

# The Role of Attitude and Auditee Mood during Auditing

**Larissa Ando**

*Department of CCSA, Presbyterian Mackenzie University*  
E-mail: larissando@gmail.com

**Ana Maria Roux Valentini Cesar**

*Department of CCSA, Presbyterian Mackenzie University*  
E-mail: anamaria.cesar@mackenzie.br

**Joshua Onome Imoniana**

*Department of Accounting & Actuarial Sciences*  
*University of São Paulo*  
E-mail: josh.imoniana@usp.br

## Abstract

This study analyses the relationships between the attitudes of employees of a state owned bank and the Internal Audit Functions (IAF) and also understand how attitudes affect their mood. Although IAF is perceived as sine qua non by the auditees, represents a factor of stress when IAF is perceived as a threat, modifies auditees's mood and their attitudes towards auditor. Data were collected using closed-end questionnaires to capture the attitude of auditees regarding IAF, the symptoms of stress and their mood. The sample was composed of 121 respondents among employees of the unit of the bank which had 400 as headcount. Thereafter, data was analysed with descriptive and multivariate statistics. Analyses indicate that there are favourable auditees' attitudes towards IAF; positive attitudes are positively related to positive mood and high levels of stress are negatively related to positive mood. However, stress is not related to the auditee's perception of the IAF. Results show that the past image of internal auditing as an agent of supervision and punishment has gradually lost its strength, evidencing a partnership relationship. The study suggests the importance of recalibration of auditor behavioural aspects relating to its roles, like that involving interpersonal relationship and communication between auditor-auditees.

**Keywords:** Auditing, Internal Audit Functions, Auditee Mood, Stress, Internal Controls, Financial Institution.

**JEL Classification:** M41, M42.

## 1. Introduction

In the advent of increasing volume and complexity of the activities performed by financial institutions and added to the emphasis laid down by the role of the central banks in the global economies, comes the importance stressed on the internal auditing to assist in the monitoring functions of corporate governance. This being the cornerstone of the IAF in ensuring the integrity of the information disclosed to users, in accordance with the business goals and policies nurtured by organisations. The reasons advanced by CBN (Central Bank of Nigeria) were to safeguard auditor's independence, comply with international standards and to prevent insider abuses witnessed in recent past (Kighir,

2013). Increasingly, the importance of the role of Internal Audit Functions (IAF) becomes very vivid in our society. According to Oliveira and Diniz Filho (2001, p.16), the internal audit verifies the integrity and efficacy of the accounting, financial and internal control of the company, using as a parameter the internal control standards and the policies adopted by the organisation. Basel Committee on Banking Supervision has setup principles concerning the IAF in financial institutions and has also provided guidance for the regulatory bodies to assess compliance with such principles (Imoniana and Dias, 2017 p. 152).

The internal audit is carried out by employees of the institutions who hold the position of auditors, assuring the recurrent control of the operational procedures adopted, in order to achieve the results sought by the institution (Pereira and Nascimento, 2005). It is a function that must be exercised in an integral and ethical way, and above all, in an independent and judicious manner (Silva, 2007). The internal audit is an enhancing tool to support the management, in the way in which they assist them to reach their objectives, through the information provided, contributing with the evaluation and mitigation of strategic risks (Pinto; Pereira; Imoniana and Peters, 2014). In the last decade, internal audit has expanded its role within the context of corporate governance due to regulatory changes, increased awareness of the value of a qualified internal audit, cultural transformations and the rise of the quality of individuals in key roles, both in the IAF and in the audit committee (Soh and Martinov-Bennie, 2011).

In spite of this, Lélis and Pinheiro (2012) note that there are difficulties in the relationship between the internal audit and the auditee, which is due to previous practices of inspection and punishment exercised by the audit, which in the financial institutions was known as the inspectorate. Inspectors have been well known as concerned with going after compliance of rules of laws and when infringement found institutes some sanctions or fines as laid down by such laws as a form of redress to the government. In effect, compensates the society with such fines for the harm inflicted. In 1978, IAF was brought to forefront to combat fraud, waste, and abuse in government programs, Congress overwhelmingly approved the creation of special Offices of Inspector-General (OIGs) in many federal departments (Moore and Gates, 1987). In view of this, it is thus considered that auditees fear or have other feelings associated with the audit (Silva, 2004; Correia, 2008; Lélis and Pinheiro, 2012). Thus, people's behaviour and mood may change in the areas of the company being audited, undermining that the effectiveness of internal auditing also depends on the perceived quality by auditees regarding their recommendations (Arena and Azzone, 2009b; Pereira and Nascimento, 2005).

In literature, few studies relate auditee's perception to internal auditing (Blakeney; Holland; Matteson, 1976; Dittenhofer, 1997; Elliott, Dawson, Edwards, 2007; Lélis; Pinheiro, 2012). In the same vein, it is noted that there are few studies that verify the mood of the auditee when submitted to the auditing. For instance, Bhattacharjee and Moreno (2013) stress on the consequence of auditors experiencing emotions and moods, observed that these reactions can influence their decision-making.

Forthwith, this study aims to fill the said gap by analysing the attitudes of employees of a state owned bank in relation to the objectives and the performance of their internal audit, and also understand how their predisposition affects the mood of the auditees. The bank is one of the most important one in the Brazilian scenario; it is a government policy agent and it has presence throughout the national territory with more than 3,400 branches (the exact number varies depending on the bank's strategy). For instance, with the outbreak of COVID19, it is the agent of outreach to the most economically affected with the implementation of stay at home strategy.

It is hoped that this study will contribute to a better understanding of the mood of employees of financial institutions and also comprehend the factors that influence the behaviour and the procedures adopted by the employees subjected to the audit process.

The main contributions that support the originality of this paper in terms of managerial, societal and theoretical implications can be summarised as follows. Firstly, no doubt clears the old image held about the internal auditor within the organisations, practitioners and policy makers and increases the effectiveness of the methods adopted by the internal audit as the main align toward organisational success. Secondly, this seems to be the first of its kind of study that expatiates on the auditee mood in

Brazil and its results can be expanded to other regions where financial institutions set the pace of their economies. Lastly, we add to the scarce empirical evidence on the cold war about auditee-auditor relationship.

So, with the aforementioned in mind, the remaining part of the paper is structured into five sections. Firstly, backgrounds where the literatures acknowledged were presented. Secondly, the prior empirical studies that support the development of hypothesis were presented. Thirdly, the methodological structure also covering how data is to be analysed was shown. Fourthly, the data analysis and discussion of results were covered. And fifth the last but not the least section, comments the conclusion of the study.

## **2. Theoretical Development and Hypotheses Formulation**

Auditing has assurance as its synonym normally used in its place in the business environments. Right from inception, barely at the beginning of the century, auditing has had the function of certifying the exactness of business transaction. It was meant to confirm the veracity of information or the correctness of documents related to financial transactions (SÁ, 2000). As there are various business setups, the auditing functions and its classifications follow suite with their applications.

### **2.1. What Auditing Depicts**

In the professional environment there are several classifications for what auditing function depicts (SÁ, 2000; Souza, 2003 and Imoniana, 2019). In a general perspective, auditing is considered the role that systematically analyses and attests to the effectiveness of organisation's assignments, with the purpose of issuing opinions, criticisms or guidance on certain information to organisation's management and the general stakeholders. The performance of the audit is not restricted to what is in the books of account, and may also use extra-source of evidence, or even evidence from outside the audited company, to certify the preciseness of the records, such as confirmation of third-party accounts and bank balances. In addition, it determines the impact of the absence of records that should have been made; one of the ways to prove that there is no accuracy in the financial statements thus, informs the management of the faults committed by his collaborators.

