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**ABSTRACTS****1. ORGANIZATIONAL ADAPTATION, TRANSFORMATIONAL LEADERSHIP, CONTINUOUS IMPROVEMENT, AND FIRM SUSTAINABILITY: EVIDENCE FROM THAILAND**

Phapruek Ussahawanitchakit, Mahasarakham University, Thailand

**ABSTRACT**

*The objective of this study is to investigate the influences on organizational adaptation, transformational leadership and continuous improvement on firm sustainability of information technology businesses in Thailand. In this study, organizational adaptation is an independent variable, firm sustainability is a dependent variable, transformational leadership is a mediating variable, and continuous improvement is a moderating variable. Here, 111 information technology businesses in Thailand were chosen as the sample of the study. The results indicate that transformational leadership has a significant positive influence on firm sustainability; and continuous improvement positively moderates the transformational leadership-firm sustainability relationships. Surprisingly, organizational adaptation does not affect transformational leadership; and continuous improvement does not moderate the organizational adaptation-transformational leadership relationships. Hence, further study may consider finding practical reasons why it is so by reviewing extensive literature, or collecting data from a larger sample, for example, in order to verify the generalizability of the study and increase the level of reliability. Potential discussion with the research results is effectively implemented in the study. Theoretical and managerial contributions are explicitly provided. Conclusion and suggestions and directions of the future research are highlighted.*

**Keywords:** Organizational Adaptation, Transformational Leadership, Continuous Improvement, Firm Sustainability

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**2. DETERMINANTS OF CROSS BORDER SHOPPING: RESULTS OF AN EMPIRICAL INVESTIGATION OF THE BORDER REGION BETWEEN GERMANY AND AUSTRIA**

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**ABSTRACT**

*Globalization and the merging of economic zones continue their progress among today's economic environment. The introduction of the euro in many European countries has led to increasingly comparable prices across the continent. And the barriers to cross border shopping within Europe e.g. in the form of customs checks are becoming a thing of the past. In addition, there are more products that have a comparable quality – as well as the same brand names – available across Europe. In spite of these developments, price differences still exist between many nations, even between neighboring countries who are members of the same economic community such as the EU. With this being the case, the topic of cross border shopping takes on a new level of importance. Cheaper prices in a neighboring country can make cross border purchasing an attractive option, particularly for those living in a border region. This is where the following paper will begin its investigation, as it discusses the central results of a research project comprised of several studies. Here, a particular focus was to investigate the motive for this kind of cross border shopping e.g. in the Salzburg region near the Austrian-German border. The results showed that price was not the only motivator to shop in another country. The time and money spent, and even a feeling of patriotism can promote or reduce the frequency of cross border shopping as well.*

**Keywords:** International pricing, Geographical pricing, Price differentiation, Cross border shopping

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### 3. CORPORATE GOVERNANCE AND MANAGEMENT ACCOUNTING IN FAMILY FIRMS: DOES GENERATION MATTER?

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Birgit Feldbauer-Durstmüller, Johannes Kepler University, Linz, Austria  
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#### ABSTRACT

*This paper reports on findings from a survey of Austrian family businesses analyzing differences in corporate governance structures, namely the top management and supervisory board, as well as management accounting practices among generations. The results indicate that as ownership of family firms is transferred to successive generations there is no discernible positive or negative trend concerning the percentage of non-family managers and supervisory board members; nor is there a discernible trend concerning the type of strategic and operational management accounting instruments employed. In fact, it is apparent that, to a large extent, generations differ from each other significantly and that from the first to the fifth generation and later, the development of the family firm with respect to the percentage of non-family members serving as managers and supervisory board members as well as the establishment of a management accounting department is approximately U-shaped. Thus, the study demonstrates the importance of a comprehensive and profound analysis of generation-specific characteristics.*

**Key words:** governance, supervisory board, management accounting, family firm, generational issues

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### 4. POWER AND PERFORMANCE IN THREE-LEVEL DISTRIBUTION CHANNELS: CONCEPTUALISATION AND GAME-THEORETICAL ANALYSIS

