

Evaluation of Internal Audit Practices in Somali Regional State, Ethiopia: The Case of Bureau of Finance and Economics Development, Jigjiga City

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Abstract

The primary goal of the study is to evaluate internal audit practices in the Bureau of Finance and Economic Development, Jigjiga City. The researcher used a descriptive research design to achieve the objective of the study. Necessary data was collected from primary as well as secondary sources of data; the primary data was collected from the target employees by using questionnaires. Manuals and other relevant textual materials and documents served as the source of secondary data. From the bureau's various departments, the researcher selects two departments, such as the auditing and payment and accounting departments from the bureau of finance and economic development, Jigjiga City. Simple frequency tables were used to evaluate the unprocessed survey data. Based on the findings of the study, the bureau does not provide reasonable assurance regarding the prevention, timely detection, and correction of unauthorized acquisition, use, or disposition of the entity's assets that could have a material effect on the financial statements; the bureau's auditors do not participate in the activities of drafting policies; and there is a problem around the classification of performance deficiencies. Based on this finding, the researcher recommends that the bureau should pay attention to these problems and try to overcome them in cooperation with the employees in order to perform a quality audit inspection within the bureau.

Keywords: 1. Audit quality, 2. Audit planning, 3. Competency, 4. Internal audit, 5. Independence

1. Introduction

Before 1941, internal auditing was mostly a clerical task because most record keeping was done by hand. Auditors were required to review the accounts of records after they had been finished in order to find errors; the previous definition of internal audit can be compared to a type of insurance, with one of its primary goals being the detection of fraud. (Pickett, 2010) Internal auditing is fundamentally an evaluation activity that takes place within the organization for the purpose of reviewing accounting operation methods and procedures, financial operations, and other operations by assessing the organization's effectiveness and efficiency. An essential managerial control tool is auditing.

The definition of internal audit serves as the foundation for internal audit theory. In terms of how we may practice more ad hoc from the standard and in accordance with our own method and manner, the divergence and interpretation of the audit role are discussed. According to the Institute of Internal Auditors' (IIA) definition, internal auditing is a consulting, assurance, and independence activity intended to improve an organization's operations. Through the application of a systematic approach to risk management, control, and governance processes, it aids a company in achieving its goals. (Pickett, 2010)

The term "internal auditing" refers to an objective evaluation of internal organizational activity for the purpose of reviewing accounting, financial, and other operations and activities by staff of auditors who work as part of management and report it to the management rather than to shareholders. Internal auditing, according to the Institute of Internal Auditors in the United States, is a separate assessment function established within a company to go over and assess its operations as a service to the business. Since internal auditors are bureau employees, they are constrained in their ability to carry out their professional duties and are unable to conduct audits in the same way that external auditors can. As a result, this limited independence reduces their role in the organization to that of merely providing assistance to management (Nordin & Gansberghe, 2003) Keeping this in mind, the research paper attempted to assess the internal auditing practices used by Bureau of Finance and Economic Development, Jigjiga City.

1.1. Statement of the Problem

The truth is that traditional activities continue to dominate internal auditing today. Daily issues must frequently be resolved by internal auditors. However, they devote the majority of their time to ensuring that the bureau is compliant with established rules and procedures, that the assets of the enterprises are appropriately safeguarded, and that the accounting records are kept in a trustworthy and proper manner.

A documented audit charter is absent from the majority of internal audit departments. Therefore, in most firms, the goals, powers, purview, and duties of internal auditing are not clearly defined, and no safeguards are in place to guarantee that the internal audit department is acknowledged as functioning with the authority and backing of senior management. Additionally, internal auditing is hampered by a severe lack of qualified and skilled staff, poor organizational standing, and a lack of professional independence. (Zemene, 2006)

Internal auditors are frequently hired from internal or external accounting departments, and their primary qualification is still accounting-based, which limits their ability to perform certain tasks. The lack of a coordinated comprehensive training program and the deficiencies in professional education are major barriers to advancing internal auditing in Ethiopia.

The most significant factors that have an impact on the efficiency of internal auditing practices of the finance and economic development office are the following: a lack of strong internal control over financial reporting, a lack of proper follow-up procedures (implementing audit recommendations), and a poor use of new technology, the workload of individual auditors, and an inadvertent placement of auditors.

