orthopaedic Training Centre, Adoagyiri
18	Methodist Medical Centre, Hweehwee
19	Methodist Medical Centre, Osuben
20	Salvation Army Clinic, Akim-Wenchi
21	Salvation Army Clinic, Anum
22	Holy Rosary Health Centre, Amankwakrom
23	Presbyterian Health Centre, Abetifi
24	Presbyterian Health Centre, Ekye
25	Presbyterian Health Centre, Kwahu Praso
26	Presbyterian Health Centre, Obregyima

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27	Tease Presby Health Centre, Afram Plains
28	The Salvation Army Rehabilitation Centre, Begoro
29	Holy Family Nurses Training College, Nkawkaw
30	Bro. Tarcisius Prosthetics and Orthotics Training College, Nsawam
31	Methodist Health Training Institute, Afosu
32	Hawa Mem Savour NTC, Osiem

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Source: CHAG (2022)

### **Population**

According to Saunders, Lewis, and Thornhill (2007), a set of groups out of which some sample is taken is what defines population. The population of the study includes all administrators, financial controllers, internal auditors, accountants, and finance officers of all the CHAG health facilities in the Eastern Region. The available population for the study is 200 administrators, financial controllers, internal auditors, accountants, and finance officers (CHAG, 2022).

### **Sampling Procedure**

Since it is impossible to reach all the population, it is often prudent to resort to samples. Aside the inability to reach all population, working with samples generates accurate results, in that, the researcher has more time at his disposition to ask questions that he would have been unable to ask should he have been working with the entire population. Working with samples also reduces cost and is less time consuming (Saunders et al, 2007).

There are basically two main sampling procedures, notably, probability and non-probability sampling (Omair, 2014; Singh & Masuku, 2014; Taherdoost, 2016; Etikan & Bala, 2017). This study employed the probability sampling procedure. The probability sampling is a method where every element (member) of the population has an equal chance or opportunity for selection as a subject. Advantage of probability sampling is that it increases the sample's

representativeness of the population and decreases sampling error and sampling bias (Omair, 2014; Singh & Masuku, 2014; Taherdoost, 2016; Etikan & Bala, 2017).

Using the probability sampling procedure, the study adopted the simple random technique out of the five probability sampling techniques, namely; simple random, stratified random, cluster sampling, systematic sampling, and multi stage sampling (Taherdoost, 2016). The simple random technique was considered appropriate for the study due to time and financial constraint. Moreover, the study sought to give everyone in CHAG health facilities same chance of being selected for the research (Taherdoost, 2016; Etikan & Bala, 2017), hence, resorted to simple random technique. A further advantage of simple random technique is that it provides an unbiased and better estimate of the parameters (Acharya, Prakash, Saxena, & Nigam, 2013).

In view of determining sample size for a study, Ali, Rasheed, Siddiqui, Naseer, Wasim and Akhtar (2015) hold the position that a sample size for research should be at least 100 or more. In the same vain, some scholars (Faber & Fonseca, 2014; Boddy, 2016; Taherdoost, 2017) affirmed that the sample size for studies should be large for reasonable generalisation. Following Krejcie and Morgan (1970) sample size determination table, and to ensure a 5% margin error, 132 Administrators, Financial Controllers, Internal Auditors, Accountants and Finance Officers of all the CHAG health facilities in the Eastern Region were randomly selected from the 200 Administrators, Financial Controllers, Internal Auditors, Accountants and Finance Officers

### **Data Collection Instrument**

This study used questionnaire as a data collection instrument. This is because, questionnaire saves respondents time and it can be completed without the presence of the researcher (Chang et al., 2020). Likewise, respondents feel using questionnaire enable them to answer without fear (Grassini & Laumann, 2020; Northstone et al., 2020). The questionnaire was made up of five (5) sections. In this regard, Section A of the questionnaire collected data on respondent's characteristics. In addition, Section B fetched data on internal auditing. Furthermore, Section C gathered data on good corporate governance. Section D collected data on challenges associated with internal auditing and good corporate governance (See Appendix B).

### **Measurement of Variables**

The study variables measured include good corporate governance and internal auditing. All variables were measured on a continuous scale of 1-5. Accordingly, corporate governance was measured by utilising Khanchel's (2007) measurement items. Several studies (Samagaio and Diogo, 2022; Boateng, 2016; Bilal, Twafik & Bakhit, 2018; Antwi, Carvalho & Carmo, 2022) have adopted this instrument in measuring corporate governance. Also, internal auditing was measured based on the position of Lenz, Sarens and Jeppesen (2018) and Kaawaase et al.'s (2020) measurement indicators. Awuah, Onumah and Duho (2022), Angmor and Diaboh (2022); Yakubu et al. (2022) are examples of empirical studies that employed Lenz, Sarens and Jeppesen (2018) and Kaawaase et al.'s (2020) measurement indicators.