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#### ABSTRACT

*In channel relationships, parties do not make take-it-or-leave-it offers to their opponents, but are involved in a bargaining situation whose outcome depends on the distribution of power between them. We study a game-theoretical Stackelberg model of a three-level distribution channel where consumer demand is affected by retail price. The model is based on a conceptualisation of channel power drawn from economics, social science, psychology, and marketing literature. We incorporate the channel power concept into an asymmetric Nash bargaining framework and investigate the following question: Does the manufacturer (retailer) prefer the retailer (manufacturer) to have power over the wholesaler or vice versa? We also analyse the impact of a wholesaler's residual power vis-a-vis the manufacturer respectively the retailer in the bargaining situation on distribution channel performance. The following main results are derived, based on the fact that channel performance is significantly related to control and personal factors: Firstly, due to his retail pricing power, the retailer is the only channel member, who can yield a positive profit, even if he exhibits no residual power over the wholesaler. Secondly, residual power of the retailer over the wholesaler benefits the manufacturer, while residual power of the manufacturer over the wholesaler harms the retailer. Thirdly, channel performance is maximised if downstream channel members (wholesaler and retailer) exhibit residual power, while upstream residual power (on manufacturer and wholesaler level) yields the worst channel performance.*

**Keywords:** Channel Power, Pricing, Channel performance, Game theory

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## 5. JOIN THE NAVY OR NOT? EMPLOYER BRANDING IN THE NAVY AND STUDENTS' ATTRACTION TO A NAVY CAREER

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Emma Burtenshaw, Royal New Zealand Navy, New Zealand  
Mary FitzPatrick, Waikato Management School, University of Waikato, New Zealand  
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### ABSTRACT

*This research is set in 2009 against the backdrop of personnel shortages and unmet recruitment targets in the Royal New Zealand Navy (RNZN) and focuses on the job-seeking university student segment of the potential recruit market. Past research for the RNZN shows that there is untapped potential within this segment and the RNZN wants to be proactive in marketing to their student recruits. 124 questionnaires were administered to third and fourth year university students investigating their perceptions of the RNZN as an organization, the values they associate with the RNZN, the Navy as a career option, and the values they identify in the current advertising material. Respondents viewed the Navy as a bureaucratic, inflexible and strict organization and they held a traditional view of Navy values. Career prestige factors, such as representing one's country, leadership and working at sea were predictors of propensity to join the Navy. However, the students recognized only two of the Navy's three core themes in the advertising. This study lends support to the importance of trait attributes in employer image and reputation. From a theoretical perspective this research supports the application of marketing segmentation to an employer brand. At a practical level implications for alignment of recruitment promotion and career values are discussed.*

**Keywords:** *employer branding; employee attraction; employer image; defence force image*

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## 6. THE EMPIRICAL REVIEW TEST OF CONDITIONAL CAPM USING EXPECTED RETURNS OF BRAZILIAN, ARGENTINEAN, PORTUGAL AND UNITED STATES OF AMERICAN PORTFOLIO

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Elmo Tambosi Filho, Universidade Metodista de São Paulo, Brazil  
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### ABSTRACT

*In the last decades, CAPM model has been of great interest in the scientific scene. Despite all the criticism, the improvement of the static CAPM, which has generated new dynamic models, provided investors with stronger guarantee through financial transactions. The CAPM and its static version were and are still very important in the financial scene. Nowadays, more sophisticated adaptations of the CAPM are found, which allow us to explain some matters in finance that had remained unqualified for a couple of time. Considering such discussion about the CAPM validity, this study aims to create a basis for reflection upon the conditional model, comparing it with the static one. In order to verify such facts, tests of conditional models are examined (with beta varying throughout the exercise), something uncommonly studied in the literature. Such tests are suitable to incorporate variances and covariance that change at long run. Methodological wise, the study tested the conditional CAPM model borrowing a leaf from Jagannathan and Wang (1996) using macroeconomics and financial variables from the Brazilian, Portuguese and Argentinean markets. Also, the approach compared such results with the American figures. Based on our findings, there is evidence that the conditional CAPM of Jagannathan and Wang (1996) for the North American market is perfectly applicable to the Brazilian, Argentinean and Portuguese markets.*

**Keywords:** *Conditional CAPM, Financial Markets, Portfolio*

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## 7. THE MYTH OF GUILT: A REPLICATION STUDY ON THE SUITABILITY OF HEDONIC AND UTILITARIAN PRODUCTS FOR CAUSE RELATED MARKETING CAMPAIGNS IN GERMANY

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Dirk C. Moosmayer, RWTH Aachen University, Germany

