

THE ROLE OF INTERNAL AUDIT IN RISK MANAGEMENT AT AMIL ZAKAT INSTITUTION (LAZ) IN THE ERA PANDEMIC COVID

¹*Mey Maemunah*, ²*Nopi Hernawati*, ³*Ririn Sri Kuntorini*, ⁴*Helliana*

¹²³Accounting Study Program, Faculty of Economics and Business
Bandung Islamic University

Email: *mey.maemunah620@gmail.com*, *nopi.hernawati@gmail.com*,
kuntorini.ririnsri@gmail.com, *helliana.1969@gmail.com*

Abstract

This study was conducted to analyze the role of internal audit in risk management at the amil zakat institution in the city of Bandung. The research method used in this study is the case study method, data obtained from a literature review or literature review of several existing documents, as well as previous studies, as well as library sources that are believed to be valid. The type of research conducted is descriptive analysis research. The results of the analysis prove that the amil zakat institution in Bandung has used an online-based collection system and has implemented risk managements well. The internal audit of LAZ has understood and applied the five stages of management phases, namely context formation, risk identification, risk measurement, risk evaluation and risk treatment. Thus, it can be concluded that the role of internal audit in risk management in LAZ Bandung is quite good.

Keywords: *internal audit, risk management, amil zakat institution (LAZ).*

1. INTRODUCTION

The role of internal audit as part of good zakat governance is crucial in monitoring the risk management activities carried out by the management so that the process can run effectively and efficiently. Subsequently, various steps considered effective are compiled to achieve the objectives of internal audit effectiveness in risk management in Amil Zakat Institution (LAZ) Bandung in the era of the Covid-19 pandemic.

The research results of the Baznas strategic study center stated that in 2019, the potential for zakat throughout Indonesia is estimated to reach 233.6 trillion. Among other provinces in Indonesia, West Java is one of the provinces that has the highest zakat potential, which is 26,845.7 billion. Every year, the national zakat collection experiences an average growth of 30.55 percent. In 2016, the zakat collected by zakat management

organizations, both Baznas and LAZ, was IDR 5,017.29 billion and increased to IDR 6,224.37 billion in 2017 and IDR 8,100 billion in 2018 (puskasbaznas.com).

In the Rakernas of the zakat management institute in 2018, it was said that to enhance the distribution of zakat to BAZ and LAZ, good zakat governance is needed, one of which is in risk management so as to increase public trust in zakat institutions. One of the resolutions that became a shared commitment in the context of Strengthening Zakat Management Organizations (OPZ) for National Welfare Development, including the establishment of an Internal Audit Unit in each organization to improve institutional governance (Rakernas Baznas, 2018). There are at least three important roles of internal audit, namely (1) finding information in organizational system processes, (2) solving organizational problems, and (3) improving organizational systems. Increased personal competence of internal auditors in public fund management organizations, especially zakat funds, is expected to have a significant effect on risk management, and even institutional growth. On the other hand, the latest legislation regulates sharia compliance which basically aims to ensure the collection, distribution and utilization of zakat as well as the use of amil rights have been carried out in accordance with sharia principles. (National Working Meeting of Zakat Management Institute, 2018). So that the internal audit function is pivotal for ZIS management organizations to gain public trust, including in risk management.

The decline in the number of donors in zakat institutions occurred during the Covid-19 pandemic, especially during Ramadan 1441 Hijri. Director of the National Board of Zakat (Baznas), Arifin Purwakananta, said many businesses have switched and even closed causing the reduction of the number of zakat donors. In addition, the implementation of large-scale social restrictions (PSBB) also has an impact on increasing the number of poverty which makes people unable to pay zakat. In line with Baznas, the Director of Zakat Development for Dompot Dhuafa, Bambang Suherman, stated that the same thing happened in his institution. However, Bambang said, the donation figure increased by 12 percent (Iswinarno, 2020). This proves that there is a need for supervision of risk management by internal auditors, especially in the era of the Covid-19 pandemic.

Research by Triyani et al. (2017) showed that the application of risk management in zakat institutions would help achieve organizational goals and minimize

the occurrence of major risks. The implementation of risk management is expected to increase people's trust, both muzakki and mustahik to zakat institution.