Numerous studies pertaining to this topic have been conducted throughout the world. However, none of them have been conducted in Somali Regional State to the researcher's knowledge. As a result, the researcher plans to conduct this study in order to fill the gap by combining four main variables, including internal audit quality, organizational internal control system, management control system, and audit independence.

1.2. Research Questions

- What are the internal audit qualities of the bureau?
- How effective is the internal control system of the bureau over financial reporting?
- How the management controls the audit quality of the bureau?
- How the applicability of independency is determined in the bureau?

1.2. Objectives of the Study

The study's main goal was to evaluate the internal audit practices used by bureau of finance and economic development, Jigjiga City. The following specific objectives were created after a thorough analysis of the overarching purpose.

- To know internal audit quality of the bureau

- To assess the effectiveness of internal control system of the bureau over financial reporting
- To assess how the management controls the audit quality of the bureau
- To assess the professional independency of auditors in the bureau

2. Research Methodology

2.1. Research Design

This research study adopted descriptive research design. This study used a descriptive research methodology. A descriptive sort of research design is one that directly depicts the circumstances of a certain practice. It was used in this study to critically describe internal auditing practice in the bureau of finance and economic development in Jigjiga City, Somali Regional State.

2.2. Population of the Study

This research was conducted to evaluate the internal audit practices in the bureau of finance and economic development, Jigjiga City. In the bureau there are 185 total employees. From these 77 of them are employed in auditing and payment and accounting departments and those 77 employees become the target population of the study.

2.3. Sampling Technique

Sampling involves selecting a sample from a vast population that will be used to draw general conclusions. Census and judgemental non-probability sampling methods were both used in this study as a sampling strategy. To collect samples from the payment and accounting departments, a judgemental sampling technique was chosen. This method was used in order to obtain better and more precise data from study participants who are experts in their field. Census was chosen as a sample because of the small number of personnel in the both the departments.

4.4. Sample Size

Bureau of finance and economic development, SRS has 77 employees in auditing and payment and accounting departments. To this research project the researcher takes all 77 employees as sample by using census method.

2.5. Type and Source of Data

In order to obtain accurate data, the researcher used both primary and secondary sources. The primary data was collected from the company's management, auditing payment and accounting departments by using unstructured interview and questionnaires. And the secondary data was obtained from information pertaining to the bureau and its internal auditing practice, from the bureau's manual and reports, books and other various valuable materials.

2.6. Method of Data Collection

Both open-ended and closed-ended questionnaires were used to gather the necessary data for the study.

2.7. Methods of Data Analysis

The gathered information was collated, arranged, processed, evaluated, and interpreted to come to a sound conclusion and make a reliable generalization. The researcher use both qualitative and quantitative methods of data analysis to complete these tasks. To find innate facts and investigate new facts, quantitative data analysis was applied. Qualitative data analysis was used to provide depth and detail answers to research questions through direct quotation and full description to explore new facts or to re-interpret already known existing facts.

3. Results and Discussion

Evaluation of Internal Audit Practice

To measure the auditor's ability to properly plan, perform and communicate audit results, the researcher raised the following two questions.

Table 3:1. Auditors Capability to Audit

Description	Items	Respondents response		
		Frequency	Percent	Cumulative Percent
Are the auditors having the ability to properly plan, perform and communicate audit results?	YES	43	55.8	55.8
	NO	34	44.2	100
	Total	77	100	100
Are the bureau auditors arrive at a useful finding and forwards recommendation for improvement?	YES	29	37.7	37.7
	NO	48	62.3	100
	Total	77	100	100

Source: Survey Data and Author’s Computation

From table 3.1 above, we can also see that 43 (55.8%) of the respondents replied that the internal auditors of the bureau have the capability to properly plan, perform, and communicate audit results, but 34 (44.2%) of them responded that this is due to the auditors' proper position. They do not have the ability to properly plan, perform, and communicate audit results. Table 3.1 shows the employees' responses; 29 (37.7%) of them replied that the auditors in the bureau arrive at a useful finding and forward recommendations for improvement. And 48 (62.3 %) of the respondents replied that auditors in the bureau does not arrive at useful findings and forward recommendations due to the reason that most of the employees are empowered only by experience. That is because the job of auditing is considered lower grade and most of auditing employees are acquired their degrees from distance education or from private colleges. And this leads to low quality of audit inspections in the bureau.