### ABSTRACT

*It is only within the last decade that cause related marketing (CRM) campaigns, in which companies link their products to donations for a good cause, have become popular in Europe. We investigate consumer response to products with hedonic and utilitarian characteristics. In doing so, we replicate a seminal study on the issue by Strahilevitz and Myers (1998), who found that hedonic products, based on the feelings of guilt that they incur, are more suitable for CRM campaigns. Surveying 306 students in Germany with regards to six hedonic-utilitarian product pairs, we find different results. While respondents did not prefer hedonic to utilitarian products, the opposite was the case for two of the product pairs. Results imply that the cultural background is relevant and thus suggest that companies should adapt their CRM strategies to local markets. Finally, we depict avenues for future research.*

**Keywords:** Cause related marketing, hedonic products, feelings of guilt, empirical study, Germany

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## 8. ACCOUNTING SUSTAINABILITY, DISCLOSURE QUALITY, BUSINESS ETHICS, AND CORPORATE REPUTATION: EVIDENCE FROM THAI LISTED FIRMS

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Phapruke Ussahawanitchakit, Mahasarakham University, Thailand  
Chularat Khankaew, Mahasarakham University, Thailand

### ABSTRACT

*Accounting sustainability is an important driver of explaining and determining stakeholder acceptance and reliability in doing businesses. Thus, this study has made an attempt to examine its roles in enhancing disclosure quality and promoting corporate reputation. Hence, the objective of this study is to investigate the influences of accounting sustainability on corporate reputation of Thai listed firms. Also, disclosure quality and business ethics are the mediating variable and the moderating variable of the study respectively. Here, 114 Thai listed firms were chosen as the sample. The results indicate that auditability has a significant positive effect on disclosure quality; inclusiveness has an important positive impact on corporate reputation; and auditability has a potential positive influence on corporate reputation. Moreover, disclosure quality is positively related to corporate reputation. For the moderating functions, business ethics positively moderates the auditability-corporate reputation relationships and the disclosure quality-corporate reputation relationships. Accordingly, disclosure quality is a partial mediator and business ethics is a partial moderator of the relationships. Surprisingly, transparency does not play any role in explaining the aforementioned relationships. Thus, further study may consider finding practical reasons why it is so by reviewing extensive literature, or collecting a larger sample, for example. Potential discussion of the research results is implemented. Theoretical and managerial contributions are explicitly provided. Conclusion and suggestions and directions of the future research are highlighted.*

**Keywords:** Accounting Sustainability, Transparency, Inclusiveness, Auditability, Disclosure Quality, Business Ethics, Corporate Reputation

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## 9. BROADCAST SEARCH: APPLYING THE IDEA OF OPEN INNOVATION FOR UNIVERSITY-INDUSTRY TECHNOLOGY TRANSFER

Dennis Hilgers, University of Hamburg

### ABSTRACT:

*Existing approaches of technology transfer are generally based on the documentation and active transfer of existing knowledge (inventions). This process is often executed by scientists in commercial enterprises by means of a "transfer via heads". The storage of research results in databases by scientists and the subsequent search of databases on the basis of an application problem is a second method of transfer which turns out to be less successful. In both cases a restriction with respect to an exclusive focus on local paradigms impedes the effectiveness of knowledge transfer. Approaches of the concept of "open innovation" will be presented to resolve these problems. The purpose of the paper is to reflect innovative, open coordination and motivational principles to transfer external knowledge from universities to the entrepreneurial innovation process.*

**Keywords:** Technology Transfer, Open Innovation, Broadcast Search

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## 10. IDENTIFYING RESEARCH DIRECTIONS FOR THE AUDIT'S CONTRIBUTION TO A GOOD CORPORATE GOVERNANCE: A QUANTITATIVE STUDY

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### ABSTRACT

*The ensuring of a good corporate governance is a relatively new target on the list of objectives for international economic convergence, and the way that audit could contribute for the achievement of this objective is becoming a subject of greatest interest and debate among members of both academics and practitioners or specialists. The purpose of this paper is to synthesize relevant theoretical and empirical studies developed by different researchers on the subject of the audit's contribution in the context of corporate governance. The methodology used is based on a quantitative study which started from the reviewing some of the best quoted-journals, following to identify the most significant research directions developed in the past in the area of audit's contribution to a good corporate governance. By presenting a study based on overview of past literature focusing on audit and corporate governance, the researcher hope to identify relevant further research directions in the field.*

