

THE IMPACT OF SHARIAH SUPERVISORY BOARD
CHARACTERISTICS ON INTERNAL SHARIAH
AUDITOR EFFECTIVENESS, ROLE OF
MANAGEMENT SUPPORT AS A
MODERATOR IN ISLAMIC
FINANCIAL INSTITUTIONS
IN THE UNITED ARAB
OF EMIRATES

HUSSEIN ALWAN DHAHIR ALANI

UNIVERSITI PENDIDIKAN SULTAN IDRIS

2023



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DEDICATION

Dedicated to my beautiful family.

My father and mother, may God have mercy on them,

To the most precious people in my life: my parents, brothers, sisters, sincere wife, and my beloved sons and daughters.



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ABSTRACT

The aim of this research was to investigate the impact of Shariah supervisory board characteristics (SSBC) on the Internal Shariah auditor Effectiveness (ISAE), and the role of Management Support as a Moderator in Islamic finance institutions in the United Arab Emirates. The selected characteristics were independence, competence, and size of SSB. A quantitative approach using Structural Equation Modelling (SEM) was utilized as the main research design. The actual survey questionnaire was collected from 365 respondents (Shariah Supervisory Board, Internal Shariah Auditor, Audit and governance committee, Accountants, Chief executive officers) and the data were analyzed using confirmatory factorial analysis (CFA) to determine the impact of SSBC on ISAE. The research results indicated the significant effects were independence ($\beta = -0.463$, $p < 0.05$), followed by competence ($\beta = 0.960$, $p < 0.05$), and only the size ($\beta = 1.124$, $p > 0.05$). Moreover, management support moderated the relationships between independence ($\beta = -0.021$, $p < 0.05$) and competence ($\beta = 0.020$, $p < 0.05$). In conclusion, independence and competence are the most dominant SSB factor that affects ISAE, and the same thing happened as an influential moderator between SSB characteristics and ISAE. In implication, IFIs should focus on management support to enhance the effectiveness and impact of SSB characteristics on Internal Shariah auditor effectiveness and performance. Also, this study suggested that AAOIFI standards as a regulatory body of IFIs in UAE should look out how to design new roles and guidelines to make the internal Shariah auditors more efficient and effective. The theoretical research framework for this study is Maqasid al-Shariah theory Islamic as an umbrella theory. Other theories used are Islamic agency theory and Islamic accountability theory. The theoretical implications are that the results are beneficial to IFIs, regulators, and policymakers in the area of SSB and ISAE to formulate suitable policies to ensure IFIs make use of Islamic rules in a comprehensive manner. The practical implications of the study of all the variables are consistent with AAOIFI standards.



KESAN CIRI-CIRI LEMBAGA PENYELIAAN SYARIAH TERHADAP KEBERKESANAN JURUAUDIT SYARIAH DALAMAN, PERANAN SOKONGAN PENGURUSAN SEBAGAI MODERATOR DALAM INSTITUSI KEWANGAN ISLAM DI THE UNITED ARAB OF EMIRATES

ABSTRAK

Matlamat penyelidikan ini adalah untuk menyiasat kesan ciri lembaga penyeliaan Syariah (SSBC) terhadap Keberkesanan juruaudit Syariah Dalaman (ISAE), dan peranan Sokongan Pengurusan sebagai Moderator dalam institusi kewangan Islam di Emiriah Arab Bersatu. Ciri-ciri yang dipilih ialah kebebasan, kecekapan, dan saiz SSB. Pendekatan kuantitatif menggunakan Structural Equation Modelling (SEM) telah digunakan sebagai reka bentuk penyelidikan utama. Soal selidik tinjauan sebenar telah dikumpul daripada 365 responden (Lembaga Penyeliaan Syariah, Juruaudit Syariah Dalaman, Jawatankuasa Audit dan tadbir urus, Akauntan, Ketua pegawai eksekutif) dan data dianalisis menggunakan analisis faktorial pengesahan (CFA) untuk menentukan kesan SSBC terhadap ISAE. Hasil kajian menunjukkan kesan yang ketara ialah kebebasan ($\beta = -0.463$, $p < 0.05$), diikuti dengan kecekapan ($\beta = 0.960$, $p < 0.05$), dan hanya saiz ($\beta = 1.124$, $p > 0.05$). Selain itu, sokongan pengurusan menyederhanakan hubungan antara kebebasan ($\beta = -0.021$, $p < 0.05$) dan kecekapan ($\beta = 0.020$, $p < 0.05$). Kesimpulannya, kebebasan dan kecekapan adalah faktor SSB yang paling dominan yang mempengaruhi ISAE, dan perkara yang sama berlaku sebagai moderator yang berpengaruh antara ciri-ciri SSB dan ISAE. Secara implikasinya, IFI harus memberi tumpuan kepada sokongan pengurusan untuk meningkatkan keberkesanan dan kesan ciri SSB terhadap keberkesanan dan prestasi juruaudit Syariah Dalaman. Selain itu, kajian ini mencadangkan bahawa piawaian AAOIFI sebagai badan kawal selia IFI di UAE harus melihat cara mereka bentuk peranan dan garis panduan baharu untuk menjadikan juruaudit Syariah dalaman lebih cekap dan berkesan. Kerangka kajian teori bagi kajian ini ialah teori Maqasid al-Shariah Islam sebagai teori payung. Teori lain yang digunakan ialah teori agensi Islam dan teori akauntabiliti Islam. Implikasi teorinya ialah keputusannya bermanfaat kepada IFI, pengawal selia dan penggubal dasar dalam bidang SSB dan ISAE untuk menggubal dasar yang sesuai untuk memastikan IFI menggunakan peraturan Islam secara menyeluruh. Implikasi praktikal kajian semua pembolehubah adalah konsisten dengan piawaian AAOIFI.

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LIST OF ABBREVIATION

| | |
|--------|---|
| AAOIFI | Accounting and Auditing Organization for Islamic Financial Institutions |
| ACCA | Association of Certified Chartered Accountant |
| ACSAA | Association of Chartered Shariah Accountants and Auditors |
| AGC | Audit and Governance Committee |
| ASIFI | Auditing Standard for Islamic Financial Institutions |
| AVE | Average Variance Extracted |
| BNM | Bank Negara Malaysia |
| BOD | Board of Director |
| CB | Covariance Based |
| CBUAE | Central Bank of UAE |
| CEO | Chief Executive Officer |
| CIA | Certified of Internal Auditor |
| CIBAFI | General Council for Islamic Banking and Financial Institutions |
| CIPA | Certified Islamic Professional Accountant |
| CPA | Certified Public Accountants |
| CR | Composite Reliability |
| CSAA | Certified Shariah Advisor and Auditor |
| CSR | Corporate Social Responsibility |
| GAAP | Generally Accepted Accounting Principles |
| GCC | Gulf Cooperation Council |
| GDP | Growth Domestic Product |
| GSIFI | Governance Standard for Islamic Financial Institutions |
| IAIB | International Association of Islamic Banks |

| | |
|--------|---|
| IAs | International Accounting Standards |
| IBs | Islamic Banks |
| IDB | Islamic Development Bank |
| IFI | Islamic Financial Institution |
| IFIs | Islamic Financial Institutions |
| IFSB | Islamic Financial Services Board |
| IIA | Institute of Internal Auditor |
| IIBI | Institute of Islamic Banking and Insurance |
| IIFM | International Islamic Financial Market |
| IMF | International Monetary Fund |
| IPPF | International Standards for Professional Practice Framework |
| ISA | Internal Shariah Auditor |
| ISPPIA | International Standard for the Professional and Practice of Internal Auditing |
| ISRA | Islamic Shariah Research Academy |
| NSAC | National Shariah Advisory Council |
| AMOS | Analysis of Moment Structure |
| SAs | Shariah Advisors |
| SEM | Structural Equation Model |
| SGF | Shariah Governance Framework |
| SSB | Shariah Supervisory Board |