Meanwhile, Hatijah's research (2021) stated that the Internal Control Unit has a role in preventing fraud in the midst of the Covid-19 pandemic. Referring to the two studies, it can be concluded that risk management functions to minimize the occurrence of company risk, and the existence of an internal control unit can prevent fraud. Thus, in this study the researchers tried to provide an overview or explanation of how the role of internal auditors in risk management at the Amil Zakat Institution (LAZ) in the city of Bandung during the Covid-19.

2. LITERATURE REVIEW

Zakat

Zakat is one of the five pillars of Islam. Issuing zakat is an obligation for people who have fulfilled the requirements and conditions of zakat. Generally, there are two types of zakat that every Muslim required to pay: zakat fitrah or zakat Al-Fitr and zakat al-mal or zakat on wealth. Zakat fitrah is only issued during the month of Ramadan, while the time for paying zakat maal is wider and more flexible in accordance with the possession of the property/wealth subjected to zakat (baznas.go.id).

In QS. At-Taubah 60, zakat is given to 8 groups (asnaf) who are entitled to receive it (mustahik), especially the poor. In its implementation, the management of zakat in the classical period, starting from the time of the Prophet Muhammad until Khulafaur Rashidin, zakat really became the spearhead of the welfare and prosperity of the Islamic community. This continued until the time of Tabiin. Muslims who are underprivileged are really cared for and their welfare is fulfilled.

If zakat is managed properly with full sincerity, ideally, it can reduce social inequality, especially in helping those who are categorized as poor and needy. In the teachings of zakat, there is also a deep philosophy that it is the duty of the rich to pay attention to the poor/dhuafa; and conversely, there is actually the right of the poor on the wealth of the rich.

Thus, the process of paying zakat will not only purify the wealth and souls of those who pay zakat, but is actually a "transfer of empowerment" from the zakat payers (muzakki) to the zakat recipients (mustahik). Thus, there will be a "flow of benefit" that

continues to flow and never ending. If this zakat has become a lifestyle of the Islamic community in a place, especially with a significant number of muzakki, the amount of funds managed will be even greater. This will have an impact on the reduction of the poor and the growth of welfare in the community.

Regarding the use of zakat, infaq and alms funds, Law Number 23 of 2011 concerning Zakat Management, especially in Chapter III concerning Collection, Distribution, Utilization and Reporting in article 25 states that "Zakat must be distributed to mustahik in accordance with Islamic law". Then it continues in Articles 26 and 27 stating that "The distribution of zakat, as referred to in Article 25, is carried out based on a priority scale by taking into account the principles of equity, justice, and territoriality. Zakat can be utilized for productive business in the context of handling the poor and improving the quality of people".

Regarding the utilization of zakat for productive businesses, it is stated in section of Article 27: "The utilization of zakat for productive businesses as referred to in paragraph (1) is carried out if the basic needs of mustahik have been fulfilled. Subsequently, further provisions regarding the utilization of zakat for productive businesses as referred to in paragraph (1) shall be regulated by a Ministerial Regulation". From the existing regulations, it is clear that zakat, according to sharia, is distributed for Muslims. In zakat distribution, before it is utilized for productive businesses, one must first assesses whether or not the basic needs of mustahik have been fulfilled.

The utilization of zakat is the activity of planning, implementing, and coordinating supervision in the collection, distribution, and utilization of zakat. The activities are carried out by the Amil Zakat Agency (BAZ) and the Amil Zakat Institution (LAZ) as regulated in Article 17 of Law Number 23 of 2011 concerning Zakat Management (Ramadhita, 2012).

The Covid-19 pandemic situation raises concerns that many poor people are affected and cannot fulfill their basic needs. Poor people who indirectly affected by Corona after the issuance of Government Regulation Number 21 of 2020 concerning Large-Scale Social Restrictions (PSBB) in the Context of Accelerating the Handling of Covid-19, among others, are daily workers in the informal sector and the economically weak people who rely on their daily wages for their livelihood.

The pandemic disaster has forced social institutions such as the Baznas zakat institution and others to take quick steps and rescue actions in responding to the current pandemic disaster. Thus, risk management is crucial to do, from identification to risk mitigation due to the impact of Covid-19 pandemic and the role of internal audit to supervise every step and program of zakat institutions that is indispensable to gain public trust. The Covid-19 pandemic has had an impact on many things such as public health and the economy. Therefore, the utilization of zakat for handling the Covid-19 pandemic requires contributions from all parties, both the community and the government, so that this disaster can end quickly and life activities will return to normal (Kadir, 2020).