The audit, however, does not evaluate only documents; it also evaluates the processes, operations and routines of an organisation, detecting situations that lead to fraud, misappropriation of assets, improper payments of bills and bribery, offering support to obtain better information about the company's real economic and financial situation. It also consists, pinpointing weaknesses in the internal control procedures to the top management.

The activity of auditing underpins its functions of assessment of processes, accounts, be it special in nature, of limited or full range of events. For better understanding: one stresses firstly on, process of corroboratory inquiry: it can be presented in the form of General Audit (Summarised Balance Sheet analysis) or better stated, detailed audit (Analytical and Detailed Review). One would see that the first one is widely found in practice and its attention is focused on the analysis of the accounting balances and their connections with the end of year balances or in a determined common period. The second comprises the examination of all transactions, and to that end it uses information present in the analyses of the full business, in and outside it. Thirdly, in a timely manner, the audit can be classified as a continuous monitoring exercise known as continuous auditing normally enhanced by the use of information technology, which is performed real time on a preventive basis. In a broader perspective, it holds during the whole year or periodically, held at specified times, usually monthly, quarterly or semi-annual or annually. Fourthly, by nature: the audit may be of a normal type, which covers administrative processes, with regular evidentiary purposes, showing no isolated or specific purposes; or of a special nature, whose purpose is to obtain results and conclusions on a particular fact of the management or activity of a particular event, in view of a specific objectives, such as situations involving fraud investigation, liquidation, just to mention but a few. Lastly, as a full audit, the work of

the audit, covers all assets and liabilities plus equity, without negating any component of the financial statement.

## **2.2. Core of Internal Audit Functions**

The internal audit examines the information, attributions and internal controls of the audited organisations, as well as analysing, judging and providing recommendations (Trisciuzzi, 2009). There are several aspects of the contribution of internal auditing, such as: providing useful information to management, highlighting companies' strengths and weaknesses, allowing them to critically analyse the productive and economic processes. Others are to support managerial decisions; reducing company's risks, avoiding losses, which adds value to the organisation; and efficiency, effectiveness and cost-effectiveness of the performance and use of resources to help management to achieve the organisational goals (Pinto, Pereira, Imoniana and Peters, 2014).

The internal audit has different levels of development when analysed in different countries (Leung, Cooper and Perera, 2011). In countries where it is less developed, it is noted that there is a low level of qualification of auditors and their autonomy in organisations (Liu, 2012). The increase in the participation of internal auditors in risk management committees (Adel and Maissa, 2013) seems to be a trend that brings positive consequences for mitigation of risks (Boyle and Boyle, 2013).

As the internal audit is often carried out by the internal unit of the institution itself, there is a need for it to be subordinated to the higher level collegiate body in order to ensure its independence. According to Vieira (2007) and Imoniana (2016) there are situations in which close operational integration allows internal auditing to be performed by another unit within the same business group, or that is outsourced by external auditors. As for the areas of involvement of the internal audit, there are several possibilities, such as: accounting and operational auditing, management auditing, computer systems auditing, quality auditing and environmental auditing (Grateron, 1999; Araujo, 2004).

In order to act in the different aspects, the internal auditor should have certain skills (Mendes, 1996) being: 1) To understand the organisation (comprehend the objectives and be knowledgeable in the methods used in the organisation, being able to critically analyse this information); 2) Think as an administrator (consider the importance of things in all aspects); 3) Develop, communicate and sell ideas (prepare people to receive and use audit recommendations); 4) Coordinate good operational practices (act as coordinator of good operational practices through the organisation); 5) Have sensitivity and diplomacy (be nice to auditees to avoid conflicts); 6) Be objective (present a high degree of objectivity, which can be obtained by positioning him/herself in the place of the auditee); 7) Knowing how to value himself (disclosing the relationship between the value invested in the internal audit area and the value of the returns on such investment).

In the current study, the main focus of the internal audit activity is in Managerial Audit. In its general terms, the activity of the internal audit consists of the revision of the management cycle in all the areas and units of the organisation, providing analyses, recommendations and information regarding: the adequacy and effectiveness of internal controls. It also has the lens of the economist in the use of resources; in order to mitigate risk; quality and performance of the management of the units, processes and systems. Other concerns are compliance and legitimacy of the acts performed; adherence to company policies; and, finally, to the efficiency and effectiveness of the business objectives.

## **2.3. Responsibilities of Internal Auditor**

Internal auditors are liable to all rules that govern all other employees of organisations inasmuch as he is considered as the employee of the organisation under audit. However, there are cases in which IAF is done by the external auditors, in such cases the engagement charter streamlines the rights and obligations of the internal auditing being outsourced.

As set forth by Cashin (1971) the fundamental value of an audit is in the value of the auditor's responsibility to himself, once the auditor fails to remain responsible to himself, his entire value to his

various public is lost. So, it is true that the responsibilities spelt out duties to ascertaining facts, examine the evidence and report to users very responsively.

So, internal auditing during the course of business activities has the responsibilities to assists all members of management in the effective discharge of their duties by furnishing them with results of their assessment tools independently. Indeed, the Institute of Internal Auditors' Statement of Responsibilities defines internal auditing as "an independent appraisal of activity established within an organisation (IIA, 2012).

Yet, internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes (IIA, 2012). Thus, in order to enhance independence, the IAF reports to the corporate governance bodies such as the audit committee.

#### **2.4. Roles of Internal Audit Functions in Financial Institution**

The Internal audit is essential in all sectors of the economy, but mainly in financial institutions being the touch bearer of the monetary policy in many nations. According to Almeida (1998) in Brazil, financial institutions and alike organisations have four main aspects that distinguished them: a) Degree of Regulation: in the financial institution, the regulation of the operation is complex, since in addition to operating activities similar to other types of companies (sales, product distribution strategies, marketing and other activities), must meet the needs of controls and provide information to the Central Bank to comply with current regulations; b) Nature of Products and Services Offered: the products and services offered by financial institutions, unlike other organisations, are results of operating rules established by the Central Bank. The financial institution becomes an agent of enforcement of the federal government in the application of its economic policies, through compulsory collections; c) Market dynamics: due to the constant changes in environmental variables, the increase in the level of competition and the technological evolution of the services and products offered, mainly due to the relevant factors in the delivery of services in view of customers, such as lower tariffs, quality of service and security of the institution, thereby evidencing the complexity of the way of managing a financial institution being higher in relation to other types of organisations; and d) Range of Information: financial institutions provide information to government agencies, institutional investors, shareholders, clients, rating agencies and employees, which shows that the nature and breadth, characteristics and details of the information provided by them are superior to other companies from other industries.

In the case of the current state bank, the degree of regulation is the main characteristic among the factors already mentioned above, due to the high number of rules, laws and regulations to which public sector entities are subjected to (Grateron, 1999). Thus, meaning that the state banks may also be embroiled in the bureaucracy of the emerging economies. So, according to Imoniana and Dias (2017), this characterises has indirect interference in the activities of the IAFs in the institution.

#### **2.5. Behavioural Aspects Related to Internal Audit**

The behaviour the internal auditor should bear in performing his or her duties is the most professional type in order to uphold the standard. They are such as the followings:

- a) Bear professional scepticism while planning, performing and reporting;
- b) Be independent of the person, facts and processes narrated;
- c) Does not drum his achievements in the public;
- d) Maintains plain justice at all times;
- e) No grudges and always unbiased;
- f) Exercise tactfulness in presentation of flaws;
- g) Be in the auditee's shoes; and
- h) Apart from objectivity be attentive to 'so what' of their recommendations.