LIST OF APPENDICES

- A Summary of previous literature of SSB, ISAE, and MS
- B Questionnaire Survey
- C Summary of research findings





CHAPTER 1

INTRODUCTION



This chapter introduces the research agenda of this study. It outlines the background of the study, problem statement, research questions, research objectives, significance of the research, definition of key terms, and organization of the remaining chapters.

1.2 Background of the Study

The Shariah audit function is performed by internal auditors who have adequate Shariah related knowledge and skills. It is handled by the internal audit department of Islamic financial institutions (IFIs), and they should be able to demonstrate that there is no threat to its independence such that an outsider would not doubt the auditor's objectivity





(Shafii et al., 2013). Their essential goal is to ensure a sound and effective internal control system which follows the Shariah rules and principles (Yaacob, 2012). Shariah audit is an examination of the extent of IFIs compliance, in all its activities, with the Shariah rules and procedures.

This examination includes contracts, agreements, policies, products, transactions, memorandum and articles of associations, financial statements, reports (especially internal audit and central banks inspection), circulars, etc. (AAOIFI, 2017). IFIs that offers Islamic financial services are expected to operate with reference to the code of Islamic ethics and must function within the limits of the Shariah. Thus, to ensure that the operations of IFIs do not contradict the Shariah rules and principles, the Shariah Supervisory Board (SSB) normally functions as advisors or supervisors of IFIs activities. These activities are intended both to enhance the confidence of the users of the financial statements of IFIs regarding the information that is produced by them and to encourage these users invest or deposit their funds in IFIs and to use their services (AAOIFI (2020)).

A Shariah Board (also Shariah Supervisory Board, Advisory Board or Religious Board) certifies Islamic financial products as being Sharia-compliant (i.e., in accordance with Islamic law). Because compliance with Shariah law is the underlying reason for the existence of Islamic finance, Islamic banks (and conventional banking institutions that offer Islamic banking products and services) should establish a SSB to advise them on whether their products comply, and to ensure that their operations and activities comply with Shariah principles. There are also national Shariah boards in many Muslim majority countries that regulate IFIs nationwide. One of the most





dominant and highly needed business activities in the world of economy today is the business activity of banking financial institutions, because of their function as fundraisers that play an important role to support economic growth. (Muda, 2017).

SSB is one of the main components of an Islamic bank. Shariah boards have fiduciary responsibilities towards the institution's stakeholders. Accounting and Auditing Organization of Islamic Financial Institutions (AAOIFI), an accounting standard setting body based in Bahrain, has issued the Governance Standard for IFI No.1 on the SSB (Appointment, Composition and Report) effective from 1 January 1999. This standard has been adopted and referred to only as guidance by some Muslim countries. AAOIFI defined SSB as an independent body of specialized jurist in Fiqh al-muamalat (Islamic commercial jurisprudence) that is entrusted with the duty of directing, reviewing, and supervising the activities of the IFI in order to ensure that they are in compliance with Islamic Shariah rules and principles. (Arsyanti, 2010).

According to AAOIFI (2017) the internal Shariah audit shall be carried out by an independent division/department or part of the internal audit department, depending on the size of an IFI. It shall be established within an IFI to examine and evaluates the extent of compliance with the Islamic Shariah rules and principles, Fatwas, guidelines, and instructions issued by the IFIs SSB, hereafter referred to as Shariah rules and principles. The primary objective of the internal Shariah audit is to ensure that IFI discharges its responsibilities in relation to the implementation of the Shariah rules and principles determined by the IFI's SSB. The internal Shariah audit is an integral part of the Shariah governance of the IFI and operates under the policies established by the IFI. It shall have a stated purpose, authority, and responsibility (charter). The charter shall





be prepared by management and shall be consistent with the Islamic Shariah rules and principles. The charter shall be approved by the SSB of the IFI and issued by the board of directors.

The responsibility of internal auditor has recently been extended to include consultancy and assisting in corporate governance (Stewart & Subramaniam, 2010). The role has also been expanded to include Shariah audit in ensuring that the operations of IFIs are Shariah compliant. This leads to the issues of independence and objectivity, Competence of the internal auditor and auditor's performance in performing new task, which has been outlined in AAOIFI standards. The role of an auditor in the Islamic economy is very different as they are responsible to the society and help uphold the Islamic principles. The role of conventional auditors in Islamic practices has been widely criticized by many Muslims scholars. The importance of internal Shariah audit in an IFI setting, especially in Islamic banks leads various researchers to be concerned over its operation. An organization that has an effective internal audit function will be much better than those organizations that has no such a function, especially in relation to fraud, detection, and prevention (Corama, 2006; Maria, 2012; Omar & Bakar, 2012).

The role of auditors in auditing has increased dramatically changed, primarily because of the increased size and complexity of many corporations. The subject of governance has become a pertinent issue for business, government, politics, and the public. In both the private and the public sectors, there is an increasing demand for good governance in terms of accountability and transparency, and internal audit function within organizations has an important role to play in the achievement of these objectives. (Asaolu et al., 2016).





The (Institute of Internal Auditors, 2017) explain that internal auditing is an independent, objective assurance and activity designed what value and improves and organizations operations. An internal audit function could be viewed as a “first line defence” against in adequate corporate governance and financial reporting. Corporate governance is an organizational approach which provides assurance to external stakeholders that an organization unfulfilling its responsibility to them.

These days, researchers and practitioners have given more emphasis on Internal Auditing and internal auditor’s role to the company operations than earlier. (Baharudin, et al., 2014; George et al., 2015; Changwony & Rotich, 2015). For the time being, increasing attention has risen on issues such as performance evaluation and effectiveness of Internal Auditing (Mihret & Yismaw, 2007; Belay, 2007; Mihret et al., 2010; Abu Azza, 2012; Ramachandran et al., 2012; Endaya & Hanefah, 2013; Wubishet & Dereje, 2014; George et al., 2015).