### **Reliability and Validity of the Instrument**

Joubert and Ehrlich (2007), define reliability as having the same results even if the measures were taken multiple times. Reliability was achieved by using relatively large sample size. The instruments considered were derived from tested and standardized instruments to minimize random measurement error. In addition, reliability was checked by looking at the reliability of the individual items and internal consistency reliability of the research instruments (Henseler, Ringle & Sarstedt, 2015). Validity is the accuracy with which a phenomenon is described (Bagozzi & Yi, 1988; Chin, 1998). Common sources of invalidity are selection, information and confounding bias (Joubert & Ehrlich, 2007). To reduce information bias, the researcher adapted survey instruments with comparable population and study design with high validity levels. Furthermore, based on the study, validity was checked by examining the Average Variance Extracted (AVE). To determine discriminant validity in the study, the AVE in each latent variable was used by following Fornell and Larcker (1981) discriminant validity criterion.

### **Data Collection Procedure**

Before the data collection, the researcher requested an introductory and permission letter from the Department of Accounting. The introductory and permission letter from the Department of Accounting were sent to the various heads of the facilities of CHAG in Eastern Region for consultation and approval, in order to assist the researcher to gain permission from the respondents to carry on with the administering of questionnaires to them. Consent from Head of Facility (Administrator) of each CHAG health facilities was provided to the researcher. Data collection began on 1<sup>st</sup> August and ended on 30<sup>th</sup> August, 2023,

with focus on weekdays and hours between 8:00am to 4:00pm. The questionnaire was administered by the researcher, filled by the respondents and returned to the researcher there. Reaching respondents during the time frame seemed a bit tedious and daunting.

### **Data Processing and Analysis**

Evaluating objective one and three were done using SPSS version 20 to determine the mean and the standard deviation for the research items. Also, evaluating the second objective was done by employing Partial Least Squares-Structural Equation Model (PLS-SEM) strategy. It has been argued that the utilisation of PLS-SEM keep researchers from bias estimate of items loadings (Götz, Liehr-Gobbers & Krafft, 2010). Hair, Hult, Ringle and Sarstedt (2016) stressed that the use of PLS-SEM enable researchers to test and analyse the connection between variables. Other scholars argued that PLS-SEM has the ability to evaluate the nexus in model constructs simultaneously (Hair, Hult, Ringle & Sarstedt, 2014). Again, the PLS-SEM was used to determine the  $\beta$  values, p-values, collinearity, Variance Inflation Factor (VIF),  $R^2$ , effect size ( $f^2$ ) and predictive relevance ( $Q^2$ ).

### **Ethical Considerations**

Rubin and Babie (2016) hypothesised that individuals or participants engaged in research are to be made aware of issues relating to ethical issues. This is to enable them to answer the questionnaire. As a result, the researcher explained to respondents that their participation is voluntary, thus, every respondent was, on his/her own free will, allowed to participate in data collection exercise.

In collecting the data, all participants who took part in the survey procedure for this study were well-prepared with all pertinent information regarding the study. Voluntary involvement, the right to privacy, anonymity and security of information were critically observed. The issue of anonymity was resolved by preventing respondents from supplying the questionnaire with specific details about themselves in relation to names, contact numbers and personal addresses. Respondents were also guaranteed that none of their identities would be leaked to or used for any reason other than this analysis in public domain. All the information supplied by the responders is treated with the utmost secrecy. To avoid plagiarism, information from other studies that are utilized in the study is properly acknowledged.

### **Chapter Summary**

This chapter discussed the approaches used for this research. This chapter looked at research design, population, sampling procedure, data collection instruments, data collection procedures, and data processing and analysis, highlighting the statistical analyses the study employed. The chapter also addressed the issue of ethical consideration.

## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### Introduction

This chapter presents the results and discussion of the study. The chapter covers the analysis and findings of the research, using both descriptive and inferential statistics. This chapter discussed the effectiveness of corporate governance framework of CHAG health facilities; the effects of internal auditing on corporate governance among the CHAG health facilities and the challenges associated with internal auditing, and corporate governance practices among the CHAG health facilities in the Eastern Region, as well as the findings that emanated from the study.

#### Respondents Demographic Characteristics

Table 2 presents the demographic characteristics of the respondents, revealing key insights into the composition of the sample. A notable finding is the gender distribution with males comprising 63.6% of respondents compared to females at 36.4%. This significant imbalance may reflect the workforce composition within the sector being studied, suggesting potential gender-specific dynamics that could influence the research outcomes.

In terms of age, the majority of respondents (78.8%) fall within the 32 to 41-year age range, indicating a relatively mature workforce. This concentration in the middle age group suggests that participants may possess substantial experience and insight into their fields which can enhance the richness of the data collected. Conversely, only 21.2% are aged 21 to 31, which may indicate a lack of representation from younger professionals who could



provide fresh perspectives or highlight generational differences in the workplace.

Education levels among the respondents are high, with 80.3% holding a first degree and 19.7% having attained a Master's degree. This educational background suggests that the sample consists of well-qualified individuals, likely capable of contributing informed opinions and experiences to the study. The predominance of degree holders also hints at a competitive job market where higher education is valued and may play a role in employment opportunities within the sector.