Risk Management

Based on a joint agreement in August 2014 regarding risk management of zakat management in the International Working Group on Zakat Core Principles (IWGZCP), it was agreed that risk identification in zakat management is crucial since it will affect the quality of zakat management in the future. At least, there are four types of risks that have been identified and the zakat world needs to have a clear concept in mitigating these risks. The first risk is reputation and the loss of muzakki; second is distribution risk; third is operational risk, and fourth is the risk of transfer of zakat between countries.

Risk management functions as a filter or early warning system for zakat management activities. The urgency of the risk management of zakat management can be divided into five (5) things as follows: (1) Providing information about risks to regulators and other related parties; (2) Ensuring that zakat institutions do not experience unacceptable opportunities; (3) Minimizing opportunity-loss from various uncontrolled risks; (4) Measuring the exposure and risk concentration; (5) Ensuring sharia compliance in zakat management, particularly risk mitigation. (Ascarya, 2018).

Modeling risk management in zakat institutions consists of 5 phases: the phase of context formation, risk identification, risk measurement, risk evaluation and risk treatment. The first phase begins with the establishment of the context identified from the literature review and in-depth interviews with practitioners who understand the internal environment of zakat institution entity and continues with goal setting. The second phase is the identification of risks and their impacts, starting with the

determination of the risk group or cluster, then continuing with the confirmation of the risk findings and their impact to the practitioners of the related entity. The third phase is the risk measurement phase. In this phase, several criteria and measurement scales are used according to the needs of zakat institutions, including measuring the level of possibility, impact, vulnerability and speed of risk occurrence (risk velocity). Measurement of risk and impact is carried out by related entities who understand the problems. The data that has been collected is then processed in the data processing phase by applying several appropriate methods. Since it uses four measurement criteria, the risk management model will produce a risk level map called a risk heat map. The fourth phase is risk evaluation. After obtaining the level of risk based on an assessment of the level of likelihood, impact, vulnerability and speed of risk occurrence, the next step is conducting analysis of risk priorities and impacts. Before the final results can be used as the basis for making managerial implications, they are first validated to the practitioners of the related entity. The last phase is risk treatment. The manager of the relevant entity plays an important role in identifying risk mitigation that is appropriate to the level of risk and impact.

Identification of OPZ risk on the basis of COSO ERM in Puskas Baznas, modification can be divided into 11 types of risk, which are further elaborated into 36 sub-types of risk, and finally identify 405 risks. OPZ risk can be categorized into five risk categories, namely strategic, educational, operational, reporting, and compliance. Each risk category consists of several types of risks. The sources of risk for zakat institutions consist of eleven types of risk, namely strategic risk, corporatization, education, operations, property, amil and volunteers, muzakki and mustahik, transfer of zakat between countries, reporting, law, and zakat institutions compliance risk. Strategic risk consists of vision and mission risk, goal achievement, and reputation risk. Educational risk consists of internal education risk of zakat institutions and external education risk originating from the community, government, and other external parties. Meanwhile, operational risk consists of the risk of collection funds, distribution funds, productive funds, zakat collection, zakat fund management, zakat distribution, network/IT infrastructure, partner cooperation, program development, leadership, competition, and crime/fraud. Amil and volunteer risks consist of amil management risk and volunteer management risk; property risk consists of human, economic and natural

disaster risks. Mustahik and Muzakki risks consist of Muzakki risk, loss of Muzakki, satisfaction of Muzakki, risk of Mustahik, loss of Mustahik, satisfaction of Mustahik and risk of code of ethics. Meanwhile, compliance risk consists of sharia compliance risk and regulatory compliance (Puskas Baznas).

Internal Audit

The economic system in Islam is an integral part of fiqh (Islamic jurisprudence) that covers various aspects of human life, so that the existence of sharia audits has an important role in realizing Islamic values in companies (Algabry, Alhabshi, Soualhi, & Alaeddin, 2020).

The effectiveness of sharia internal audit is believed by some experts to help develop the performance of Islamic financial institutions as financial statements indirectly reflect the quality of internal sharia audit department. Hence, sharia internal audit is considered the backbone of business accounting since it records all transactions occur (Khalid & Masron, 2015).

Islamic financial institutions, including zakat institutions in Indonesia, need to establish a good zakat governance mechanism, one of which is sharia audit which is expected to reduce the level of non-compliance with sharia, so that these institutions can carry out their business activities effectively without exposing their operational activities at an unacceptable level of risk. However, the task of assessing the risk of sharia non-compliance together with financial risk will cost more time to conduct sharia audits (Kaaroud et al., 2020).