Therefore, it is important to have an effective internal audit function/unit as part of the modern governance system in different sectors. In corporate governance, internal audit (IA) issue has received increasing attention in recent years, due to different reasons. To mention some of them, internal audit links to the internal control-risk management system; improve organizational efficiency and effectiveness through providing constructive criticism and recommendations about organizations status; reduce information asymmetry during decision making; serves as an important internal assurance in the business and financial reporting process of corporations (Mihret & Yismaw, 2007; Cohen & Sayag, 2010; Soh & Bennie, 2011).





Currently, an internal audit is considered an integral part of management and an essential element of strong corporate governance. Dynamic changes in the global economy, the complexity of regulations, and technological advances in recent years have set new tools and directions for the development of internal audits, which support management and create added value to the organization. These capabilities also resulted in the new image of an internal auditor with an extended set of skills and best practices adapted to the requirements of the environment (Olga, 2017).

The developing role of the internal auditing is also reflected in its current definition. The IIA (2017) defined an internal audit as “an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.”

In this context, it is important to explain the concept of internal audit effectiveness and identify critical factors that contribute to the creation of “added value” of internal audit (Hella & Mohamed, 2016). With the rising demand for audit services, there are scientific and practical deliberations on the evaluation of the effectiveness of internal audit in the company. Researchers from different countries and members of the Association of the Institute of Internal Auditors in several studies try to find proper measures to evaluate the audit work both from the theoretical and practical point of view (Olga, 2017).





Effectiveness becomes the main aspect that affects the achievement of an organization. So, the organization must decide to do some activities which will help them. The internal audit must be effective that they could achieve the goals of their audit activity. Internal audit effectiveness the measurement to evaluate whether the internal audit function can achieve the goal of that function (Adhista, 2015).

The importance of effective internal audit and the existence of an effective audit committee (AC), as the foundation of good corporate governance, has been increasingly recognized in the aftermath of various financial collapses (Bedard & Gendron, 2010). Many such collapses occurred in the early 2000s, causing confidence in capital markets to plummet. Consequently, more attention has been directed towards the internal audit effectiveness (IAE) and the AC's role in helping the board of directors discharge its financial and fiduciary obligations (Puri et al., 2010). As a corporate governance mechanism, the AC is charged with scrutinizing company financial information and with facilitating the work of internal audit and financial accountants. The AC is also obligated to monitor the IAE. To execute these duties, the AC must assist the IAE which acts to discharge the committee's responsibilities on its behalf. In addition, the AC and the IAE must be attached to senior management, so they are not undermined by other organizational functions (Soh & Bennie, 2011).

There are discrepancies and variations between the Shariah committees that are currently found in most Islamic banks inside the Emirates regarding many products and programs associated with Islamic economic offerings, and consequently this enterprise became in determined need of a federal umbrella that sets requirements to cope with any disorder. Undoubtedly, the remarkable importance of the Shariah ideal body for the





Islamic financial services industry in the UAE, and what this body contributes to reaching the imaginative and prescient of the UAE and facilitates it to focus on its pioneering function as an international Islamic monetary middle and platform for the Islamic financial system.

According to (Institute of Islamic Banking and Insurance, 2020) “While elimination of "Riba" or interest in all its forms is an important feature of the Islamic financial system, Islamic banking is much more. At the heart of Islam is a sense of cooperation, to help one another according to principles of goodness and piety (but not to cooperate in evil or malice). In essence, it aims to eliminate exploitation and to establish a just society by the application of the Shariah or Islamic rulings to the operations of banks and other financial institutions. To ensure compliance to the Shariah, Islamic banks use the services of religious boards comprised of Shariah scholars”.

According to (Central Bank of UAE, 2017) “The past years have witnessed many jurisprudence from the Islamic committees in Islamic banks about the new products proposed and the mechanisms for their implementation, and we have seen banks that allow tawarruq and others that refuse, and banks that are strict in personal finance services and cars and others that are not strict, and the time has come for there to be standards that everyone adheres to regarding personal finance services Auto financing services, credit cards and real estate financing, in addition to deciding on investment services and products, most notably investment on the basis of collateral or on the agency to invest, as well as the current account on the basis of the loan, in addition to sukuk, treasury products and exchange Currencies and others.”





(IIA) 2017, defined the Islamic banking “a system of banking or banking activity that is consistent with the principles of the Shariah (Islamic rulings) and its practical application through the development of Islamic economics. The principles which emphasize moral and ethical values in all dealings have wide universal appeal. Shariah prohibits the payment or acceptance of interest charges (riba) for the lending and accepting of money, as well as carrying out trade and other activities that provide goods or services considered contrary to its principles. While these principles were used as the basis for a flourishing economy in earlier times, it is only in the late 20th century that a few Islamic banks were formed to provide an alternative basis to Muslims although Islamic banking is not restricted to Muslims”.



This study investigates the effectiveness of internal Shariah auditor in IFIs in UAE. A review of the literature indicates that there is a lack of extensive research in this area. The studies that are available tend to be limited in scope of needs and challenges, professionalization, conceptualizing the duties and roles of Shariah auditors as well as Shariah audit practices in IFIs focused on the Competence, independence, scope, and work performed by Shariah auditor. The main issue of this study is to examine the relationship between SSB characteristics and internal Shariah auditor effectiveness, Role of Management support as a moderator in IFIs in UAE.

In this study, management support was chosen as a moderator variable according to the opinion (Endaya & Hanefah ,2013) which indicates that the higher





management that cares and encourages support for the activities in the organization will ensure the effectiveness, activities, and processes of internal auditing. There is no consensus among researchers about the effectiveness and performance of the audit or even the best framework for its effectiveness (Endaya & Hanefah ,2013). The effectiveness of internal audit can be improved through the characteristics of internal audit that are supervised by administrative support (Endaya & Hanefah ,2013). To achieve the goals in accordance with the policies set by the administration, the auditor, as a management partner, plays an important role in ensuring the achievement of these goals, since the department's support is a vital contribution to providing and creating the necessary conditions for the success of any project (Staehr, 2010).

Improving the relationship between internal auditors and external auditors is a form of management support (Alzeban & Gwilliam ,2014). Management Support is an effort and concern for management to support internal audit activities with the aim of improving organizational performance (Poltak et al., 2019). It is obvious and expected that the presence of internal auditing helps the manager so that all the activities of the agent are under the supervision of the director, and therefore it is hoped that the delegated authority would used according to the contract and the agreed goals that were announced by the manager. To work properly and optimally, the management's support is very important to support its internal audit functions, so that it can be concluded that management support is a very important factor that plays a strong role in the effective implementation of internal audit duties.

However, the era of high-profile accounting misconduct (e.g., Enron; WorldCom) has shredded investors' confidence in financial reports and caused a capital





market crisis. Investigations have been conducted that revealed that fraud is the main reason for the crisis and that auditors (e.g., Arthur Andersen) participated in many of these frauds. This crisis resulted in a wave of anger about the quality of the audit profession (Frost, 2012). Accordingly, a stream of reforms was enacted to restore investors' confidence in capital markets and the audit profession. For example, the regulations in many countries (e.g., the US, UK, Australia, and Canada) require auditors to maintain their independence by limiting the provision of non-audit services to their clients and mandate audit rotation (PCAOB, 2011).