**Keywords:** corporate governance, internal audit, audit committee, external audit, research methodology

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## 11. ENVIRONMENTAL REPORTING AT THE EUROPEAN UNION LEVEL

Alin I. Ienciu, Babeş-Bolyai University, Cluj Napoca, Romania

### ABSTRACT

*The research is conducted as an empirical study which explains how environmental disclosure varies across countries and continents and which are the factors that explain these variation at the European Union level. The paper identifies and analyzes two factors that explain the differences of environmental disclosure across European Union Countries: strength of auditing and accounting standards and the government mandated disclosure of environmental performance and pollutant release. The paper supplements previous studies regarding environmental disclosure and the factors that can influence environmental disclosure. The study has it's originality by analyzing this factors at the national level for the European Union countries using an average of environmental disclosure within a country.*

**Keywords:** *environmental, European Union, disclosure, auditing and accounting standards, government mandated disclosure*

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## 12. AN EXPLORATORY RESEARCH OF INSTRUCTORS' ATTITUDE TOWARD ERP EDUCATION IN SOUTHEAST ASIA

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Penjuree Kanthawongs, Kasem Bundit University, Bangkok, Thailand

### ABSTRACT

*In preparation for a globally diversified workforce, many Southeast Asia countries are providing or will provide ERP courses for their universities' students. This study is a first step of a larger research project that aims to develop appropriate research frameworks for investigating ERP education in today's learning environment. A review of past and present literature related to Technology Acceptance Model, e-Learning models, ERP localization, and ERP usability interface was performed in order to explore factors that may affect instructors' attitude toward ERP education as well as to investigate a possibility relationship between instructors' attitude toward ERP education and learning outcomes (i.e. the technology self-efficacy in ERP system usage). The research methodology was conducted using semi-structured interviews to deeper understand the problem domain. The results are likely to assist university administrators, educators, business students, software vendors, and other stakeholders in understanding attitudes of instructors in Southeast Asia's universities toward the use of the ERP education. Such understanding is expected to result in enhanced course planning and students' learning outcomes. These preliminary results are also likely to assist developing a research model for future quantitative approaches.*

**Keywords:** *ERP and Education, Educational Technology, Southeast Asia, TAM, ERP Localization, ERP Usability Interface*

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## 13. ACADEMIC RESEARCH ON GROUP ACCOUNTING OVER THE PAST FIFTY YEARS

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### ABSTRACT

*Group (or consolidation) accounting has been a major field of interest for the academic research community over the past 50 years. So far however, the academic literature on group accounting did not offer any comprehensive review of the researches published in this vast area. Thus, in this article we review articles on consolidation accounting published in major academic journals during the period from*

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1933 to 2009. Our endeavor is focused on measuring key research characteristics (research theme, research approach, research perspective and research methodology) of the selected literature as well as (and especially) on underlining the most relevant contributions of various researchers within previously delimited periods (1959-1982, 1983-2001 and 2001-2009). Based on our findings, we also seek to assess in the end where the research in this field may evolve from here.

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#### **14. CAN THE STEREOTYPE OF ACCOUNTANT BE CHANGED THROUGH ACCOUNTING EDUCATION? SOME CONJECTURES ON EDUCATING ACCOUNTING STUDENTS IN ROMANIA**

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Cătălin Nicolae Albu, The Bucharest Academy of Economic Studies, Romania  
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##### **ABSTRACT**

*The general image of the accounting profession in society, usually described as stereotype, is that of 'bean counters' (Wells, 2010). But research conducted in the last decades argue that the role of accountants in organizations is far away from these stereotypes, the accountant being transformed into a business analyst, a partner in decision making, or a consultant. The main issue we investigate in this paper is if academia prepares accountants in accordance with the existent stereotypes or if it assumes an active role in improving the image of accountants in society and in preparing students in accordance with the expected trends in the profession. The paper contributes to the understanding of the relationship between the accounting profession and academia in the context of an emergent country. Also, the paper draws some implications for practice and education, constituting also an invitation to reflection on how academia prepares students for the accounting profession. Despite the challenges faced by academics in a developing country, we agree that a 'movement mentality' (Howieson, 2003) is needed in order to hope for a better future for the accounting profession.*

**Keywords:** accountants, accountant stereotypes, accounting education, Romania

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#### **15. LOCAL GOVERNMENT SUPPORT PROGRAMS FOR HOME BASED BUSINESSES: CHALLENGES AND STRATEGIES**