In this same line of thought, Dittenhofer (1997) observes that behavioural aspects of internal audit cover such subjects as motivating the auditee, styles of management, managing change and conflict, communications, hostile relationships, participative auditing, understanding the auditee's culture and the use of behavioural knowledge in the audit. This mode of thought permeates all IAFs so as to contribute to managerial excellence apart from being collaborative.

As put forth by Arena and Azzone (2009a), the effectiveness of internal auditing is influenced by variables such as resources and skills of the internal audit group; audit processes and activities, and relationships between internal auditing and areas of the organisation. Lélis and Pinheiro (2012) note that although the internal audit is considered a collaborator to the fulfilment of the organisational objectives, its past inspection and punishment practices are indirectly reflected in the relative impediments faced by the internal audit. According to Elliott, Dawson and Edwards (2007), although the internal audit process is well known and perceived as necessary by auditors and the auditees, there are doubts about the overall value and benefits added by the audit when there is a weak relationship between auditors and auditees. In effect, if the auditee trusts the auditor as his consultant, there is the likelihood of his acceptance of his recommendations with whole heart.

## **2.6. Relationship between Auditor and Auditee**

Since the seventies it has been observed that a good relationship between the auditor and the auditee is essential for the effective performance of the activities under the responsibility of the auditor; much so that a behavioural training in the professional education of the auditor is considered to lead to better organisational assurance and benefits the auditor (Blakeney, Holland and Matteson, 1976). In this relationship the phenomenon of influence is observed, being the internal auditor the influencer (which may or may not be effective) and the auditee the influenced one (who may or may not manifest the effects of the influence on his behaviour) (Diniz; Limonge-France, 2005). The ability to exert influence depends on a number of factors, such as the auditor's experience, leadership, interpersonal relationships, and dealing with tense relationships (Pepinelli, Dutra, and Alberton, 2011).

Another aspect that is associated with the auditee's perception IAF relates to the auditor's experience in the industry, his ability to meet the client's needs, the exercise of his professional zeal, his conduct in the field work, in the exercise of his professional scepticism and in his behavioural characteristics, such as his interpersonal relationship and his ability to communicate. If these conditions are present, auditees have confidence in the internal auditor's analysis and perceive value-addition by the audit (Samuelson; Lowensohn; Johnson, 2006). This confidence favours the implementation of recommendations, risk assessments and analysis of performance measures (Barac, Plant and Motubatse, 2009) and can minimize internal auditor conflicts with the management of the audited areas, improving the effectiveness of the internal audit process (Elliott, Dawson and Edwards, 2007, Arena and Azzone, 2009b).

## **2.7. The Relationship of Mood, Attitudes and Stress in the Auditee's Perception of IAF**

As observed by Lélis and Pinheiro (2012), IAFs are oriented towards partnership rather than punishment. So, this positioning has a reflection on the mood in the auditing process (Bhattacharjee and Moreno, 2013). Blakeney, Holland, and Matteson (1976) explained that when the internal auditing does not validate processes and activities, auditees could have a negative feeling of disappointment, frustration and anger. When this negative reaction is repeated, such negative feeling is reinforced within the auditee-auditee relationship. Thus, regardless of the auditor's profile, the auditor can be perceived as an aversive stimulus, a condition in which it is possible for auditees to act defensively, withholding information that may eventually jeopardize audit effectiveness (Mendes, 1996). These negative feelings could modify the auditees's mood and their attitudes towards the auditor.

Mood is different from emotional state. In terms of cause, duration, control, experience and intentionality, displays timing, stability, and awareness of the cause (Beedie, Terry & Lane, 2010).

Moods are more difficult to describe because they are composed of different feelings and have a complex configuration (positive and negative feelings can make up a mood); as with emotional states, their function is thought to help an organism adapt to an ever-changing environment. In a mood one is conscious but people cannot clearly explain their cause, while emotional states are related to specific events. Moods are long lasting than emotional states, and are evaluated for their consistency over a longer period of time than emotional states. States of mind are less intense than emotional states in terms of expression and are less detectable by facial expressions.

Attitudes are a summary evaluation of an object and are captured in dimensions like good-bad, likable-dislikeable, pleasant-unpleasant; this evaluation can arise spontaneously, and can be unawareness (Ajzen, 2001). Attitudes act as a behavioural guide to approach or avoid objects and are important for a person to survive in a complex world (Overwalle & Siebler, 2005); they are formed during the socialization process, through experiences with the object or from information received about the object, provided by different sources.

The influence of attitudes over behaviour can be explained by the Theory of Planned Behaviour (Ajzen, 1991; 2001). This theory predicts the individual's intention to behaviour in a specific manner, at a specific time and space. This intention is related to favourable or unfavourable evaluation of an object (attitude), the belief about whether people approve or disapprove the behaviour (subjective norms) and the social codes of behavior (social norms) (Ajzen, 2001).

Attitudes are integrated by two components: the cognitive and the affective (Ajzen, 2001). The cognitive component is constituted by the beliefs and ways of facing the object of the attitude. The affective component is identified when someone express how she/he feels about the object. Ajzen (2001) summarize the importance of these two components: “ (...)it has been found that individuals differ in their reliance on cognition versus affect as determinants of attitude, and that the two components also take on different degrees of importance for different attitude objects” (p. 35).

The conflict between the components of positive and negative attitudes can result in an ambivalent mood, which reflects the co-existence of positive and negative feelings (disposition) towards an object. In addition, as previously discussed, attitudes are related to evaluation and it is interesting to note that negative information tends to have a greater impact on the evaluation process of an object than positive information (Ajzen, 2001). Thus, negative information arising from the auditing process can lead to negative attitudes towards the audit process and the auditor, as well as negative mood. This situation could generate a stressful situation for the auditees.

A situation of stress results from the interaction between the characteristics of the individual and the environment in which he or she is inserted, as well as their perception of their ability to respond. Stressors represent factors or conditions, force and experiences that could challenge the adaptive capacities of individuals (Qian; Yarnal & Almeida, 2014).

Olivier, Perez and Behr (2011) found that for the same stressor there are different forms of perception and meaning, due to the people's interpretations regarding their working conditions and relationships, being relevant factors of affective, physiological order and the behavioural reactions in the individuals (Jimmieson & Terry, 1998).

Noteworthy that auditing can represent for auditees a stressor factor, especially when internal audit is perceived as a threat, criticising the auditee's efforts. This condition creates stress due to doubts about the individual's role in the audit process and about the tasks performed during the process. Stress can manifest in the form of outcomes such as reduced productivity, job dissatisfaction and task performance and be related with physical factors as headaches, stomach upset, gas or bloated feeling, and trouble getting to sleep, heartburn, vomiting, bitter mouth, shortness of breath, throat knot, sighs, weight loss, palpitations, hair loss, tremors, nausea, weight gain (Lee; Lovell & Brotheridge, 2010; Cesar, 1999).

Therefore, considering the perceived role of internal auditing, the auditee's attitudes towards internal auditing, the employees' mood and the state of stress arising from the internal audit, the following hypotheses are drawn upon in regard to the attitudes towards IAF:

- H<sub>1</sub>: There is a positive relationship between positive auditee's mood and positive attitudes related to employee perception of IAF; and
- H<sub>2</sub>: There is a negative relationship between positive auditee's mood and high levels of physical symptoms of stress during the auditing process;

## 4. Methodology

### 4.1. Sample and Data Collection

This research is characterized as exploratory and with a quantitative approach (Mattar, 2008; Beuren, 2003). The population considered in this study was the employees of one of the units of *the Bank Caixa Econômica Federal* (CEF), with 400 employees, located in the city of São Paulo, the biggest city and where there are higher numbers of branches of the Bank in Brazil. Noteworthy that CEF is a public institution with financial and management figures available through *egovernance*, so there is no single risk in discussing its data in this study.