The analysis of work experience reveals that 43.9% of respondents have between 1 to 5 years of experience, suggesting a considerable representation of early-career professionals. While this could imply a workforce that is adaptable and potentially more open to new ideas, it may also reflect challenges in retaining talent or the existence of barriers to entry for more experienced individuals. Additionally, 21.2% of respondents have 11 to 15 years of experience, highlighting a gap in representation for those with extensive backgrounds in the field.

Regarding income levels, a substantial 74.0% of respondents earn between 1,001 and 2,000 GHS, with 26.0% earning between 2,001 and 3,000 GHS. This distribution suggests that the majority of respondents are situated within a modest income bracket, which may affect their perceptions of job satisfaction, motivation, and overall financial security. Understanding these income dynamics is essential as they can significantly influence employee performance, commitment and engagement in their respective roles.

**Table 2: Respondents of Demographic Characteristics**

Variable	Frequency	Percentage
<b>Sex</b>		
Male	84	63.6
Female	48	36.4
<b>Age (years)</b>		
21 – 31	28	21.2
32 – 41	104	78.8
<b>Education</b>		
First Degree	106	80.3
Master's Degree	26	19.7
<b>Years of Work</b>		
1-5	58	43.9
6-10	46	34.8
11-15	28	21.2
<b>Income Level (GHS)</b>		
1,001-2,000	98	74.0
2,001-3,000	34	26.0

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Source: Field Survey (2023)

### **Reliability of the Instrument**

Cronbach Alpha from the structural model was used to test for reliability of the instrument employed. An overall Cronbach Alpha ( $\alpha$ ) = .876 was realised. Henseler, Ringle and Sarstedt (2015) and Bryman and Bell (2011), recommend Alpha  $\geq .7$  to demonstrate adequate reliability. Table 3 confirms that all the constructs were reliable, as they met the threshold of 7.0.

**Table 3: Cronbach Alpha Values for the Variables**

Variable	Alpha value
Corporate Governance	.876
Internal Audit	.860
Challenges of Corporate Governance and Internal Audit practices	.788

Source: Field Survey (2023)

### Common Method Bias

One hundred and thirty-two (132) respondents are ten times more than the internal audit constructs. A sample size of this nature is noted to be free from problems relating to the biased estimates of path coefficients and indicator loadings (Chin, 1998). The study used Harman's one-factor test and the factor for 20.144 which is less than the 50% threshold (see Table 4) to affirm no bias in the data. Additionally, the study employed the full collinearity test result from the PLS-SEM to address common method bias (CMB) issues. From Table 9, none of the VIFs exceeded the threshold of 3.3 as proposed by (Kock, 2015), hence there was no issue of CMB.

**Table 4: Extraction Sum of Square Loadings**

Extraction sum of square loadings			
Factor	Total	% of variance	Cumulative %
1	15.254	20.144	20.144

*Extraction Method: Principal Axis Factoring.*

Source: Field Survey (2023)

It has been argued that rms Theta values in models should always be lower than 0.12 to be declared a well-fitting model. Also, figures larger than

0.12 means poor-fitting model (Lohmöller, 1989). Based on the author's submission, Table 5 clearly affirmed that, the model for this study has a rms Theta value of 0.102 specifying a well-fitting model. Henseler et al. (2015), on the other hand, presented that, SRMR value of 0 designate a perfect fit, but SRMR values of 0.064 and higher may be present in a model.

**Table 5: Checking for Model Fit**

	Saturated Model	Estimated Model
SRMR	0.054	0.085
d_ULS	2.633	3.457
d_G	2.072	2.294
Chi-Square	2349.254	2502.367
NFI	0.770	0.774
rms Theta	0.102	

Source: Field Survey (2023)

Hu and Bentler (1999), proposed that SRMR threshold value less than 0.08 are best for studies of this nature. Hence, the SRMR value of 0.054 has been recorded in this model.

### **Evaluating the Reliability and Validity of the Model**

Having met the rms Theta values threshold, the researcher proceeded to look at the reliability and validity of the variables employed in the study. Per Henseler et al. (2015)'s submission, a loading becomes reliable once its outer loadings are higher than 0.7. As displayed in Table 6, it is clear that, all the outer loadings are above 0.7. Table 6 presents the list of all the latent variables, indicators retained and their respective loadings. The composite reliability was used to affirm the reliability in the latent variables. It can be seen that the composite reliability ranges from 0.958 to 0.969 (see Table 6), thereby

confirming the reliability of the constructs (Hair, Hult, Ringle & Sarstedt, 2016). In addition, Chin (1998), stipulated that Average Variance Extracted (AVE) need to be 0.5 or higher to determine the convergent validity for each construct. As displayed in Table 6, the model has attained the accepted AVE values, thus, from 0.520 to 0.600, thereby confirming the convergent validity for each construct.