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John Breen, Victoria University, Melbourne, Australia

##### **ABSTRACT**

*Small businesses play a significant role in the Australian economy, yet an increasing number of them are home based and relatively small operations. These home based businesses(HBBs) actually account for some 67% of the small business sector in Australia. Due to their large number, they are a politically and economically important grouping, thus attracting policy attention from various government levels. Previous studies of home based businesses reveal that HBBs do face significant problems and could benefit from government support. Local government is the obvious first contact point with HBBs. However HBBs contacting local government is not common, as these businesses prefer to remain anonymous as much as possible. These firms are often wary of government contact due to a belief that it will lead to some restraint on the business. And because these HBBs are not readily identifiable, it is a difficult task for local government to engage with them.*

*This paper reports on a study of the role local governments play in facilitating and supporting the home based businesses in the State of Victoria, Australia. It involved telephone interviews with representatives of all of the local government jurisdictions in the State together with a survey of their websites. In-depth interviews were subsequently undertaken with 20 selected councils running local government. This study*

*reports on the various forms of assistance provided to home based businesses. The findings indicate that the levels of assistance provided are related to the perceived level of need for employment-generating business activity in the local municipality. The paper analyses the various forms of assistance and identifies specific forms of assistance that are more likely to be associated with supporting the development and employment generating capacity of home based businesses.*

**Keywords:** Home-based business, support programs, local government

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## 16. THE IMPORTANCE OF PRODUCT'S ATTRIBUTES ON BRAND LOYALTY DEVELOPMENT

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### ABSTRACT

*The objective of the study was to analyze the brand loyalty of consumers as a result of the products' attributes. In doing so, it has analyzed the attitude of the consumer's behavior relative to the preference to different brands of margarine. The study encompasses both a theoretical revision (attitude concept) and an empirical verification (content analysis). The results show that the brands generate feelings (positive or negative) in the consumers and they tend to have a brand loyalty behavior because of some attribute of the products (flavor, taste, packing, brand notoriety, quality perceived, among others).*

**Keywords:** Attitude; Brands; Brand Loyalty; Consumer's Behavior

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## 17. ESSENTIAL CHARACTERISTICS OF A CORRECT PROFESSIONAL JUDGMENT PROCESS

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Adriana Tiron Tudor, Babeş-Bolyai University, Cluj-Napoca  
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### ABSTRACT

*All the professions, regardless the field, are governed by rules, principles, standards and guidelines which must be followed in order to perform the specific job. The most specialists are held up to strict technical, ethical and moral regulations. Performing a profession can lead to situation when the regulations are not sufficient to make decisions. That's the moment when the specialists have to use their knowledge, competence, skills and experience, in other words they have to exercise their professional judgment. There are many situations when experts express their opinion without the possibility to argue their decision. The aim of our work is to analyze the concept of professional judgment, to identify the moment, circumstances and requirements of this process, and to develop them in the auditing filed.*

**Keywords:** professional judgment, auditing, experience, competence, knowledge

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## 18. THE ROLE OF INFORMATION TECHNOLOGY, BUSINESS NETWORK AND ADOPTION OF MANUFACTURING AUTOMATION IN MANUFACTURING EFFICIENCY

Lanita Winata, Griffith University, Australia

### ABSTRACT

*This study reports the results of an empirical research investigating the relationships between manufacturing efficiency and (a) adoption of the manufacturing automation, (b) business network and (c) managerial use of the information technology in Indonesian manufacturing organisations.*

*A comprehensive review of the relevant literature reveals that previous researchers have investigated the relationship between manufacturing organisations' performance and their adoption of manufacturing automation. However, although the extant literature suggests that manufacturers' engagement in business network and managerial use of information technology could play an important role in the above relationship, the relevant previous studies did not consider the role of these variables.*

*The current study addresses the above-mentioned gaps in the literature. It has done so by empirically investigating the effect of Indonesian manufacturing organisations' adoption of the manufacturing automation, engagement in the business network and managerial use of the information technology on their manufacturing efficiency.*

*The sample of the study consists of 104 manufacturing organisations, which operate in Java Island, Indonesia. One manager in charge of one business unit of each of the 104 manufacturing organisations participated in this study.*