The sample consisted of one hundred and twenty-one employees of this unit. This volume was selected because they are those who agreed to participate in the study, being all of them professionally related to the Internal Audit Functions.

Data collection used a questionnaire developed for the research, with structured questions, composed of four parts: 1) Professional data of respondents (time of service in the bank, age, sex, marital status, educational level and function); 2) Attitudes related to Auditors' functions; 3) Stress symptoms of the auditees during internal auditing process; 4) Mood of auditees during the internal auditing process.

In order to measure the mood we used an adaptation of the PANAS scale (Positive and Negative Affects Scale), originally proposed by Waston and, Clark (1988) and validated in many studies, including intercultural ones (Galinha; Pereira & Esteves, 2014; Lianmais & Zhu, 2015; Dahiya & Rangnekar, 2019) to mention just a few. This framework was developed as a result of research whose objective was to measure the impact of interventions on actual environmental performance (Lo et al., 2012). The original scale has two lists of affects positive and negative) and respondents should assess their intensity using the strong-point scale (1 = very slightly or not at all, 2 = a little, 3 = moderately, 4 = quite, and 5 = very much).

According to the definition of mood, we consider that a person can indicate the most present affects over a period of time, although not necessarily he/she is able to indicate their intensities, as predicted in the PANAS scale. Based on this aspect, respondents should choose, from the PNA lists, 10 affects that represent their mood over the last year (considering the 12 months prior to the survey date) especially in the audit period.

This caveat is made so that the respondent seeks his mood especially in this period; although all respondents have undergone an internal audit in the past 12 months, the period of audits can vary depending on the department in which the respondent operates. Thus, the respondent pointed out in which month the audit had taken place, which helped him to recover his mood on that date.

### 4.2. Data Treatment

Prior to the application of the questionnaire, a pre-test was performed with 10 employees of the analysed unit. This enables us to make the necessary adjustments.

To validate the Internal Audit Functions (IAF) that is presented in the questionnaire, interviews were conducted with four internal auditors of the Bank to capture the vision they had of Internal Audit Functions. The data were transcribed and analysed by comparison with the theory discussed in items 2.4 and 2.5 of this paper.



The quantitative data were analysed with descriptive and multivariate statistics with the support of SPSS software - version 20.

## 5. Data Analysis and Discussion of Results

In this section, data were analysed to a fuller extent for clarification and later discussion of the results made. This is shown under five different categories and three subcategories as follows.

### 5.1. Descriptive Data Analysis of the Particulars of Respondents

The largest contingent of employees was in the range of six to ten years of the employee service in the organisation (41.32%), followed by the contingent in the range of 21 to 26 years of the organisation (17.36%). 29.17% of employees are in the phase between 31 and 35 years old and 46% is in the range between 20 and 35 years of age. It is worth noting the existence of a percentage of 18.33% of employees between the ages of 51 and 55 years. There was a predominance of males (59.50%) and 50.41% were married. In relation to educational qualification, 38.02% had a university degree or a full postgraduate degree (60.33%); although the CEF requires only full high school employees to join the Bank, for professional advancement are considered the upper-level and post-graduate conclusions. Regarding the function performed, it was observed that 45.45% of respondents had the function of junior assistant, followed by 19.83% of full assistants. Counting with the senior assistants, 81.82% of the sample had technical, non-managerial functions. These data were consistent with the CEF unit surveyed, whose main task is contract analysis, which is performed by junior analysts. 70% of the employees were audited less than a year ago whereas 53% were in the process of being audited during the data gathering. The data were gathered in the period of June through December 2016. From the period to date there were no significant changes in the *Internal Audit Functions (IAF)* in the Bank.

### 5.2. Employee Attitudes toward IAF

For analysis of the attitudinal dimensions a 10-point ordinal scale was used, supposedly as a metric, being: 1 (totally disagree) to 10 (totally agree).

#### Cognitive Component of the Attitude of the Auditees in Relation to the IAF and the Auditor

The cognitive aspects were elaborated from Ajzen's study on the Theory of Planned Action (2001); they are beliefs about the attitude of objects. In this study, the object is the role of the auditor in internal audit.

Table 1 presents the results of the variables that are indicators of the construct of cognitive dimension, related to the beliefs and ways of facing the IAF. The averages of the marks showed that the auditees have little or no knowledge about the organisation's audit program (V5) and feel little clarity in the criteria used for an internal audit to be successful (V15). Notwithstanding, internal audit is seen as important for the achievement of organisational objectives (V4), since it is perceived as adding value to the work of auditees (V12) and their results are considered important for their work (V6). Therefore, we infer that there is a positive belief of the auditees in relation to the IAF.

**Table 1:** Cognitive Aspects

|  | Mean      | Std. Deviation | Skewness  |            | Kurtosis  |            |
|--|-----------|----------------|-----------|------------|-----------|------------|
|  | Statistic | Statistic      | Statistic | Std. Error | Statistic | Std. Error |
| V1 Audit Effectiveness                   | 7,3667    | 1,59270        | -,533     | ,221       | ,941      | ,438       |
| V2 Preparation of the auditees for audit | 6,9832    | 2,07888        | -1,175    | ,222       | 1,354     | ,440       |
| V3 Quality of problem solving post audit | 6,7917    | 2,13375        | -,826     | ,221       | ,645      | ,438       |

|  | Mean      | Std. Deviation | Skewness  |            | Kurtosis  |            |
|--|-----------|----------------|-----------|------------|-----------|------------|
|  | Statistic | Statistic      | Statistic | Std. Error | Statistic | Std. Error |
| V4 Importance of IAF for compliance of organisational objectives | 8,8264    | 1,66171        | -2,068    | ,220       | 5,419     | ,437       |
| V5 Understanding IAF   | 6,0333    | 2,11013        | -,579     | ,221       | -,066     | ,438       |
| V6 Importance of results   | 8,4215    | 1,88747        | -1,490    | ,220       | 2,302     | ,437       |
| V9 Management Support IAF to meet organisational objectives      | 7,1322    | 2,30558        | -,641     | ,220       | ,010      | ,437       |
| V12 Value Added by IAF   | 8,1901    | 1,83627        | -1,164    | ,220       | 1,506     | ,437       |
| V15 Clarity of Criteria of IAF                                   | 6,3471    | 2,41078        | -,486     | ,220       | -,272     | ,437       |
| V18 Relationship of auditor with auditee                         | 6,4876    | 2,29897        | -,519     | ,220       | ,075      | ,437       |
| V20 Communication Skills in IAF                                  | 6,1901    | 1,95923        | -,575     | ,220       | ,432      | ,437       |

Source: Study

Note: Alpha of Cronbach of this dimension was 0,915

### Behavioural Component of the Attitude of the Auditees in Relation to the IAF and the Auditor

The behavioural aspects were elaborated from Ajzen's study on the Theory of Planned Action (2001). Table 2 presents the results of the variables that are indicators of the behavioural dimension construct, which are related to the audit actions and the perceived skills necessary to perform audit. The variables V7 (Preparation before auditing), V14 (IAF encourages discussion of the finding), V16 (Relationship of IAF with areas of the organisation) and V17 (Past practices of internal audit, supervision and punishment, negatively influence the relationship between the auditees and the internal audit) presented negative values of Kurtosis, but very close to zero, suggesting that the distribution of the variables presented a slightly flattered curve, that is to say, there was a dispersion of the values. The greatest dispersion of the marks was for variable V17.