The rapid growth of IFIs meant that the industry has not been able to produce enough experts needed to support this growth (Iqbal & Molyneux, 2005). Many professionals have not had enough time to gain the required experience to enable them to competently advise on or manage IFI transactions. The Internal Shariah auditor experience is relatively scarce in some IFIs. This phenomenon will affect the effectiveness of internal Shariah auditors in the IFIs. To address this issue in the number of trained professional auditors in IFIs, AAOIFI has offered training leading to the Certified Shariah Advisor and Auditor (CSAA) and Certified Islamic Professional Accountant (CIPA) qualification. In fact, it's a positive initiative, but there are no pre-requisites required for the enrollment in the courses. The targeted candidates are those who are currently involved with Shariah compliance and review for banking and finance, professional and executives who are currently involved in accounting, auditing, and finance and professional and executives with interests in the field of Shariah, accounting, auditing, or finance (Othman & Ameer, 2015). This implies that any interested person can apply irrespective of his background which will affect the





desire object of the whole programme since there is not any stated requirement mandating the applicant to possess before application for enrollment.

Consequently, the qualifications will not cover the full AAOIFI standards leading to the question of how many internal Shariah auditors in IFIs will truly qualify. Thus, the Shariah department will unavoidably be under-resourced, and it is most regrettable if management treats it as low priority (Rehman, 2012). This is due to fact that its role is very fundamental to the existence of the IFI. In recognition of these challenges, this study intends to examine the effectiveness of internal Shariah auditor in IFIs in UAE which cannot be achieved without requiring qualifications as well the independence, Competence, and work performance.



Shariah auditor effectiveness. In the same manner the ineffectiveness of internal Shariah auditor may be blamed on the lack of internal Shariah auditor characteristics which are measured by previous researchers, namely: independence, competence and work performed in engagement planning, performing engagement, and communicating results (Osman et al., 2009 ; Al-Twajjry et al., 2003; Alzeban & Gwilliam, 2014; Arena & Azzone, 2009; Mihret & Yismaw, 2007). The absence of these characteristics of the internal Shariah auditor to perform an effectiveness of internal Shariah auditor in IFIs were demonstrated by SSB's reports for the past five years from annual reports of IFIs available on the website from 2015-2021, found three SSB's reports that are not complying with Shariah Law in more than bank.





For example, Dubai Islamic Bank (Public Joint Stock Company) (“the Bank”) was incorporated by an Amiri Decree issued on 29 Safar 1395 Hijri, corresponding to 12 March 1975 by His Highness, the Ruler of Dubai, to provide banking and related services based on Islamic Shariah principles. It was subsequently registered under the Commercial Companies Law number 8 of 1984 (as amended) as a Public Joint Stock Company. The Federal Law No. 2 of 2015, concerning Commercial Companies has come into effect from 1 July 2015, replacing the existing Federal Law No. 8 of 1984.

This bank shows in the SSB annual report in the year of 2016, 2017, 2018, 2019, and 2020, there is a clear violation for shariah regulation. For example, but not limited, in 2020, the report stated the following “ The Board has forfeited, as it saw fit, the transaction profits in which the Shariah violations were severe and made without a proper justification from the violator’s part and decided that such forfeited profits must be paid to charity “ and this paragraph comes with the report of Violated Islamic Shariah rules and principles or Fatwa.

Also in the same year 2020, the report stated the following in the field of Violated Islamic Shariah rules and principles or Fatwa this paragraph “Banking Services fees The Board has reviewed the Shariah audit report pertaining to the banking services offered by the Bank during the year as well as the fees it received for these services. The Board has given its observations on the services and fees and warned the various Bank departments that fees must be in return for actual services rendered, that the fees’ values must be like those of their counterparts and that they must not represent an addition to the debt in exchange of postponing it”.



It's not mention clearly that there is a lack of the qualification of the staff of shariah auditor department or mention unsatisfaction regarding the effectiveness of Internal shariah auditor but mention clearly in more than report "Such training is intended to provide the Bank's staff with sufficient banking experience to apply and market different Islamic products. The Fatwa and Shariah Supervision Board prepared an integrated plan for the Shariah training which the Bank Management has been quick to adopt, something that led to minimizing instances of violations".

6.2 The Board has forfeited, as it saw fit, the transaction profits in which the Sharia violations were sever and made without a proper justification from the violator's part, and decided that such forfeited profits must be paid to charity.

4. Training:

The Bank's management has executed basic training courses prepared by the Board, which led to a significant decrease in breaches and violations of Sharia principles.

Source: Dubai Islamic Bank annual report 2020

Also, another example of non-Shariah compliance in another bank in IFIs in UAE is Abu Dhabi Islamic Bank (ADIB), the second largest Islamic bank in UAE. ADIB was established on 20 May 1997 as a Public Joint Stock Company through the Amiri Decree No. 9 of 1997. The Bank commenced commercial operations on 11 November 1998, and was formally inaugurated by Abdullah Bin Zayed Al Nahyan, UAE Minister of Information and Culture on 18 April 1999. All contracts, operations and transactions are carried out in accordance with Islamic Shariah principles.

The SSB in ADIB mention in Violated Islamic Shariah rules and principles or Fatwa report 2021 that " The contracts, documentations and Operations executed, offered and performed by ADIB (and its associates and subsidiaries companies and



international branches which do not have their own Fatwa and Shariah Supervisory Board), during the financial year ended on 31st December, 2021 which we have seen, were generally carried out in accordance with the rulings and principles of the Islamic Shariah; those that were found to be shortcoming were directed to the management for redressing and their consequences were rectified in accordance with the requirements of the Islamic Shariah”. And “Any returns that occurred through sources or methods that were not permissible with the rulings and principles of the Islamic Shariah have been transferred to the charity account to be spent in charitable purposes to acceptable charity cases by Shariah under our guidance in a way that ADIB shall never, directly or indirectly, benefit from such charity disposals”.

5. The ISSC's Opinion on the Shari'a Compliance Status of the Institution

Premised on information and explanations that were provided to us with the aim of ascertaining compliance with Islamic Shari'a, the ISSC has concluded with a reasonable level of confidence, that the Institution's Activities in the Financial Year are in compliance with Islamic Shari'a, and the incidents of non-compliance observed were highlighted in the relevant reports, and the ISSC issued the corrective or preventative actions to take appropriate measures in this regard.

The ISSC formed its opinion, as outlined above, exclusively on the basis of information perused by the ISSC during the Financial Year.

We ask Allah, the Most High and Capable, that He guides the Bank and those responsible for it with that which is right and that which is good.

May the peace, mercy and blessings of Allah be upon you,

Signatures of the members of ADIB's Internal Shari'a Supervisory Committee

- The contracts, documentations and Operations executed, offered and performed by ADIB (and its associates and subsidiaries companies and international branches which do not have their own Fatwa and Shari'a Supervisory Board), during the financial year ended on 31st December, 2018 which we have seen, were generally carried out in accordance with the rulings and principles of the Islamic Shari'a; those that were found to be shortcoming were directed to the management for redressing and their consequences were rectified in accordance with the requirements of the Islamic Shari'a.