*The results indicate that adoption of the manufacturing automation and engagement in the business network are indirectly associated with manufacturing efficiency through managerial use of the information technology.*

**Keywords:** *manufacturing automation, business network, information technology and manufacturing efficiency*

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## 19. E-COMMERCE IN SLOVAKIA: SITUATION IN RECENT YEARS AND FUTURE TRENDS

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### ABSTRACT

*The popularity of e-commerce continues to grow. The phenomenon of online shopping is evident in all parts of the world and Slovakia is not an exception. Internet has gradually changed almost all aspects of everyday life. Cyberspace introduces us to the age where the online shopping and selling are more automated and more convenient. Companies and customers are now connected in virtual network. E-commerce is not longer a competitive advantage but it is necessity.*

*The aim of our study is to describe the development of e-commerce in Slovakia, its recent years and examine the current situation. Our research focuses on Slovak e-commerce features; it discusses the behavior of Slovaks internet customers, the frequency of online shopping, as well as various other specifics of Slovak Internet market. The intention of our study is to analyze current situation and future trends and assess the future of e-commerce industry in Slovakia. By summarizing the main characteristics, advantages and disadvantages and statistics the article will serve as comprehensive view of E-commerce in Slovakia.*

**Keywords:** *E-commerce, E-shops, Online Shopping, Slovak Internet market*

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## 20. SUSTAINABILITY EDUCATION IN AUSTRALIAN UNIVERSITIES AND COLLEGES IN 2000s

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### ABSTRACT

*This paper discusses the new Bachelor of Accounting with an emphasis on sustainability offered in the Higher Education section in Northern Melbourne Institute of TAFE in Victoria, Australia. The degree was developed with the support of the state government for TAFE (Technical and Further Education) institutions to run undergraduate degrees in specialized areas.*

**Keywords:** *accounting, sustainability*

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## 21. THE IMPORTANCE OF INTELLECTUAL CAPITAL WITHIN ROMANIAN LISTED ENTITIES

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Dumitru Mătiş, Babeş-Bolyai University, Cluj-Napoca, Romania

Ionel-Alin Ienciu, Babeş-Bolyai University, Cluj-Napoca, Romania

### ABSTRACT

*The purpose of our paper is to examine the position of Romanian entities listed on the Bucharest Stock Exchange (BSE) regarding the importance given to intellectual capital components and related disclosures in order to obtain an accurate image of what intellectual capital represents for an entity. Relevant prior research in this area is focused on concepts such as human capital, structural capital and relational capital. Our paper is a continuation of the accounting research regarding the importance and the reporting of intellectual capital, research that surprised these issues, using as research tools the questionnaire (Ax and Marton, 2008) and the content analysis of annual reports (Brennan, 2001). In order to achieve the purpose of our paper, we applied a questionnaire as a research tool sent electronically to the chief financial officers (CFOs) of the Romanian entities listed on the BSE.*

**Keywords:** *Human Capital, Structural Capital, Relational Capital, Listed Entities, Romania*

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## **22. THE EFFECTS OF INTERNAL AUDIT OUTSOURCING EFFECTIVENESS ON FIRM SUSTAINABILITY: AN EMPIRICAL RESEARCH OF ISO 9001 BUSINESS IN THAILAND**

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Napat jantarataturapat, Mahasarakham University, Thailand

### **ABSTRACT**

*This study aims at investigating the effects of internal audit outsourcing effectiveness on improvement competitiveness and firm sustainability. Internal audit outsourcing effectiveness includes three dimensions as operating cost saving, managerial transformation, and risk reduction. Transaction Cost Economics (TCE) and agency theory to explain the outsourcing of internal auditing. ISO 9001 business in Thailand are samples of the study. The results indicate two of three dimensions of internal audit outsourcing effectiveness have significant positive on improvement competitiveness and firm sustainability. Likewise, corporate governance awareness has a potential positive association with internal audit outsourcing effectiveness. Moreover, outsider force has influence on the relationship among corporate governance awareness, organization support, and internal audit outsourcing effectiveness. Giving potential discussion is effectively implemented in the study. Theoretical and professional contributions are explicitly provided. Conclusion and suggestions and directions of the future research are described.*

**Keyword:** *Internal audit outsourcing effectiveness, Operating cost saving, Managerial transformation, Risk reduction, Improvement competitiveness, Corporate governance awareness, Organization support, Outsider force, and Firm sustainability*

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