**Table 2:** Behavioural Aspects

|  | Mean      | Std. Deviation | Skewness  |            | Kurtosis  |            |
|--|-----------|----------------|-----------|------------|-----------|------------|
|  | Statistic | Statistic      | Statistic | Std. Error | Statistic | Std. Error |
| V7 Preparation of the auditees before auditing                   | 6,1322    | 2,51973        | -,498     | ,220       | -,397     | ,437       |
| V8 Planning of the auditor for IAF                               | 6,8264    | 1,99448        | -,493     | ,220       | ,280      | ,437       |
| V10 Behavioural awareness of the IAF                             | 7,9669    | 1,74611        | -,789     | ,220       | ,258      | ,437       |
| V11 Atmosphere of tension during interview of IAF                | 7,2185    | 2,10793        | -,680     | ,222       | ,290      | ,440       |
| V13 Effectiveness of IAF   | 6,9752    | 2,02675        | -,931     | ,220       | ,895      | ,437       |
| V14 Motivations of the auditors to the auditees during IAF       | 6,5083    | 2,33712        | -,485     | ,221       | -,255     | ,438       |
| V16 Relationships of the Auditor and the organisational sectors  | 6,6417    | 2,23342        | -,418     | ,221       | -,305     | ,438       |
| V17 Influence of past experience practice of IAF on the auditees | 6,3306    | 2,54424        | -,628     | ,220       | -,244     | ,437       |
| V18 Personal relationship of the auditor with the auditees       | 6,4876    | 2,29897        | -,519     | ,220       | ,075      | ,437       |
| V21 – Satisfaction of the auditees                               | 7,3140    | 2,12537        | -,611     | ,220       | ,179      | ,437       |

Source: Study.

Note: Alpha of Cronbach of this dimension was 0,734

In order to verify if the greater dispersion of the responses to question V17 was associated with the direct or non-functional proximity of the auditee to the internal auditor, a cross-reference between these data was made. It was observed that for all the respondents (with or without direct relationship with the auditor) there was still an association of the auditor's image with the supervision and punishment activity, which could negatively influence the relationship between auditor and auditee.

In order to analyse whether the perception about past practices of internal audit (V17) was related to the time elapsed since the last audit, a cross-tabulation was performed and it was verified that there were responses in all degrees of the perception scale of V17 both for those who were auditing as well as those who had audited a year ago, showing that the response frequencies at each point of the scale were the same in the two time bands. Therefore, it can be concluded that the time elapsed since the last audit does not affect the perception about past auditing practices.

Regarding the behavioural aspects that are present in the relationship between auditors and auditee, it was verified that the most pointed aspect by the auditees was the communication (75% pointed this question). The other aspects proposed were chosen less than 50% by the auditees, and are therefore not very relevant. This result is in agreement with what Dittenhofer (1997) and Sarens (2009) discussed in their work on the importance of the presence of behavioural aspects in the relationship between internal auditors and auditees, especially the communication, that aids in problem solving and optimizing the work of both.

In order to analyse the perceptions of the auditees regarding the skills that auditors should have to play their role, employees should assign scores to skills ranging from 1 (not important) to 10 (very important). Table 3 presents the results. It was verified that the employees considered that almost all the skills were important, with emphasis (higher marks in a scale of importance) for: the qualification and personal development (V224 -  $9,09 \pm 1,45$ ), the ethical behaviour (V225 (V226 -  $9,4397 \pm 1,19629$ ), communication (V227 -  $9,10 \pm 1,36$ ) and maturity and responsibility (V215 -  $9,27 \pm 1$ ), 23). It was also noted that the ambition (V221 -  $4,69 \pm 2,80$ ) was a little relevant factor to the auditor's skill, as well as the characteristics of creation and innovation (V228- $6,58 \pm 2,46$ ) and entrepreneurship (V229- $5,82 \pm 2,54$ ), indicating that these qualities may be perceived as having low association with the activities of the auditors since they use standards such as those of internal control and the procedures adopted by the organisation.

It can be concluded that although there is favorability in terms of the perception of training of the internal auditors for the exercise of the position, the auditees do not know well what their functions are, which can favor the impact of negative information that is disclosed (even of informally) regarding the auditor's role, thereby increasing the possibility of negative attitudes towards the auditing process as a whole (Ajzen, 2001, p. 35).

### **Affective Component of the Respondents' Attitude towards the IAF and the Auditor**

The affective component is constituted by the feelings related to the object of the attitude and is identified when someone expresses how he/she feels about the object. Ajzen (2001) summarize the importance of the affective and cognitive components: “ (...)it has been found that individuals differ in their reliance on cognition versus affect as determinants of attitude, and that the two components also take on different degrees of importance for different attitude objects” (p. 35).

The conflict between positive and negative attitude's components can results in an ambivalent mood, which reflects the co-existence of positive and negative feelings (disposition) towards an object. This ambivalence can result from conflicting beliefs within the cognitive component or from a conflict between affect and cognition (Ajzen, 2001, p. 39).

The auditees' responses to affective aspects are presented in this part of the study. Table 3 (question V25) shows the most frequent auditees feelings, in percentages, when they are submitted to internal auditing. Such feelings are divided into positives and negatives in referred table.

**Table 3:** Positive and negative feelings of the auditee when submitted to internal auditing

| <b>Negative feelings</b> | <b>Frequency</b> | <b>Positive feelings</b> | <b>Frequency</b> |
|--------------------------|------------------|--------------------------|------------------|
| Anxiety (V2524)          | 67,50%           | Disposition (V2525)      | 38,30%           |
| Restlessness (V2515)     | 58,30%           | Hope (V259)              | 35,80%           |
| Fatigue (V2522)          | 26,70%           | Approval (V257)          | 34,20%           |
| Fear (V256)              | 23,30%           | Achievement (V253)       | 30,00%           |
| Depression (V2527)       | 21,70%           | Optimism (V258)          | 28,30%           |

| Negative feelings   | Frequency | Positive feelings | Frequency |
|---------------------|-----------|-------------------|-----------|
| Frustration (V2517) | 12,50%    | Courage (V2510)   | 20,80%    |
| Pessimism (V2530)   | 12,50%    | Calm (V2523)      | 18,30%    |
| Oppression (V2526)  | 10,00%    | Humour (V2512)    | 12,50%    |
| Rupture (V2511)     | 5,00%     | Harmony (V2516)   | 5,80%     |
| Emptiness (V2514)   | 5,00%     | Liberty (V2519)   | 5,00%     |
| Neglect (V2513)     | 4,20%     | Peace (V2529)     | 5,00%     |
| Sadness (V254)      | 3,30%     | Happiness (V251)  | 1,70%     |
| Abandonment(V2521)  | 3,30%     | Plenitude (V2518) | 1,70%     |
| Displacement (V252) | 0,80%     | Enjoyment (V2520) | 0,80%     |
| Hate (V2528)        | 0,00%     | Love (V255)       | 0,00%     |

Legend: The percentage refers to the number of respondents who chose the feeling, regardless of position, in relation to the total number of respondents.

It can be observed that there were values frequently above average in two negative feelings: anxiety (67.50%) and restlessness (58.30%); and a greater dispersion of positive feelings between: disposition (38,30%), hope (35,80%), approval (34,20%) and achievement (30,00%).