- Any returns that occurred through sources or methods that were not permissible with the rulings and principles of the Islamic Shari'a have been transferred to the charity account to be spent in charitable purposes to acceptable charity cases by Shari'a under our guidance in a way that ADIB shall never, directly or indirectly, benefit from such charity disposals.

Prohibited income

According to the Internal Shari'a Supervisory Committee "ISSC", the Group is required to avoid any transaction or activity deemed to be not acceptable by Shari'a and to identify any income from such source and to set it aside in a separate account (charity account) to be disposed to charity by the Group under the supervision of the ISSC (as purification amount).

Source: Abu Dhabi Islamic Bank annual report 2020.

More example for non-Shariah compliance in another bank in IFIs in UAE is Ajman Bank. Ajman Bank is a young, agile Islamic commercial bank built on the values of integrity, trust, and transparency. The first Islamic bank incorporated in the Emirate of Ajman; the Bank was established in 2007. Its shares were listed on the Dubai Financial Market in February 2008 and the Bank opened officially and started operations in 2009 from two branches in Ajman.

In 2019 the report of Shariah supervisory Board (SSB), states "The opinion of the committee regarding the bank's commitment to Islamic law. Based on what we obtained from information and clarifications to ensure the bank's commitment to Islamic law, the committee concluded with an acceptable degree of reassurance that the bank's business during the financial year was following Islamic law, except for the violations that were observed, reports on which were reported, and the committee has directed to take appropriate measures In this regard.



**The ISSC's Opinion on the Shari'ah Compliance Status of the Institution**

Premised on information and explanations that were provided to us with the aim of ascertaining compliance with Islamic Shari'ah, the ISSC has concluded with a reasonable level of confidence, that the Institution's Activities are in compliance with Islamic Shari'ah, except for the incidents of non-compliance observed, as highlighted in the relevant reports. The ISSC also provided directions to take appropriate measure in this regard.

Shari'ah Training

- Conducts training for bank's staff on aspects of their duties related to Islamic business compliance with Islamic Shari'ah
- Also provides adequate training for the staff on what they need to be equipped with from information and skills, depending on nature of work of each employee, to ascertain that the bank complies with Islamic Shari'ah at all times.

Source: Ajman Bank annual report 2019

This training increases the efficiency of the internal Shariah auditor, as approved by (AAOIFI, 2017) which we will discuss in detail in the coming chapters, as the fact that the research topic is the effectiveness of the internal Shariah auditor. The non-Shariah compliance can affect the income and profitability of banks adversely. In the long-run, mitigation of Shariah principles can negatively affect the perception of shareholders about the Islamic financial practice by causing a serious loss of trust and credibility.

Non-Shariah compliance is a significant risk for an IFI from two perspectives: firstly, it affects the reputation of IFIs and deteriorates the reliance of the depositors, investors, customers, and other stakeholders in the long term. Secondly, it will have an impact on the revenue as well, because in case of an identified non-Shariah compliance, the income arising from non-Shariah compliance is to be given to charity. Since Shariah compliance is the essence of Islamic bank's activities, it is thus crucial that a





governance mechanism is in place to ensure the credibility and viability of the IFIs are expected to adhere to the Islamic Shariah principles such as prohibition of receipt and payment of Riba (Interest), engage in Gharar (uncertainty includes gambling), pay Zakat dues, and avoid engaging in non-Islamic business (such as the sale of alcohol, gambling, casino activities, pork production and pornographic production).

The internal Shariah audit is required to ensure that the activities carried out by an IFI do not contravene the Shariah rules and principles and the management of an IFI discharges their responsibilities in relation to the implementation as determined by the IFI's SSB. An Internal Shariah audit is required also to add value and improve IFI compliance by providing an independent assessment and objective assurance. Previous researchers have found that independence, competence, and work performance of internal audit have an influence on their effectiveness (Al-Twajjry et al., 2003; Alzeban, 2014; Mihret & Yismaw, 2007).

By designing the program of the internal Shariah audit based on the defined scope of work of internal Shariah audit procedures for a complete Shariah audit, are put in place. Consequently, conducting the Shariah audit in accordance with the defined scope of internal Shariah auditing is concerned with work that would enhance the effectiveness of the internal Shariah auditor. Therefore, no internal Shariah auditor can be effective unless the internal auditor is independent (Kasim, 2009; Rahman, 2011; Shafii et al., 2014), competent (Nawal Kasim et al., 2009; Yaacob & Donglah, 2012) and have a good work performance (Mulyany & Hj. Mohamed Ibrahim, 2016; Kasim & Sanusi, 2013).





Studies have also shown that an effective oversight board is an important factor that will influence the effectiveness of internal audit (Mihret & Yismaw, 2007; Fadzil et al., 2005; Turley & Zaman, 2007). However, it will be important to empirically examine the moderating effect of SSB in future studies (Puad, 2014; Sharma et al., 2011). In this study, SSB plays an important supervision to ensure that internal Shariah audit is carrying out their role effectively. Uniquely, Shariah audit in the IFIs is supervised by the SSB (Kasim, 2009).

According to AAOIFI (2017), the SSB is entrusted with the duty of directing, reviewing, and supervising the activities of IFIs to ensure that they comply with Shariah rules and principles, the Fatwa, and rulings of the SSB shall be binding on the IFI. The SSB also has to assess further information and reports such as circulars, operating and financial reports and policies. In addition, if the Shariah audit function does not exist the SSB can direct the management to get the people to perform the function and, supervise the daily dealings and report directly to them about any transactions that do not comply with the Shariah rules and principles (Al-Mahmoud, 2007).

Hence, without a strong and proper internal Shariah auditor, the SSB would not be able to support their opinions as expected by the stakeholders. Turley & Zaman (2007), argue that an audit committee can set a tone that allows internal audit to have a specific degree of influence in the organization. As such, SSB is seen to play a critical role in supporting the internal Shariah auditor's position and strengthening internal Shariah audit effectiveness. Successively, SSB significantly relies on internal Shariah audit to perform its duties. On the other hand, internal Shariah auditors can assist external auditors to understand the role and work performed by internal Shariah





auditors. Selecting a sample to be tested and sending confirmation letters to the debtors and the banks are other areas where internal Shariah auditors can be of assistance to the external auditors. External auditor also reviews the findings of all internal Shariah audit. Consideration shall be given to the findings of these reviews and whether these findings affect the nature, timing or extent of the work carried out by the external auditor during his examination (AAOIFI, 2017).

Followings models show the reports of internal Shariah auditors in IFIs, the roles of internal Shariah audit are two prongs as he serves Audit and Governance Committee (AGC) can be considered like audit committee and SSB issues the audit reports to shareholders- on Shariah compliant matters, as well as serves Chief executive officer (CEO) daily transaction. Partly based on internal Shariah auditors (ISA) findings and SSB's own investigation. Figure 1.1 shows the relationship between SSB and AGC in IFIs in UAE.