**Table 6: Summary of Measurement of Scale**

Latent Variable	Indicators	Mean	SD	Loadings	CR	AVE	Cronbach Alpha
<i>Internal Audit</i>					<b>0.958</b>	<b>0.565</b>	<b>0.860</b>
	IA1	5.354	1.242	0.869			
	IA2	5.341	1.103	0.856			
	IA3	5.332	1.028	0.851			
	IA4	5.804	1.828	0.846			
	IA5	5.734	1.024	0.884			
	IA6	5.857	0.882	0.860			
<i>Corporate Governance</i>					<b>0.964</b>	<b>0.600</b>	<b>0.876</b>
	CG1	5.712	1.404	0.816			
	CG2	5.813	1.205	0.834			
	CG3	5.645	1.121	0.825			
	CG4	5.884	1.135	0.716			
	CG5	5.562	1.285	0.885			
	CG6	5.546	1.216	0.823			
	CG7	5.454	1.253	0.855			
	CG8	5.062	1.765	0.837			
	CG6	5.713	1.312	0.787			
<i>Challenges of Corporate Governance and Internal Audit Practices</i>					<b>0.969</b>	<b>0.520</b>	<b>0.788</b>
	CCGIA1	5.892	1.507	0.947			
	CCGIA2	5.972	1.168	0.933			
	CCGIA3	6.069	1.059	0.942			
	CCGIA4	5.112	1.019	0.922			
	CCGIA5	5.057	1.042	0.945			
	CCGIA6	5.877	1.246	0.928			
	CCGIA7	5.951	1.164	0.906			
	CCGIA8	5.926	1.174	0.936			
	CCGIA9	5.906	1.546	0.880			

Source: Field Survey (2023)

### Discriminant Validity

According to Hair et al. (2016), using Fornell and Larcker (1981)'s discriminant validity criterion is one of the best methods to be adopted by researchers. This is because it enables researchers to determine if the AVE values of each construct are higher than the squared value of the correlation between the constructs. Relying on Hair et al. (2016)'s argument, it can be indicated that all the constructs have met the requirement for discriminant validity. This also goes to confirm the discriminant validity of the model (see Table 7).

**Table 7: Fornell–Larcker Criterion for Determining Discriminant Validity**

	IA	CG	CCGIA
IA	0.688		
CG	0.560	0.702	
CCGIA	0.570	0.585	0.748

Source: Field Survey (2023)

Note: Internal Audit (IA), Corporate Governance (CG) and Challenges of Corporate Governance and Internal Audit Practices (CCGIA).

### Evaluating the Research Questions

Fritzsche and Oz (2007) have reasoned that evaluating research questions can start once a correct measurement has been designed.

#### **1. What is the effectiveness of the corporate governance frameworks of the CHAG health facilities in the Eastern Region of Ghana?**

The descriptive summary and analysis for the effectiveness of the corporate governance frameworks of the CHAG health facilities in the Eastern

Region of Ghana were determined by using means and standard deviation as shown in table 8 below.

**Table 8: The Effectiveness of the Corporate Governance Frameworks of the CHAG Health Facilities in the Eastern Region**

	N	Mean	Std. Deviation
Our management ratifies major decisions emanating from Bishop, Diocesan Health Board, Executive Secretary, Hospital Management Team, Administrator, Medical Director, Hospital Administrator, Nursing Manager, Financial Controller, Head of School Chaplain, and Chief Internal Auditors of Christian Health Association of Ghana (CHAG)	132	4.75	.493
The management regularly calls for annual meetings every year to discuss the facility's performance	132	4.72	.490
Our management monitors unit heads performance.	132	4.63	.503
Management members delegate authority to functional committee members.	132	4.60	.496
The management represents the facility's interests in the community.	132	4.53	.484
The management sets resources for special projects and goals of the facility.	132	4.50	.470
Unit heads influence management in decision making	132	4.49	.469
Most of our management members have knowledge in financial statements analysis	132	4.30	.460

Source: Field Survey (2023)

From Table 8, it can be seen that among the items measuring the effectiveness of the corporate governance frameworks of the CHAG Health

facilities in the Eastern Region, our management ratifies major decisions emanating from Internal Auditors, Hospital Directors, Hospital Management, Medical Directors, Nursing Directors, Health Service Administrators, Heads of Finance and Community Superior of Christian Health Association of Ghana (CHAG) had the highest mean with standard deviation score ( $M=4.75$ ;  $SD=0.493$ ). This means that major auditing decisions that are taken go through the appropriate framework.

It is also established from Table 7 that the management regularly calls for annual meetings every year to discuss the facility's performance scored the next highest responses ( $M=4.72$ ;  $SD=0.490$ ). This implies that effectiveness of CHAG health facilities governance framework is normally determined through their annual meetings. Additionally, our management monitors unit heads performance had ( $M=4.63$ ;  $SD=0.503$ ). This finding implies that the performances of the various heads in the CHAG health facilities are evaluated by CHAG management. Also, the item that management members delegate authority to functional committee members scored ( $M=4.60$ ,  $SD=0.496$ ), the management represents the facility's interests in the community recorded ( $M=4.53$ ,  $SD=0.484$ ), the management sets resources for special projects and goals of the facility ( $M=4.50$ ,  $SD=0.470$ ), unit heads influence management in decision making ( $M=4.49$ ,  $SD=0.469$ ) and most of our management members have knowledge in financial statements analysis ( $M=4.30$ ,  $SD=0.460$ ).