An internal auditor is someone who works in a company whose job is to carry out audit activities. According to Mulyadi (2008:29), the definition of internal auditors is as follows:

Internal audit is an auditor who works in a company (state company or private one) whose main task is to determine whether the policies and procedures set by top management have been complied with, to determine whether the protection of the organization's assets is good or not, to determine the efficiency and effectiveness of organizational activities procedures, and to determine the reliability of the information produced by various parts of the organization.

In this case, the internal auditor will conduct an examination based on the standards and regulations of the organization. Internal audit activities are independent activities that support the achievement of organizational goals and consulting activities

designed to add value and improve the organization's operations. This activity helps the organization to achieve its objectives by applying a systematic and disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes. The core task of internal auditors relating to risk management is to provide assurance that risk management activities have been carried out effectively in providing reasonable guarantees for the achievement of organizational goals. Two important ways to carry out an audit task are to ensure that the key business risks are properly addressed and that risk management and internal control activities are running effectively (Hidayah, 2018).

There are certain responsibilities of risk management activities that should not be delegated to internal audit. To maintain the effectiveness of internal audit activities, the responsibilities assigned to internal auditors regarding risk management activities must be designed so as not to interfere with their independence. This is because internal audit has an important role in supervising, monitoring, and assessing the effectiveness of the organization's internal control and risk management activities. Giving responsibility to internal auditors to determine risk appetite, establishing a risk management process, and so on can create a clash of interest that has the potential to interfere with their assessment of the effectiveness of risk management (Hidayah, 2018).

Collaboration between the risk management function and internal audit is an initiative that can bring benefits to various types of companies. According to RIMS and IIA (2009), the benefits to be gained from such collaboration are ascertaining that critical risks are effectively identified, efficient use of scarce resources, deep and consistent communication especially at the board and management levels, and a deeper understanding and more focused handling of the most significant risks to the achievement of organizational goals. Open and consistent communication is the main method that can be applied in the collaboration of these two functions. Communication can build a deeper view of the risks inherent in the organization and increase the capability of each division to manage these risks. However, the collaboration must have clear boundaries regarding the responsibilities and roles of each function (Triyani, 2017).

An interesting issue to be discussed is the effectiveness of the role of internal auditors involved in risk management of zakat institutions, especially in the era of

Covid-19 pandemic. It is hoped that by examining the implementation of internal audits on risk management, there will be a method or program in the future for increasing the capacity of individuals and institutions (particularly zakat institutions in Bandung) to enhance the effectiveness of the role of internal audit and good risk management in the era of the Covid-19 pandemic (Hatijah, 2021).

3. RESEARCH METHODS

The research method used in this study is a case study method at Amil Zakat Institution (LAZ) in Bandung. The one-case method is a research that involves one unit case of a company, a region or empirical research (Sekaran: 2016). The data is obtained from a literature review or literature review of several existing documents, as well as previous studies, as well as library sources that are believed to be valid. The type of research conducted is descriptive analysis research.

4. RESULTS AND DISCUSSION

Zakat Fund Cycle at LAZ Bandung

The Amil Zakat Institute (Lembaga Amil Zakat or LAZ) occupies several points in the city of Bandung and makes efforts to collect zakat funds. LAZ Bandung City has used an online-based collection system, so that people who pay zakat will get receipts that can be shown as evidence to reduce taxable assets. The collection section is in charge of receiving zakat, infaq and shadaqah funds as well as providing receipts to donors as the implementation of the monitoring and recording function. To be able to input incoming zakat funds and issue receipts for muzakki, the collection department must first log in to the zakat receipt server. However, if you do not have the authority to receive zakat, then the process of inputting funds cannot be done because you cannot enter the server. The recipient of zakat will serve muzzaki who want to pay zakat or infaq. After receiving the money of zakat, the next step is to hand over the money from the service office to the head office. The transfer of money to the head office takes at least a week after the receipt of money. The finance department then checks the money by matching the amount of money received with the nominal stated on the receipt as an incoming document, and then the money is deposited into the Bank. Zakat collection also has work operational standards (Standard Operating Procedures/SOPs) that are

applied, but it is possible for employees to deviate from the SOPs; therefore, superiors must supervise their employees.

The Role of Internal Audit in Risk Management

In risk management, internal auditors need to understand the five phases. The following is a description of the results of the study on the role of the auditor in those processes.