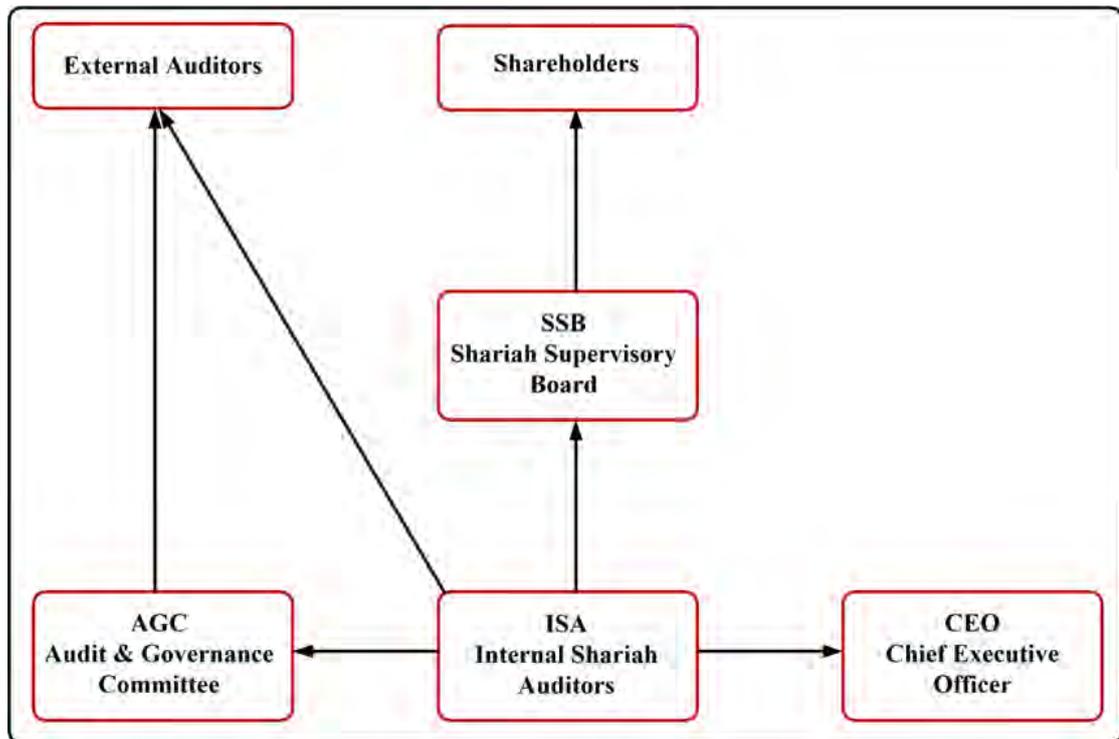


Figure 1.1. Report of Internal Shariah Auditor in IFIs

Cooperation between internal Shariah auditor and external auditors has long been seen as important to the audit benefits for the IFIs and external stakeholders. Academic studies indicate that appropriate cooperation increases the economy, efficiency, and effectiveness of audit and helps management provide a high-quality service. Therefore, the absence of cooperation between internal and external auditors is frequently identified as a factor impairing the quality of both forms of audit in the public sector in developing countries ((Brierley et al., 2003; Brierley et al., 2001). Figure 1.2 shows the relationship between external, internal Shariah auditors, and SSB:



Figure 1.2. Relationship between Internal, External Auditor and SSB

Mihret & Yismaw (2007); Mihret & Woldeyohannis (2008), contend that management support to Internal Auditing is considered as a determinant of Internal Auditing effectiveness and it is identified as one of the factors that bode well for a good Internal Auditing department profile (Mihret, 2009). In addition, the IIA's Standards for Professional Practice of Internal Auditing (1100–Independence) state that internal auditors should have the support of senior management and of the board so that they can gain the cooperation of auditees and perform their work free from interference (Institute of Internal Auditors 2011d).

Management support is a factor that cannot be underestimated (Schwaitz et al., 2005; Alzeban & Gwilliam, 2014). Internal auditors try to obtain the greatest possible support from management while at the same time they try to distance themselves from management's influence. This was confirmed by Tugiman (2005), that the effect of administrative support can be both positive and negative. As it is known that the function and role of internal auditing is internal supervision that tries through this function to provide added value to the organization and as a means of evaluating performance. Therefore, management must respond to the requirements of internal auditing and take further actions regarding the recommendations and findings presented by the internal auditor. Fernandez & Rainey (2006), emphasized that, based on what has been comprehensively reviewed in the literature, the support provided by senior



management plays an important role in organizational renewal. Sarens & Beelde (2006a, b) delved into the study of the relationship of management with internal auditing and concluded that the loss of control due to organizational complexity, management requires the internal audit function to play a comprehensive and expanded role.

Their confirmation that senior management has the largest, general, and broader influence over the operations, the board of directors, stakeholders, and even the internal audit function. Since the logic says that the internal audit function should add value to the management, but at the same time is not an obedient servant and submit an honest and neutral report on the situation to the board of directors or the decision-makers (Gansberghe, 2005). This is what was indicated Alzeban & Sawan (2013), in their study conducted in the public sector that management support has a great influence on the effectiveness and performance of the internal audit function and that this support is important and necessary, provided it is linked to issues of efficiency, resources, independence, and qualification.

However, to the best of the researchers' knowledge, there is no previous research that has examined the relationship between Shariah Supervisory Board characteristics namely (independence, competence, and size) and internal Shariah auditor effectiveness, role of Management support as a moderator in IFIs in the UAE.





1.4 Research Questions

Given the problem statement described in the previous section, this study aims to investigate the relationship between SSB Characteristics, namely: (SSB independence, SSB competence, and SSB size), and Internal Shariah Auditor Effectiveness, role of Management support as a moderator. The study hopes to answer the following research questions as follows:

1. What is the impact of SSB independence on internal Shariah auditor effectiveness in IFIs in UAE?
2. What is the impact of SSB competence on internal Shariah auditor effectiveness in IFIs in UAE?
3. What is the impact of SSB size on internal Shariah auditor effectiveness in IFIs in UAE?
4. Does Management support moderate the impact of SSB characteristics (Independence; competence and size) on internal Shariah auditor effectiveness?

1.5 Research Objectives

The principal aim of this study is to examine the impact of SSB characteristics on internal Shariah auditor effectiveness in IFIs in UAE. Therefore, the research objectives of this study are:

1. To analyze the impact of SSB independence on internal Shariah auditor effectiveness in IFIs in UAE.



2. To analyze the impact of SSB competence on internal Shariah auditor effectiveness.
3. To analyze the impact of SSB size on internal Shariah auditor effectiveness.
4. To analyze whether the role of Management support moderates the impact of Shariah Supervisory Board characteristics (independence; competence and size) on its Internal Shariah Auditor effectiveness.

1.6 Research Hypothesis

The researcher suggests several hypotheses to measure the impact of SSBC on ISAE between the research variables. We have direct hypotheses for measuring the impact of SSB characteristics on the ISA Effectiveness, also we have moderating hypotheses for measuring the effect of Management support on the SSBC and ISAE relation.