Moreover, the study findings are consistent with the postulation of Christian Health Association of Ghana (2022) that the corporate governance framework of CHAG is made up of the Bishop, Diocesan Health Board, Executive Secretary, Hospital Management Team, Administrator, Medical



Director, Hospital Administrator, Nursing Manager, Financial Controller, Head of School Chaplain, and Chief Internal Auditor. CHAG (2023) also advanced that their governance framework is formed to ensure accountability and to apply proper governance principles and procedures for their operations. Moreover, the study result links with CHAG (2023)'s argument that their corporate governance framework ensure that procedures align with the facility's ambitions, values and external compliance demands.

Others studies (Li & Singal 2022; Shaikh & Randhawa, 2022; Jan et al., 2022) connect favourable with the finding that good corporate governance framework of PPP organisations such as CHAG ensures accountability, management of risk, growth, profitability and sustainability which, in turn, create value for all stakeholders. Nasrallah and El Khoury (2022) opined that the importance of good corporate governance structure is connected to the environment-oriented actions, among which adhering to principles, procedures, rules and regulations are essential. This implies that guiding employees to adhere to the rules of an organisation as part of corporate governance framework could strengthen their relationships (Piao, Xie & Managi, 2022; Ronaghi, 2022; Zaman, Jain, Samara & Jamali, 2022).

Besides, Sama, Stefanidis and Casselman (2022) results resonate with the current result that good corporate governance framework in place has the tendency to enhance organisational performance. In the same vein, Watanabel, Yamauchi and Sakawa (2022) submitted corporate governance framework contributes effectively to how organisations perform at the workplace. Rehman and Hashim (2018) also submitted that the primary responsibility of organisation's governance structure is to offer quality internal counsels and

guide the organisation to meets its goals and also provide rigorous oversight to ensure that management is fit for purpose.

## **2. What are the effects of internal auditing practice on corporate governance among the CHAG health facilities in the Eastern Region of Ghana?**

This objective examined the linkage between internal auditing practice and corporate governance among the CHAG health facilities. The data was analysed using PLS-SEM analytical approach. The multicollinearity test finding for internal auditing and corporate governance is shown in Table 9.

**Table 9: The Effects of Internal Auditing Practice on Corporate Governance among the CHAG Health Facilities in the Eastern Region**

IV	DV	Path coeff.	S. E	t-Stats	P- Values	R <sup>2</sup>	f <sup>2</sup>	VIF	Q <sup>2</sup>
IA	CG	0.788	0.035	21.988	0.000	0.634	0.145	1.210	0.352

Source: Field Survey (2023)

Note: Internal Audit (IA), Corporate Governance (CG) and Challenges of Corporate Governance and Internal Audit Practices (CCGIA).

It can be affirmed that the Variance Inflation Factor (VIF) is less than 3.3 representing that there is no issue relating to multicollinearity (Kock, 2015). The measurement model depicted by the research question shows that internal auditing described about 63% of variation in corporate governance and can be regarded as small, medium and substantial (Cohen, 1988). Therefore, the effect size measure shows that internal auditing ( $f^2 = 0.145$ ) has a medium effect on corporate governance. According to Götz et al. (2010), a  $Q^2$  figure bigger than zero is said to have a predictive relevance. And so, a  $Q^2 = 0.352$  shows that internal auditing has a large relevance to predict corporate governance (see Table 9).

Evaluating the research question in the study was established by examining the path coefficient and its related p-value. From Table 9, ( $\beta = 0.788$ ,  $p < 0.000$ ) means that internal auditing connects to corporate governance positively and significantly. The finding means that good internal auditing brings about a positive influence on good corporate governance. The finding links positively with the empirical results of Wang, Zhou and Wang (2020), Rotich (2022), Nerantzidis et al. (2020), and Rahayu, Yudi and Rahayu (2020) that the effect of internal auditing on good corporate governance is based on employees' perception about their internal auditing. The scholars therefore, stressed that the nexus between internal auditing and corporate governance is positively and significantly connected.

It has been established in other studies that good corporate governance depends on internal auditing system of PPP organisations including CHAG (Roussy & Brivot, 2016; Adil, 2022; Al-yazidi, Abdullah & Alhebry, 2022; Poee, Barac, Plant & Steyn, 2022). Also, the effectiveness of good corporate governance is seen through quality internal auditing (Quick & Henrizi, 2019; Oussii & Boulila, 2020; Kaawaase & Nkundabanyanga, 2021; Angmor & Diaboh, 2022). Hutapea and Widyaningsih (2017) hypothesize that conducting good internal auditing by organisations will generally enhance their corporate governance.