Context Formation

Bandung LAZ has ethics to adhere to, such as to be polite (in attitude and looks), discipline, punctual, and SOPs for services to muzaki (zakat payers). Employees are required to have knowledge and skills in accordance with the demands of the job for efficient and effective performance. Employees who are recruited must have knowledge and skills that are in accordance with the communication needs of LAZ Bandung. In terms of accountability to the public, LAZ Bandung uses the services of a Public Accounting Firm (KAP) to conduct an audit recommended by the audit committee with the aim to assess the LAZ internal control system. Arens (2015) explains that an active and objective board can reduce the possibility of management overriding existing controls. Septyan, (2018) explains that the selection of KAP is important in increasing the value of company's goodness in terms of disclosure in the annual report. Therefore, the role of audit committees is actually good because they recommend KAP for LAZ.

Risk Identification

The website-based zakat receipt technology does incur a lot of costs, such as the cost of building a reception system as well as paying the salaries of employees in charge of repairing and monitoring the work of the system implemented in LAZ. However, the development of a web-based receipt system is very helpful for zakat payers as users and is beneficial for LAZ. A financial risk assessment of the costs incurred for internal control has been carried out by LAZ by assessing what risks will arise, such as maintenance and increased employee salary expenses, but the benefits obtained by LAZ are felt because their performance becomes more effective and efficient. Forgery of data by some irresponsible people is often done to deceive LAZ. Many brokers issue fake receipts to get the mercy of LAZ. The surveyor or the person conducting survey in the

field should also be able to assess whether the person is worthy of financial assistance from LAZ or not.

The risk identification process is carried out through three activities, namely identification on fund raising, identification on fund management, and identification on distribution or distribution (Triyani, 2017).

Risk Measurement

Risks that arise in the management of zakat include 1) Risks in the process of raising funds. It is the risk of trust from muzakki in the process of managing funds and when they entrust their funds to zakat institutions. There are still many people who do not believe that the funds they deposit will reach the mustahik directly, both in terms of quantity and whether or not the delivery of the funds is appropriate; 2) Risk in the process of managing funds. The risk that will be faced by zakat institutions in the process of managing funds is the incompatibility of the amount of funds collected with the amount of funds that have been registered by the mustahik; while the last is 3) Risk in the process of distributing funds. In the process of distributing zakat funds, zakat institutions will face the risk of inaccurate targets and levels of efficiency and effectiveness. The risk of not being right on target could be due to the lack of data on mustahiq belonging to the eight asnaf.

According to Triyani (2017), the things that are asked are the possibility of the occurrence of risks related to their respective fields and how much impact will be received if these risks occur. In addition to interviews, tools are also used in the form of an open questionnaire regarding risk assessment of zakat fund collection, management of zakat funds and distribution of zakat funds contained in Baznas.

Risk Evaluation

Based on the measurement of the three risks that may arise, from the description above, the three risks can have an impact on the survival of LAZ. However, if they must be rated, then the highest risk is the risk in the process of collecting/raising funds because it deals with outside parties, namely the trust of muzakki. Meanwhile, the two other risks come from internal organization which can still be corrected if something goes wrong. Risk assessment is carried out through interviews with the managing director, general chairman and deputy general secretary, head of association and

institutional communication, head of distribution and utilization, head of administration and finance.

Risk Treatment

Based on the results of the risk evaluation in the paragraph above, zakat organizations should be able to prioritize their attention on the process of raising funds to provide a level of trust to muzakki. This is of course for the going concern of the zakat organization itself. To mitigate the risk of raising funds in accordance with the results of Triyani's research (2017), you can refer to Law No. 23 of 2011 Article 21 paragraphs 1 and 2 as well as separating accounts between zakat infaq and shodaqoh. But in reality there are still many muzakki who have not been able to do their own calculations on their zakat obligations. This means that paragraph 1 cannot be applied.

5. CONCLUSIONS

Based on the results of the research and discussion above, it can be concluded that LAZ Bandung City has used an online-based collection system, so that people who pay zakat will get receipts that can be shown as evidence to reduce their taxable assets. In relation to risk management, LAZ Bandung City has implemented it well, where internal audit has understood the five stages of management phases, namely context formation, risk identification, risk measurement, risk evaluation and risk treatment.

Suggestions

Risk mitigation for raising funds is still weak, so it is hoped that there will be cooperation between risk managers and muzakki in terms of socializing the calculation of the amount of zakat that must be issued.