Direct Effect Hypotheses:

- 1- H1: Independence of SSB positively impact on internal Shariah auditor effectiveness in UAE IFIs.
- 2- H2: Competence of SSB positively impact on internal Shariah auditor effectiveness in UAE IFIs.
- 3- H3: Size of SSB positively impact on internal Shariah auditor effectiveness in UAE IFIs.

Moderating Effect Hypotheses:

- 4- H4: Management support moderates the impact of SSB independence on internal Shariah auditor effectiveness in UAE IFIs.
- 5- H5: Management support moderates the impact of SSB competence on internal Shariah auditor effectiveness in UAE IFIs.
- 6- H6: Management support moderates the impact of SSB size on internal Shariah auditor effectiveness in UAE IFIs.

1.7 Research Framework

The theoretical research framework for this study is Maqasid al-Shariah theory Islamic as an umbrella theory. Other theories used are agency theory and Islamic accountability theory. The dependent variable is the Internal Shariah Auditor Effectiveness (ISAE), and the independent variables is Shariah Supervisory Board Characteristic (SSBC) namely (independence, Competence, and size). The moderating variable is the Management support.

Due to the need to ensure proper adherence to the Shariah audit principles in operations and activities, the role of each key factor in the auditing of an IFIs is essential. Despite the importance of financial control in Islamic banks, the understanding of the Shariah control system remains quite limited, either in theoretical formulation or empirical characterization of the Shariah control system (Harahap, 2002).



First is the AGC of the IFIs. This committee is responsible for the following functions: internal control system, and use of the restricted investment accounts, Shariah compliance, interim and annual accounts and accounting and auditing practices. Second is the SSB, they are responsible to issue Fatwas, formulate policy, according to the Shariah, and give a Shariah endorsement of product and services of the IFI; their basic role is as an approval or stamping authority (Yaacob & Donglah, 2012). Third, the internal auditors are responsible to conduct internal audits and to ensure the IFI comply with the Shariah, and all transactions and contract are executed within the Shariah framework. Some IFIs is also having their Shariah officers as a unit cooperating with the internal auditors or they are part of the internal auditors. Finally, the external auditors are responsible to give their opinion whether the transactions and contract are within the Shariah policies, rulings, and guidelines. Both the internal and external auditors are also responsible to test for IFI's Shariah compliance.

Apparently, the stakeholders are also one of the important actors in Islamic finance (Yaacob & Donglah, 2012) strongly opine that the stakeholders are the one whose property rights are at stake or at risk due to voluntary or involuntary actions of the firm. Both argued that it comprises any group of people or individuals with whom the firm has explicit or implicit contract obligations are qualified as stakeholders even though the firm may not have formal contracts with them through mutual bargaining. However, (Yaacob & Donglah, 2012) argued that there is still a vague understanding of how the Shariah audit should work.

An in-depth understanding on how the Shariah audit should work is vital. This is important to ensure the sustainability of the IFI in the long run, running within the





Shariah framework and achieve the Maqasid Al- Shariah (Yaacob & Donglah, 2012). As such, this study focuses on the Shariah Supervisory Board Characteristics of the IFIs; and Internal Shariah Auditor Effectiveness enhancing their effectiveness and levels of management support necessitate their optimal effectiveness.

Following the Maqasid al-Shariah theory and in line with the man is indebted to God for his existence on earth and obey Him is the way to pay off his debt; the internal Shariah auditor characteristic is used by the internal Shariah audit so that their effectiveness or auditing activities of IFIs is enhanced.

The effectiveness of the internal Shariah auditor will depend on the characteristic of Shariah Supervisory Board in terms of them independence, Competence, and size. The Shariah Supervisory Board characteristic (independence; competence of the size) will have an influence on the effectiveness of internal Shariah auditor, which in turn would be able to meet the objectives and goals of the IFIs. Based on the Islamic agency theory, internal Shariah auditors often are employed by management, but at the same time are also agents of the SSB. SSB can be said to be the oversight board that oversees the quality of work performed by the internal Shariah auditor. A management support positively moderates the relationship of characteristics of SSB and internal Shariah auditor effectiveness.



The theoretical framework for this study based is as depicted in Figure 1.3

Conceptual Framework

Direct Hypotheses

Indirect Hypotheses

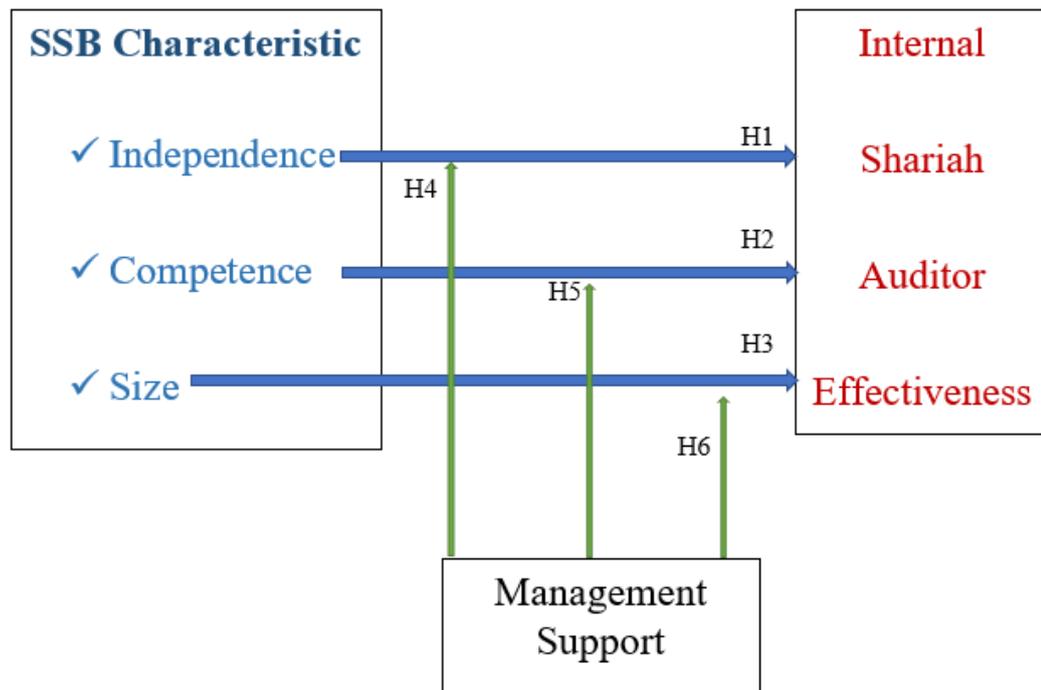


Figure 1.3. Conceptual Framework

1.8 Significance of the Study

This study contributes to the theoretical, methodological and the practice of the internal Shariah audit profession in IFIs in UAE. From the practical perspective, obviously, empirical studies on internal Shariah auditor effectiveness are not yet study in IFIs in UAE. Therefore, the studies on conventional banks and companies were used as the



guidance in evaluating and improving internal Shariah audit effectiveness. This study provided empirical evidence on the impact of Shariah Supervisory Board Characteristics on internal Shariah auditor effectiveness. It was accompanied by a moderating effect of the role Management support within the context of IFIs in UAE. The study may also benefit policy makers within UAE especially when they consider the roles of those variables in the study toward objective achievement of an IFI.