Within the internal auditing domain, some prior studies (Tumwebaze et al., 2018; Aureli, et al., 2020; Angmor & Diaboh, 2022; Yakubu et al., 2022) recognised that internal auditing untimely leads to good corporate governance. Although there are both theoretical and empirical evidence that seek to link increasing internal auditing to good corporate governance (Friyani et al., 2022),

some scholars (Hazzaa, Abdullah & Dhahebi, 2022; Nasrallah & El Khoury, 2022) have also argued that within a particular company, different employees may have different views regarding internal auditing (Pazarskis et al., 2020). Jarah et al. (2022) affirm the position that internal auditing alone cannot determine good corporate governance.

### **3. What are the challenges of internal auditing and corporate governance practices among the CHAG health facilities in the Eastern Region of Ghana?**

The descriptive summary and analysis for the challenges of internal auditing and corporate governance practices among the CHAG health facilities in the Eastern Region were determined by using means and standard deviation is shown in table 10 below.

**Table10: The Challenges of Internal Auditing and Corporate Governance Practices among the CHAG Health Facilities in the Eastern Region**

	N	Mean	Std. Deviation
Political influence from government	132	4.70	.499
Absence of clearly define span of control [Organogram]	132	4.60	.496
Inefficient monitoring by superiors	132	4.41	.480
Absence of professionals to discharge the internal audit function	132	4.32	.467
Inadequate managerial skills	132	4.27	.458
Inadequate motivation and remuneration	132	4.20	.454
Failure to implement internal audit report recommendations	132	4.18	.453
Lack of capacity to execute internal audit work	132	4.15	.450
Inadequate working tools	132	4.10	.446

Source: Field Survey (2023)

From Table 10, among the items measuring the challenges of internal auditing and corporate governance practices among the CHAG health facilities in the Eastern Region, political influence from government recorded the highest mean with standard deviation scores ( $M=4.70$ ;  $SD=0.499$ ). This means that, majority of the respondents perceive that political influence from government could affect the effectiveness of internal auditing and corporate governance practices. It is also established from Table 10 that, absence of clearly define span of control [Organogram] found ( $M=4.60$ ;  $SD=0.496$ ). In addition, inefficient monitoring by superiors had ( $M=4.41$ ;  $SD=0.4480$ ). Also, the item that, absence of professionals to discharge the internal audit function found ( $M=4.32$ ,  $SD=0.467$ ), inadequate managerial skills ( $M=4.27$ ,  $SD=0.458$ ), inadequate motivation and remuneration documented ( $M=4.20$ ,  $SD=0.454$ ), failure to implement internal audit report recommendations ( $M=4.18$ ,  $SD=0.453$ ), lack of capacity to execute internal audit work ( $M=4.15$ ,  $SD=0.450$ ) and inadequate working tools ( $M=4.10$ ,  $SD=0.446$ ).

The study findings are consistent with the results of some prior studies (Asare-Baffour et al., 2022; Kaawaase & Nkundabanyanga, 2017; Bananuka et al., 2018; Pizzi et al., 2021) that although, internal auditing among PPP organizations such as CHAG health facilities towards corporate governance is linked positively, there are many challenges confronting internal auditing and good corporate governance practices. Among the challenges are political influence, absence of horizontal and vertical structural integration, inefficient managerial monitoring (Almunia & Lopez-Rodriguez, 2018; Sakoe & Asare, 2015; Lois et al., 2021).

Other studies documented that lack of trained auditors and limited qualified auditors within the health domain are some of the problems related with internal auditing and good corporate governance (Bardhan & Hao, 2022; Wang, Ferreira & Chang, 2022). According to Eulerich and Eulerich (2020), lack of management and staff awareness of the importance of corporates internal auditing could affect corporate governance negatively. Also, lack of office space for internal auditors, lack of management support, lack of professionalism and insufficient human resources are some of the biggest challenges of internal auditing and corporate governance practices (Christ et al., 2021; Jurakulovna & Bahodirovich, 2021). Motubatse, Barac and Odendaal (2015) submitted that auditor's lack of business knowledge and lack of audit monitoring actions also affect good corporate governance.

### **Chapter Summary**

This chapter presented the results and discussion of the study by focusing on the analysis of data collected from CHAG health facilities in the Eastern Region of Ghana. The chapter utilized both descriptive and inferential statistics to examine the effectiveness of the corporate governance framework, the impact of internal auditing on governance practices and the challenges faced by CHAG health facilities in implementing robust internal auditing and corporate governance systems. Key findings revealed that while CHAG health facilities have established corporate governance frameworks, there are significant areas for improvement, particularly in ensuring transparency, accountability and compliance with auditing standards.

The chapter also explored the effects of internal auditing on corporate governance, demonstrating that effective auditing processes are crucial for

promoting good governance. However, challenges such as limited resources, inconsistent auditing practices, and governance complexities due to the dual public-private structure of CHAG facilities were identified as barriers to optimal governance. The discussion highlighted the importance of strengthening internal auditing mechanisms to enhance governance outcomes, with a particular emphasis on addressing the challenges that limit the effectiveness of current governance practices.