6. BIBLIOGRAPHY

- Algabry, L., Alhabshi, S. M., Soualhi, Y., & Alaeddin, O. (2020). Conceptual framework of internal Shariah auditeffectiveness factors in Islamic banks. *ISRA International Journal of Islamic Finance*, ahead of p (ahead-of-print). <https://doi.org/10.1108/IJIF-09-2018-0097>.
- Ascarya, Beik, Irfan Syauqi et al. (2018). *Zakat Management Risk Management*. (Jakarta, Puskasbaznas, 2018), p 25.
- Badan Amil Zakat Nasional. (2021). *Baznas Profile*. (<https://baznas.go.id/profil>).

- Broody, R.G. and Lowe, DJ. (2000). "The new role of the internal auditor; implication for internal auditor objectivity, *Internal Journal of Auditing*, Vol 4 No 2, p 169-176.
- Chandra Iswinarno, Umami Hadiyah Saleh. (2020) Through: <https://www.suara.com/news/2020/06/05/185306/dampak-pandemi-covid-19-jumlah-donatur-pada-lembaga-zakat-berkurang?page=all> Institute Manajemen Zakat. IMZ.or.id.2018.
- Government Regulation Number 21 of 2020 Concerning Large-Scale Social Restrictions (PSBB) in the Context of Accelerating Handling of Covid-19 (2020).
- Hatijah, Syarifah ., Yuhertiana, Indrawati. (2021). The Role of Internal Audit in Preventing Fraud in the Midst of the Covid-19 Outbreak. *Jurnal Proaksi*. Vol. 8 Nomor 2, p 547-560. e-ISSN: 2685-9750.
- Kadir, Afifuddin., Hakom Miftahur Rahman., Syam, Fahmi., Karim, Murdiansah SA (2020). Use of Zakat Funds in Covid-19 Victims From a Sharia Maqasid Perspective. *Al-Tafaqquh: Journal of Islamic Law*, Fakultas Agama Islam UMI. Volume 1 Nomor 2 Juli 2020, p 107-116. E-ISSN: 2720-9164.
- Kaaroud, M. A., Ariffin, N. M., & Ahmad, M. (2020). The extent of audit report lag and governance mechanisms: Evidence from Islamic banking institutions in Malaysia. *Journal of Islamic Accounting and Business Research*, 11(1), p 70–89. <https://doi.org/10.1108/JIABR-05-2017-0069>.
- Khalid, A. A., & Masron, H. H. H. T. A. (2015). Relationship between internal Shariah audit characteristics and its effectiveness. *Humanomics*, 31(3), p 354–371. <https://doi.org/10.1108/H-04-2014-0037>.
- Law Number 23 of 2011 concerning Zakat Management (2011).
- Mulyadi. (2008). *Auditing*. Jakarta: Salemba Empat.
- Ramadhita, Jurisdictie. (2012). *Jurnal Hukum dan Syariah*, Volume 3, No.1 June 2012. p 24-35.
- Rusydia, Aam Slamet & Assalafiyah Aisyah. (2020). What is the Priority of Audit Problems at Zakat Institutions in Indonesia?, 4th International Conference of Zakat (ICONZ). p 193-202. ISSN 2655-6251.
- Sekaran, Uma. (2016). *Research Methods For Business*. Edition 4 (Indonesian Edition). Book 1 and Book 2. Publishers: Salemba Empat. Jakarta.
- Susilowati, Dewi & Styorini, Christina Tri. (2018). Effectiveness of Zakat Fund Governance. *Jurnal Akuntansi Multiparadigma*. Vol. 9. No. 2, p 346-364. e_ISSN 2089-5879.
- The Risk Perspective. Executive Summary. (2012). Risk Management and Internal Audit: Forging a Collaborative Alliance. Through: <https://na.theiia.org/standards-guidance/Public%20Documents/RIMS%20and%20The%20IIA%20Executive%20Report%20Forging%20a%20Collaborative%20Alliance.pdf>

The Role of Internal Auditing In Enterprise-Wide Risk Management. (2009). Through: <https://na.theiia.org/standardsguidance/Public%20Documents/PP%20The%20Role%20of%20Internal%20Auditing%20in%20Enterprise%20Risk%20Management.pdf>.

Triyani. (2017). Risk Management In Baznas. Jurnal Al-Muzara'ah, Vol. 5 Nomor 2, tahun 2017.