### 5.3. Auditee Mood during IAF

Question V26 required that the respondents put those states of mind in order from the feeling that most often represented their mood (first position) at the feeling that least represented their mood during the audit period (fifth position). Table 4 shows the results

**Table 4:** Moods in order of importance

|               | Position 1 | Position 2 | Position 3   | Position 4 | Position 5  |
|---------------|------------|------------|--------------|------------|-------------|
| State of mind | Anxiety    | Anxiety    | Restlessness | Hope       | Achievement |
| Frequency     | 26,2%      | 20,0%      | 15,4%        | 12,5%      | 15,9%       |

Noteworthy, that feeling of hope and achievement are in the fourth and fifth most frequent positions respectively after anxiety and restlessness; this suggests that although there is psychological strain at the time of internal audit, auditees may have the understanding that auditing helps the organisation to achieve its goals, configured by the presence of feelings of hope and achievement. Although there are high frequencies of negative feelings, there is also a moderate frequency of positive feelings. This can be verified when one computes the mood of the auditees.

In order to verify if the predominant mood of each respondent was positive, negative, or neutral, we codify positive feelings as 1 and negative ones as -1, with the following being sum of points obtained by each participant. It was verified that there was equilibrium in the answers, because 49% of the respondents presented predominantly positive mood, 49% had negative mood; 2% presented zero sum, that is, they had ambivalent mood, indicating a tie between positive and negative feelings.

A *Chi-Square* test was performed to verify the relationship between the predominant mood and each of the variables that characterized the employee profile. The following values of *p* (*p-value*) for the questions relating to years in CEF (0.416), age (0.455), gender (0.061), marital status (0.840), educational qualification (0.075), function, last passage through internal audit (0.779) and its direct relationship to internal audit (0.066). It can be seen that all *p-values* presented were higher than the alpha value (0.05), showing that there was no relationship between these variables and mood.

### 5.4. Relationship between the Auditee Attitude towards IAF and Mood

In order to compare the general mood (sum of states of mind) in relation to the attitudinal questions, which were metric variables, a *Pearson* correlation was performed.

It was observed that the better the relationship between auditor and auditee, the better the perception of effectiveness of the audit process and its relation to the production of the result; which is compatible with the results obtained by Elliott, Dawson and Edwards (2007), and Arena and Azzone (2009a). The audit planning and the definition of clear criteria during the internal audit process were also positively related to the auditee's mood, showing that there is a better emotional climate during the audit when there is clarity in the process; these results are in line with the findings of Barac, Plant and Motubatse (2009), which relate in their study the aggregation of value provided by IAF for personal and work environment.

It was verified that the correlations presented values above 0.30, showing an effect considered average, and with *sig* lower than alpha (0,05). Two variables (behavioural component) had a negative correlation and above 0.30: Atmosphere during an audit interview (-0.375, *sig.* 0.00) and the degree of stress (-0.30, *sig.* 0.001), showing that the more tense the audit interview, the more negative is the mood, and the higher the degree of stress during the audit, the more negative the auditee's state of mind.

The result of the relationship between the auditee's mood and IAF encourages the discussion of the problems identified (V14), being in line with Salinas's (2001) foundations that the auditor can encourage auditees to discuss in order to identify possible results, which is reflected in the auditors' understanding of the process in which they are inserted and their relevance. Thus, contributing effectively to the achievement of the objectives defined by the organisation thus reflects the understanding of the mood of the auditees.

### 5.5. Symptoms of Stress of the Auditees in Process of IAF

In order to analyse the level of stress among the employees during the audit process, they were asked to choose from the list of stressors which were present during the last audit process they have gone through, Table 5 presents the following results.

**Table 5:** Frequency of symptom of stress

| Symptom of stress | Frequency | Symptom of stress | Frequency | Symptom of stress | Frequency |
|-------------------|-----------|-------------------|-----------|-------------------|-----------|
| Insomnia          | 18,6%     | Headaches         | 13,3%     | Dry Mouth         | 13,3%     |
| Headaches         | 13,3%     | Throat knot       | 12,4%     | Insomnia          | 12,4%     |
| Sighs             | 8,8%      | Sighs             | 9,7%      | Throat knot       | 11,5%     |

Considering the equilibrium between the positive and negative moods (49% for both) of the auditees, and the results of the symptoms of stress that were elevated, a *Chi-square* test was performed to analyse the relationship between the states of positive and negative moods, categorized with value one and two, respectively, with stress symptoms. Stress strata were created according to the number of symptoms presented, being: Stratum 1 (1 symptom), Stratum 2 (two symptoms), Stratum 3 (three symptoms) and Stratum 4 (more than three symptoms). Observe that the lower the number of symptoms, the lower the degree of stress of the auditee. The *p-value* found in the *chi-square* test was 0.297, higher than the alpha value (0.05), showing that the mood (positive or negative) was not related to the stress symptoms of the respondents during the internal audit. In regard of this, one can infer that stress is present in the life of CEF staff, but it is not necessarily associated with the presence of IAF.

At last, a regression analysis was conducted to evaluate the effect of three independent variables - cognitive component (the perceived value of IAF), behavioural component (the perception of audit efficacy and communication between auditor and auditee) and the auditee level of stress, over the mood of the auditees (dependent variable). Table 6 presents the results.

**Table 6:** Coefficients of regression

| Model |   | Coefficients <sup>a</sup>   |            |                           |        |      |              |         |       |                         |       |
|-------|---|-----------------------------|------------|---------------------------|--------|------|--------------|---------|-------|-------------------------|-------|
|       |   | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. | Correlations |         |       | Collinearity Statistics |       |
|       |   | B                           | Std. Error | Beta                      |        |      | Zero-order   | Partial | Part  | Tolerance               | VIF   |
| 5     | (Constant)  | 1,911                       | 2,087      |                           | ,916   | ,362 |              |         |       |                         |       |
|       | Auditing Efficacy (Behavioral Component)                    | 404                         | ,151       | ,254                      | 2,680  | ,009 | ,418         | ,263    | ,208  | ,673                    | 1,485 |
|       | Atmosphere during auditing interview (Behavioral Component) | -,484                       | ,127       | -,303                     | -3,825 | ,000 | -,347        | -,362   | -,297 | ,963                    | 1,039 |
|       | Level of stress   | -12,801                     | 3,571      | -,281                     | -3,584 | ,001 | -,316        | -,342   | -,279 | ,982                    | 1,018 |
|       | The perceived value of IA (Cognitive Component)             | ,553                        | ,182       | ,292                      | 3,037  | ,003 | ,362         | ,295    | ,236  | ,657                    | 1,523 |
|       | Communication (Behavioral component)                        | -,426                       | ,200       | -,178                     | -2,129 | ,036 | -,042        | -,211   | -,166 | ,862                    | 1,161 |

a. Dependent Variable: General Mood

The Hypothesis H<sub>1</sub> was confirmed for the variables selected for the analysis: There is a positive relationship between positive auditee's mood and positive attitudes related to his/her perception about Internal Audit Functions (IAF);

The H<sub>2</sub> was confirmed too: There is a negative relationship between positive auditee's mood and high levels of physical symptoms of stress during the auditing process.

## 6. Conclusion

The present study aimed to investigate how the perception about internal auditing function affects the mood of auditees. It was carried out in one of the units of a Brazilian state bank (*Caixa Econômica Federal-CEF*).

The overall results make one infer that the image of the internal audit has changed overtime, since the physical presence of the auditor in the units and the existence of an audit process in the environment studied are not related to negative predispositions of the auditees in relation to the auditor. In effect, the mood is not related to the profile of the auditee, which shows that employees from the same unit, with similar ages and from different hierarchical positions do not necessarily have the same feelings about the audit process. Therefore, if the IAF portrays a negative or positive image, it does not depend on the profile of the auditee. It has also not been confirmed that the presence of the internal auditor leads employees to a differentiated levels of stress arising from a mood.