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### Introduction

The purpose of the study was to examine the relationship between internal auditing and good corporate governance among Christian Health Association of Ghana (CHAG) health facilities in the Eastern Region of Ghana. This study employed the explanatory research design under quantitative research method. This chapter presents the summary of the study and key findings and as well, concludes the study and makes essential recommendations for the management of PPP organizations such as CHAG health facilities as well as for future research works in the above subject matter.

#### Summary of the Study

The study examined the effectiveness of good corporate governance framework of CHAG health facilities; assessed the effects of internal auditing on corporate governance practice among the CHAG health facilities and the challenges associated with internal auditing and good corporate governance practices among the CHAG health facilities in the Eastern Region. The applicable literature and research questions have been discussed accordingly. One hundred and thirty-two (132) Administrators, Financial Controllers, Internal Auditors, Accountants and Finance Officers of all the CHAG health facilities in the Eastern Region have been selected to participate in the research through simple random sampling. The study was guided by explanatory research design. Additionally, the study employed Partial Least Square-Structural Equation Modelling (PLS-SEM) to analyse the data collected. The stakeholder theory has been reviewed.



## **Summary of Key Findings**

### **The effectiveness of the corporate governance frameworks of the CHAG health facilities in the Eastern Region of Ghana**

The first objective was to assess the effectiveness of the corporate governance frameworks of the CHAG health facilities in the Eastern Region. The result of this study pays largely to the corporate governance-related works. Primarily, the study advances the stakeholder theory that the PPP organisation should consider the effects of their actions on MOH, CHAG and employees and other stakeholders (Freeman, 1984). The stakeholder theory advanced that it is important for PPP organisation such as CHAG to conduct internal auditing which could result into good corporate governance. This is because internal auditing ensures correctness, fairness of financial records and ensures accuracy of company's decision making.

Also, the study revealed that CHAG governance framework is formed to ensure accountability and apply the appropriate governance principles and procedures for their administration's operations. Besides, the study results affirmed that CHAG corporate governance framework is to ensure that procedures align with each facility's ambitions, values and external compliance demands.

### **Effects of internal auditing practice on corporate governance among the CHAG health facilities in the Eastern Region of Ghana**

The second objective tends to examine the effects of internal auditing practice on good corporate governance among the CHAG health facilities in the Eastern Region. It was revealed in the study that quality internal auditing brings about a positive influence on good corporate governance. The scholars

therefore, documented that the nexus between internal auditing and good corporate governance is positively and significantly connected. It has been established in other studies that good corporate governance depends on quality internal auditing system of PPP organisations including CHAG

### **The challenges of internal auditing and corporate governance practices among the CHAG health facilities in the Eastern Region of Ghana**

The third objective was to examine the challenges of internal auditing and corporate governance practices among the CHAG health facilities in the Eastern Region. The study documented that there are many challenges confronting internal auditing and good corporate governance practices among PPP organizations such as CHAG. Among the challenges are political influence, absence of horizontal and vertical structural integration, inefficient managerial monitoring. The study documented that lack of trained auditors and limited qualified auditors within the health domain are some of the challenges connected with internal auditing and good corporate governance. Moreover, lack of office space for internal auditors, lack of management support, lack of professionalism and insufficient human resources are some of the biggest challenges of internal auditing and corporate governance practices

### **Conclusion**

The study provided several insights and identified anomalies regarding the relationship between internal auditing and corporate governance within CHAG health facilities. Notably, while the study confirmed the effectiveness of the corporate governance frameworks established by CHAG, it also revealed that not all facilities uniformly implemented these frameworks. This deviation points to a need for more consistent application of governance principles across

different health facilities, suggesting that some institutions may be better equipped or more committed to governance than others.

One key finding was the recognition that internal auditing significantly contributes to enhancing corporate governance. However, some respondents expressed concerns about the quality and reliability of internal auditing processes, indicating potential gaps in training or resources. This discrepancy suggests that while a governance framework may exist, the effectiveness of internal auditing in supporting this framework is not guaranteed and may vary across facilities.

Moreover, the study highlighted specific challenges affecting internal auditing and governance, particularly within various types of CHAG health facilities such as hospitals and clinics. These challenges include resource limitations, inconsistencies in auditing practices and a lack of awareness among staff regarding the importance of robust internal auditing. As such, it is crucial for CHAG health facilities to address these emerging challenges actively. By focusing on training and resource allocation, the facilities can improve the quality of internal audits, leading to better governance outcomes.

In conclusion, the findings underscore the importance of a strong internal auditing function as a cornerstone of effective corporate governance in CHAG health facilities.

Organizations that prioritize quality internal auditing will not only enhance their governance frameworks but also build trust among stakeholders, including the Ministry of Health (MOH), employees and the communities they serve. As CHAG health facilities seek to adapt to new trends and challenges in governance, they must remain proactive in addressing these issues by ensuring

that their governance practices evolve to meet the needs of all stakeholders. The insights from this study provide a valuable foundation for future research and practical interventions aimed at strengthening corporate governance in health facilities within public-private partnerships.

### **Recommendations**

The study makes available a number of considerable recommendations for PPP organizations such as CHAG and MOH.