The findings from this study may enable researchers, scholars, and internal Shariah auditors, to understand how the salient Maqasid Al Shariah theory can be applied as the basis for a theoretical framework of this study. This theoretical framework was developed to provide more insight on the contributing factors that will affect internal Shariah audit effectiveness. Consequently, this study will contribute to the body of literature by extending the needs for more empirical internal Shariah audit research in the future.

This study adds to the growing body of international literature concern with the relation between various corporate Shariah governance mechanisms, namely SSB, AGC and internal Shariah audit. A significant amount of academic research has been examining the contributing factors that affect internal audit contribution in a financial statement audit in companies and public sector organizations, the results of these studies are inconsistent, and the only direct relationship tested. This is the first type of research conducted in IFIs in UAE. Therefore, from a practical perspective, this study provides feedback to the regulators, e.g., AAOIFI and IFSB on the need for Shariah rules and principles that support and enhance the internal Shariah auditor in an IFI and the impact of the SSB and on internal Shariah auditor.





Moreover, the methodological contribution of this study is to develop new measurement for internal Shariah auditor effectiveness, SSB characteristics, Management support based on AAOIFI standards. The results of this study will help to shed light and improve the internal Shariah audit practices and performance in IFIs in UAE. The findings of this study will benefit academic researchers to rethink reviewing the syllabus for auditing courses. Finally, this research would be useful to internal Shariah auditor practitioners, members of SSB, AGC, board of directors, shareholders, and academic researchers.

Also, the implication for practice is that the results can be beneficial to IFIs, regulators, and policymakers in Shariah supervision and CG. The research can be providing new insights to regulators and policymakers in terms of the needed aspects to formulate suitable policy to ensure IFIs make use of CG in a comprehensive manner instead of letting each of the boards work in isolation. That is to means that there is a need by the BODs and banking regulators to ensure that SSBs and the Management work in a collective manner to promote robust risk monitoring in IFIs.

Also, IFIs in the UAE need to ensure that they have mechanisms in place to enhance the credentials of SSBs, and specifically, by ensuring that they have relevant expertise in areas related to Shariah and IFIs. This approach would be more effective than the presence of Shariah scholars whose sole role is to influence the decision-making process of the Shariah Supervisory Boards. In this process, companies that have safety standards and overall exposure to Shariah regulations can make significant contributions to IFIs as they can deal with practical challenges related to Islamic legal processes. Also, the results can be to confirm the need to adopt and implement the





current legal provisions for security programs across the UAE banking and financial sector. In this case, companies may aspire to take appropriate measures that enhance Shariah functions such as strengthening SSB and ISA and enhancing the role of management. In addition, financial institutions in the UAE need to develop training plans for their Shariah auditors and develop their skills in accordance with AAOIFI rules and principles.

Finally, the results of this research can be obtained to enhance customer confidence in international financial institutions across the United Arab Emirates and to provide empirical evidence regarding health and safety, procedures followed in Islamic institutions, and the role of their departments in enhancing the performance of financial institutions and compliance with Islamic law and Islamic laws. Specifically, the results will show that the integration of agency theory that emphasizes oversight and oversight reveals how boards of directors operate to ensure directors focus on advancing the interests of shareholders and the interests of the wider public.

1.9 Research Scope

The research is based on the use of a survey questionnaire to investigate important issues related to the characteristics of the Shariah Supervisory Board and its impact on the internal Shariah audit effectiveness. Additionally, research investigates the role of Management support as a moderator variable.



Moreover, the research relies on the agency and accountability theories to provide the theoretical foundation for this research. These theories are introduced in chapter two. To analyze the connection between the SSB and its characteristics and the ISAE, factor analysis is used to test the research hypotheses and formalize a structural equation model. Several tests are used such as regression, correlation, and reliability tests. The investigation is being conducted in UAE, especially at IFIs. Auditing and accounting personnel of the selected companies are the respondents who were selected using the random sampling technique.

1.10 Operational Definitions

For this study, the following terms would utilize:

1. Internal Shariah Auditor: internal Shariah auditor is the one who assist IFIs in meeting their objectives; therefore, IFIs should ensure that their internal Shariah audit is effective to create value and effectiveness in such organization (Khalid et al., 2018).
2. Internal Shariah Auditor Effectiveness: According to the IIA (2010), effectiveness can be defined as degree, including quality to which established objectives are achieved.
3. Shariah Supervisory Board Independence: an independent body, they should not become involved in management decisions of IFIs, and that they or their family members should not be employed as a senior executive officer or have a substantial shareholding in the IFIs (AAOIFI, 2017).

4. Shariah Supervisory Board Competence: A person who has a sound knowledge of Shariah rules and principles, particularly the knowledge of Fiqh Al-Muamalat (Jurisdiction of Islamic Transaction), also possess reasonable knowledge of accounting and auditing, and more important operational aspects of the IFIs (AAOIFI, 2017).
5. Number of Board Members of Shariah Supervisory Board: The SSB shall consist at least three members. The SSB may seek the services of consultants who have expertise in business, economic, law, accounting and/or others (AAOIFI, 2017).
6. Management support: Support from management is not just a matter of words. It means allowing employees to develop and use their skills and abilities. Based on (Dellai & Ali Brahim Omri, 2016) Top management support is very critical for the proper functioning of the internal audit department.

1.11 Organization of the Remaining Chapters

This thesis consists of five chapters in the following order:

First chapter provides the introduction to research. The chapter provides background of research topic and highlights the problems and problem statement, as well as the purpose of the study. The chapter also presents research questions and objectives. The importance of research is explained in addition to the scope of the research.



Second chapter provides a summary of the conceptual definition of SSB, internal shariah auditor effectiveness, concept of management support, and related studies in the same field, in addition to discussing of previous studies. It also illustrates the relevant theories and conceptual model for hypothesis development.

Third chapter contains information and justification towards materials, theoretical approach, experimental design, and method (including statistical analysis) used to achieve the research's objectives. Materials and methods used in the research need to be explained thoroughly and accurately. Introduction in the methodology chapter will discuss the survey design, sampling technique, sample size, research instruments, data collection procedures and methods used for analyzing the data. Thus, for the present study, the researcher would adopt a positivist approach. The research design is descriptive in nature and will follow a quantitative research paradigm. Data collection used is a single method.

Fourth chapter presents and analyses the research data. The overall findings of the study and analysis can be presented in tables, figures, and statements to enable important discoveries to be highlighted.

Finally, fifth chapter presents the research findings and recommendations. Focuses on explaining how search results relate to specific questions and research objectives. Then the chapter displays a summary of the search results. In addition, the chapter presents the practical and theoretical implications of this research and provides some recommendations for future work to expand the results. Finally, it provides limitations and research conclusions.