The high rate of stress found among auditees may indicate that there are other related organisational factors. *De facto*, the main activity of the unit studied is the analysis of contracts, which requires daily targets for analysis, which can lead to a high level of stress, inherent in the activity performed.

The study shows that the past image of internal auditing as an agent of supervision and punishment has gradually lost its strength, evidencing a partnership relationship. It can be said that the awareness program involving training in the company to present the new role of the IAF and its internal benefits have had an effect, although results also indicated that in the CEF there are still aspects of interpersonal relationship that ought to be clarified. This gradual change in the role of the auditor is a trend and has already been demonstrated in the study by Lélis and Pinheiro (2012), showing the reduction of the negative perception of the auditee in relation to the internal audit.

Noteworthy that in relation to all variables selected in both analyses (descriptive and multiple linear regression) the importance of aspects that involved the interpersonal relationship and communication between internal auditors, auditees and other areas of the organisation were verified, demonstrating that for auditing it was *sine qua non* for the auditors to present not only technical but also behavioural skills, as presented in the theoretical foundations supported by the studies of Blakeney, Holland and Matteson (1976), Dittenhofer (1997) and Sarens (2009).

As a suggestion for further studies, an in-depth study could be made to analyse the relationship between the target defined for contract analysis and the degree of stress of the auditees. As an additional suggestion for future research to enhance a more robust result, we recommend to increase the database, encompassing other sectors of the economy and considering other factors that may be associated with the mood or internal audit. The study could also be applied in private banks, because *Caixa Econômica Federal* being a state bank would probably present certain peculiarities inherent to its structure, such as the relative stability of workers, more advanced and maturity in organisational awareness, which would reduce the impact of the presence of the internal audit. Therefore, the application of the study to other banks, with different characteristics could probably lead to different results from those found in this study, regarding the mood, stress and perception of the internal audit.

## References

- [1] Adams, M. B. (1994). "Agency Theory and the Internal Audit", *Managerial Auditing Journal*, 9(8), pp.8-12.
- [2] Ajzen I. (1991). The theory of planned behavior. *Organisational Behavior and Human Decision Process*. 50:179– 211
- [3] Ajzen I. (2001). Nature and operation of attitudes. *Annual Review of Psychology*. 52, 27–58
- [4] Allan, Nicholas P.; Lonigan, Christopher J.; Phillips, Beth M. (2015). Examining The Factor Structure And Structural Invariance Of The Panas Across Children, Adolescents, and Young Adults. *Journal of Personality Assessment*, 97(6), 616–625.
- [5] Almeida, M. I. R. (1998). Prós e os contras de se ter planejamento e controle estratégico em instituições financeiras. In: SEMEAD - SEMINÁRIOS EM ADMINISTRAÇÃO FEA, 3., 1998. São Paulo. **Anais...** São Paulo: FEA/USP.
- [6] Arena, M. & Azzne, G. (2009a). Identifying organisational drivers of internal audit effectiveness. *International Journal of Auditing*, 13(1), 43-60.
- [7] Arena, M. & Azzne, G. (2009b). Internal audit effectiveness: relevant drivers of auditees satisfaction. In: European Academic Conference on Internal Auditing and Corporate Governance, 6., Proceedings... London.
- [8] Attie, W. (2000). Auditoria: conceitos e aplicações. 3. ed. São Paulo: Atlas
- [9] Barac, K., Plant, K. & Motubatse, K.N. (2009). Perceptions on the value added by South African Internal Audit Functions. *African Journal of Business Management*, 3(13), 980-988.
- [10] Bhattacharjee, S. and Moreno, K. K. (2013). "The Role of Auditors' Emotions and Moods on Audit Judgment: A Research Summary with Suggested Practice Implications." *Current Issues in Auditing*, 7(2), 1-8.
- [11] Blakeney, R. N., Holland, W. E. & Matteson, M. T. (1976). The auditor-auditee relationship: some behavioral considerations and implications for auditing education. *The Accounting Review*, 51(4), 899-906.
- [12] Boyle, J. F & Boyle, D. M. (2013). The role of internal audit in enterprise risk management. *Internal Auditing*, 28(4), 3-10, Jul/Aug.
- [13] Cashin, J. A. (1987). Handbook for Auditors. New York: McGraw-Hill, 1-16.
- [14] Cesar, A. M. R. V. C. (1999). Perdas pessoais necessárias em processos de mudanças organizacionais. 1999. 171 f. *Dissertação* (Mestrado em Administração) – Curso de Pós-Graduação em Administração, Universidade de São Paulo, São Paulo.

- [15] Chung, J. O. Y., Cohen, J. R., Monroe, G. S. (2008). The effect of moods on auditors inventory valuation decisions. *Auditing: A Journal of Practice & Theory*, 27(2), 137-159.
- [16] Cianci, A.M. & Bierstaker, J. L. (2009). The impact of positive and negative mood on the hypothesis generation and ethical judgments of auditors. *Auditing: A Journal of Practice & Theory*, 28(2), 119–144, Nov.
- [17] Correia, A. C. (2014). Porque tenho medo de ser auditado. Universidade de Brasília, Brasília, 2008. Disponível em: [http://www.unb.br/administracao/auditoria\\_interna/artigos/porque\\_tenho\\_medo\\_de\\_ser\\_auditado](http://www.unb.br/administracao/auditoria_interna/artigos/porque_tenho_medo_de_ser_auditado). Acesso em: 21 fev.
- [18] Dahiya, R; Rangnekar, S. (2019). Validation of the positive and negative affect schedule (PANAS) among employees in Indian manufacturing and service sector organisations. *Industrial & Commercial Training*, Vol. 51 Issue 3, p184-194. 11p.
- [19] Davis, C. B. (2006). Effects of mood states on decision-making and social perception. 2006. 147 f. *Tese* (Doutorado em Filosofia) – Curso de Doutorado em Filosofia, Universidade de Massachusetts: Boston.
- [20] Diniz, B. V., Limongi-França, A. C (2005). Poder e influência interpessoal nas organizações. *Revista Face Pesquisa*, 8(1), 23-33.
- [21] Dittenhofer, M. (1997). Behavioural aspects of internal auditing “revisited”. *Managerial Auditing Journal*, 12(6), 23-27.
- [22] Elliott, M., Dawson, R., & Edwards, J. (2007). An improved process model for internal auditing. *Managerial Auditing Journal*, 22(6), 552-565.
- [23] Fishbein, M & Ajzen, I. (1975). Belief, attitude, intention and behavior: an introduction to theory and research. Addison-Wesley.
- [24] Frank, G. B. (2007). How internal audit managers can keep staff motivated. *Internal Auditing*, 22(2), 26-33, May/April.
- [25] Galinha, I. C.; Pereira, C. Roberto; Esteves, F. (2014). Versão reduzida da escala portuguesa de afeto positivo e negativo - PANAS-VRP: Análise fatorial confirmatória e invariância temporal. *Psicologia*, 28 (1), 53-65.
- [26] Grateron, I. R. G. (1999). Auditoria de gestão: utilização de indicadores de gestão no setor público. *Caderno de Estudos*, São Paulo, 21(1), 1-18.
- [27] Guagnano, G.A., Stern, P.C. & Dietz, T. (1995) Influences on attitude-behavior relationships: a natural experiment with curbside recycling. *Environment and Behavior*, 27, 699–718.
- [28] Instituto dos Auditores Internos - IIA (2012). Estrutura Internacional de Práticas Profissionais, [online] [http://www.iiabrasil.org.br/new/IPPF\\_01.html](http://www.iiabrasil.org.br/new/IPPF_01.html) (Retrieved 18 March 2018).
- [29] Imoniana, J. O. (2016). Auditoria de Sistemas de Informação. 2ª Edição, São Paulo: Atlas : GEN.
- [30] Imoniana, J. O. and S. R. L. Dias (2017). "The interference of the organisational culture with the Internal Audit Functions" *International Journal of Accounting, Auditing and Performance Evaluation* 13(2), 150-186.
- [31] Imoniana, J. O. (2019). Auditoria: Planejamento, Execução e Reporte. São Paulo: Atlas : GEN.
- [32] Jimmieson, N.L.; Terry, D.J. (1998). An experiment study of the effects of work stress, work control, and task information on adjustment. *Applied Psychology: An International Review*, 47 (3), 343–369.
- [33] Kahneman, D. Thinking fast and slow. (2011). New York : Farrar, Straus and Giroux , 499 pp.
- [34] Kighir, A.E. (2013). Mandatory audit firm rotation and auditor Independence: empirical evidence from Nigerian listed banks. *International Journal of Auditing Technology*, 1(1), 5-17.
- [35] Lee, R.T.; Lovell, B.L & Brotheridge, C.M.. (2010). Tenderness and Steadiness: Relating Job and Interpersonal Demands and Resources With Burnout and Physical Symptoms of Stress in Canadian Physicians. *Journal of Applied Social Psychology*, 49 (9), pp. 2319–2342.