The management of CHAG and the Ministry of Health (MOH) should conduct a thorough assessment of the existing corporate governance frameworks within CHAG health facilities. This assessment should focus on aligning their practices with principles of responsibility, accountability, fairness and transparency. By identifying specific gaps and strengths within their current frameworks, management can better tailor their approaches to improve governance practices effectively.

Internal auditors within CHAG health facilities are encouraged to strengthen their auditing processes by implementing more robust internal controls and risk management strategies. This focus will not only improve the reliability and effectiveness of their internal auditing but also facilitate the development of transparent policies and procedures that reinforce good governance. Regular training and capacity-building initiatives should be undertaken to ensure that auditors are well-equipped to meet evolving governance challenges.

Given the identified challenges in internal auditing and corporate governance practices among CHAG facilities, management should prioritize the identification and analysis of these challenges. This involves regularly

reviewing internal auditing processes and governance practices to adapt to emerging trends and issues. By fostering a culture of continuous improvement, management can develop targeted interventions to mitigate the challenges faced by hospitals, polyclinics, health/rehabilitation centers and clinics. This proactive approach will enhance the overall effectiveness of internal auditing and corporate governance within the organization.

### **Suggestions for Further Research**

Further study on internal auditing and good corporate governance practices should include three or more CHAG health facilities in other Regions to confirm the nexus in this study. Also, future study should test the mediating role of internal audit effectiveness on the linkage in regards to internal auditing and good corporate governance practices.

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**APPENDIX****APPENDIX A****QUESTIONNAIRE FOR STAFF**

Dear Respondent,

My name is Mercy Lovia Akesseh and I am carrying out a research on the Relationship between Internal Auditing and Good Corporate Governance among Christian Health Association of Ghana (CHAG) Health Facilities in the Eastern Region. Your opinions are much appreciated. This is a research and your participation is voluntary. To ensure your privacy, you are not required to provide your name, phone number, email address or any detail that could be used to identify you. Your responses are also confidential. Thank you so much for participating.

**Section A: Demographic Data**

Sex: Male ☐ Female ☐

Age 21 - 31 years ☐ 32 - 41 years ☐ 42 - 51 years ☐ above 52 years ☐

3. Educational Qualification: ☐ First degree ☐ Master's ☐ PhD ☐

Others Specify .....

4. Please indicate the number of years you have been working with the facility:

1- 5 years ☐ 6 - 10 years ☐ 11 - 15 years

6. Income per month: below 1,000 ☐ 1001 – 2,000 ☐ 2,001 – 3,000 ☐ 3,001

– 4, 000 ☐ others .....



**Section B: Internal Audit**

The table below examines the internal audit practices in your facility. Please indicate your level of agreement with each statement by ticking (✓) in the most appropriate column where:

1= Strongly Disagree    2 = Disagree    3 = Neutral    4 = Agree    5 = Strongly Agree

Items	1	2	3	4	5
Our internal audit staff conduct internal functions regularly					
Internal audit staff get regular training and refresher courses through Continuous Professional Development Programs					
Our internal audit staff are not always under pressure by management to make adjustments in their findings					
Our internal audit staff's decision can be altered by management					
The function of internal auditing is done every quarter and for all departments					
We always refer to the IFRS and International Standards on Auditing for our activities					

**Section C: Corporate Governance**

The table below examines some corporate governance issues of your facility.

Please, indicate your level of agreement with each statement by ticking (✓) in the most appropriate column where:

1= Strongly Disagree   2 = Disagree   3 = Neutral   4 = Agree   5 = Strongly Agree

Items	1	2	3	4	5
Our management ratifies major decisions emanating from Bishop, Diocesan Health Board, Executive Secretary, Hospital Management Team, Administrator, Medical Director, Hospital Administrator, Nursing Manager, Financial Controller, Head of School Chaplain, and Chief Internal Auditor of Christian Health Association of Ghana (CHAG)					
The management regularly calls for annual meetings every year to discuss the facility's performance					
Our management monitors unit heads performance.					
Management members delegate authority to functional committee members.					

The management represents the facility's interests in the community.					
The management sets resources for special projects and goals of the facility.					
Unit heads influence management in decision making					
Most of our management members have knowledge in financial statements analysis.					
Our management is balanced in terms of skills that are relevant for interpretation of accounting terms and statements.					

### Section D: Challenges of Internal Audit and Corporate Governance practices

This table also shows your perceptions about the challenges associated with internal audit and corporate governance practices. Please indicate your level of agreement with each statement by ticking (✓) in the most appropriate column where:

1= Strongly Disagree   2 = Disagree   3 = Neutral   4 = Agree   5 = Strongly Agree

Items	1	2	3	4	5
Political influence from government					
Absence of clearly define span of control [Organogram]					
Inefficient monitoring by superiors					
Absence of professionals to discharge the internal audit function					
Inadequate managerial skills					
Inadequate motivation and remuneration					
Failure to implement internal audit report recommendations					
Lack of capacity to execute internal audit work					
Inadequate working tools					

Thank you.