- [36] Lelis, D. L. M.; Pinheiro, L. E. T. (2012). Percepção de auditores e auditados sobre as práticas de auditoria interna em uma empresa do setor energético. *Revista Contabilidade & Finanças*, 23(60) 212-222, set./dez.
- [37] Leung, P.; Cooper, B. J. & Perera, L. (2011). Accountability structures and management relationships of internal audit: An Australian study. *Managerial Auditing Journal*, 26(9), 794-816.
- [38] Liang, Ying; Zhu, Demi. Subjective Well-Being of Chinese Landless Peasants in Relatively Developed Regions: Measurement Using PANAS and SWLS. *Social Indicators Research*. Vol. 123, No. 3, September (II) 2015
- [39] Mattar, F. N. (2008), Pesquisa de marketing. 4. ed. São Paulo: Atlas.
- [40] Mendes, J. B. (1996), A importância da auditoria interna nas organizações. *Contabilidade Vista & Revista*, Belo Horizonte, 7(1) 9-11, jun.
- [41] Moore, H. M. & Gates, M. J. (1987), Inspector-General Junkyard Dogs or Man's Best Friend? Social Research Perspectives, Occasional Reports on Current Topics. New York: Russell Sage Foundation, pp 117.
- [42] Oliveira, L. M. & Diniz Filho, A. (2001), Curso básico de auditoria. 1. ed. São Paulo: Atlas.
- [43] Olivier, M., Perez, C. S. & Behr, S.C. F. (2011). Trabalhadores afastados por transtornos mentais e de comportamento: o retorno ao ambiente de trabalho e suas consequências na vida laboral e pessoal de alguns bancários. *RAC*, Curitiba, 15(6), 993-1015, Nov./Dez.
- [44] Overwalle, F. A. & Siebler, F. A. (2005). Connectionist Model of Attitude Formation and Change. *Personality and Social Psychology Review*, 9 (3), 231-274.
- [45] Pepinelli, R. C. C., Dutra, M. H. & Alberton, L. (2011). A percepção dos auditados em relação às competências comportamentais dos auditores independentes: um estudo empírico na região da grande Florianópolis/SC. In: CONGRESSO DE CONTROLADORIA E CONTABILIDADE, 11., 2011, São Paulo. Anais... São Paulo: Universidade de São Paulo, FEA/USP.
- [46] Pereira, A. C, Nascimento, W. S. (2005). Um estudo sobre a atuação da auditoria interna na detecção de fraudes nas empresas do setor privado no Estado de São Paulo. *Revista Brasileira de Gestão e Negócios*, São Paulo, 7(19), 46-56, set./dez.
- [47] Pinto, J, Pereira, A. C., Imoniana, J. O. & Peters, M. R. S. (2014). Role of internal audit in managerial practice in organisations. *African Journal of Business Management*, 8(2), 68-79.
- [48] Qian, X.L.; Yarnal, C.M.; Almeida, D.M. (2014). Is Leisure Time Availability Associated with More or Less Severe Daily Stressors? An Examination Using Eight-Day Diary Data. *Leisure Sciences*, 36: 35-51.
- [49] Rodrigues, A., Assmar, E. M. L., & Jablonski, B. (2000). Psicologia social. 18. ed. Petrópolis: Vozes.
- [50] Sá, A. L. (2000). Curso de auditoria. 10. ed. São Paulo: Atlas.
- [51] Salinas, J. L. (2001). Impactos da aprendizagem organizacional nas práticas de Auditoria Interna: um estudo de caso no Banco do Brasil. 2001. 260 f. Tese (Doutorado em Administração) – Curso de Doutorado em Administração, Universidade Federal do Rio Grande do Sul, Porto Alegre.
- [52] Samuelson, D., Lowensohn, S. & Johnson, L. E. (2006). The determinants of perceived audit quality and auditee satisfaction in local government. *Journal of Public Budgeting, Accounting & Financial Management*, 18(2), 139-166.
- [53] Sarens, G., Abdolmohammadi, M, J. & Lenz, R. (2012). Factors associated with the Internal Audit Functions's role in corporate governance. *Journal of Applied Accounting Research*, 13(2), 191-204.
- [54] Silva, J. L.R., Aresi, J. C. C. & Breda, Z. I. (1997). O que você precisa saber sobre auditoria interna. 3. ed. Porto Alegre: CRC – RS.
- [55] Silva, R. G. & Fischer, F. M. (2004). Auditorias internas do sistema de gestão da segurança e saúde no trabalho. *Caderno de Pesquisas em Administração*, São Paulo, 11(4), 1-12, Out/Dez.

- [56] Siqueira, M. M. M. & Amaral, D. J. (2006). Relações entre estrutura organizacional e bem-estar psicológico. *REA - Revista Eletrônica de Administração*, 5(1), 1-16.
- [57] Soh, D. S.B. & Martinov-Bennie, N. (2011). The Internal Audit Functions. *Managerial Auditing Journal*, 26(7), 605-622.
- [58] Souza, S. S. (2007). Auditoria interna do setor público (sistemática de priorização das atividades de auditoria interna por intermédio da elaboração de matriz de risco: estudo de caso cefet-sc). 2007. 128 f. *Dissertação* (Especialização em Gestão Pública) – Curso de Pós-Graduação em Gestão Pública, Centro Federal de Educação Tecnológica de Santa Catarina, Santa Catarina.
- [59] Trisciuzzi, C. R. F. (2009). A auditoria interna como ferramenta de melhoria dos controles internos de uma organização: estudo de caso em uma empresa do segmento industrial do Rio de Janeiro. 2009. 196 f. *Dissertação* (Mestrado em Ciências Contábeis) – Curso de Pós-Graduação em Ciências Contábeis, Universidade do Estado do Rio de Janeiro, Rio de Janeiro.
- [60] Vieira, S. A. (2007). A auditoria e os sistemas de controles internos no Brasil: antecedentes e evolução. *Revista de Economia Mackenzie*, 5(5), 175-193.
- [61] Watson, D., & Clark, L. A. (1988). Development and validation of brief measure of positive and negative affect: The PANAS scale. *Journal of Personality and Social Psychology*, 54(6), 1063–1070.