As the raised questions are measures of the internal auditor's capability to audit, the researcher concluded that the organization's auditors lack sufficient capability to audit due to their inappropriate position.

Table 3:2. Audits Planning in the Bureau

Description	Items	Respondents response		
		Frequency	Percent	Cumulative Percent
Does the bureau prepare strategic plan?	YES	71	92.2	92.2
	NO	6	7.8	100
	Total	77	100	100
Does the Bureau prepare periodic (annual) audit plan?	YES	71	92.2	92.2
	NO	6	7.8	100
	Total	77	100	100
Does the Bureau prepare plan for individual audit assignments	YES	69	89.6	89.6
	NO	8	10.4	100
	Total	77	100	100

Source: Survey Data and Author’s Computation

According to table 4.2 above, 71 (92.2%) of the respondents replied that the internal audit department prepares a strategic plan, and 6 (7.8%) said that department did not prepare a strategic plan. In answer to another question, 71 (92.2) of the respondents said that the department prepares a periodic (annual) audit plan. However, 6 (7.8%) respondents said that the department did not prepare a periodic (annual) audit plan. Answering the third question, 69 (89.6%) respondents said that the department prepares plans for individual audit assignments. However, 8 (10.4) respondents stated that the department did not develop a plan for individual audit assignments. As a result, the researcher can conclude that the organization had good internal audit quality and planning. Since the audit plan is a vital activity for the effectiveness of internal auditing practice, which can add value to the organization,

Table 3:3. Segregation of Duties

Description	Items	Respondents response		
		Frequency	Percent	Cumulative Percent
Is proper segregation of duties in the bureau for the activation of Record keeping, payment and receipt, financial statement, preparation and audit purchase and budget?	YES	74	96.10	96.10
	NO	3	3.8	100
	Total	77	100	100

Source: Survey Data and Author’s Computation

As shown in the above table 3.3,74 (96.1%) of the respondents replied that there is a proper segregation of duties in the organization, and 3 out of 77 (3.8%) said that there is no proper segregation of duties in the organization. According to the respondents, internal control in the organization is good since the segregation of duties enables check and balance. That is, no one handles all aspects of a transaction from beginning to end. In this case, the practice of internal auditing of the bureau is good, so it has good internal control.

Table 3:4.Bureau’s Internal Control over Financial Reporting

Description	Items	Respondents response		
		Frequency	Percent	Cumulative Percent
Does the bureau provide assurance that maintains records in reasonable detail, accuracy, and fairly reflect transaction and disposition of assets?	YES	48	62.3	62.3
	NO	29	37.7	100
	Total	77	100	100
Does it provide assurance that transactions are recorded and financial statements are prepared in accordance with the reporting frame work?	YES	58	75.3	75.3
	NO	19	24.7	100
	Total	77	100	100
Does it provide reasonable assurance regarding prevention, or timely detection, and correction of unauthorized acquisition, use or disposition of the entity’s assets that could have a material effect on the financial statement?	YES	24	31.2	31.2
	NO	53	68.8	100
	Total	77	100	100

Source: Survey Data and Author’s Computation

As shown on Table 3.4, the researcher raised three questions to the respondents that are the measure of the bureau’s internal control system over financial reporting.

48 (62.3%) respondents agreed that the bureau maintains records in reasonable detail, accuracy and fairly reflects transaction and disposition of assets of the entity . whereas the rest 29 (37.7%) of them responded that the bureau doesn’t maintain records in reasonable detail, accuracy due to the reason that no better use of new technology and proper follow up procedures.

According to the second question, majority of the respondents 58 (75.3%) replied that the organization provides assurance that transactions are recorded and financial statements are prepared in accordance with the reporting frame work .and the rest 19 (24.7%) of the respondents revealed that the bureau doesn’t provide assurance that transaction are recorded and financial statement are prepared in accordance with the reporting frame work.

According to question three, majority of the respondent 53 (68.8) responds that the organization doesn’t provide reasonable assurance regarding of prevention, or timely detection and correction of unauthorized acquisition, use or

disposition of the entity’s assets that could have a material effect on the financial statements. And the reason behind is that as obtained from unstructured interview result, due to the work load on individual work unit and no better use of new technology. However, 24(31.2%) respondents agreed that the bureau provide reasonable assurance regarding of prevention, or timely detection and correction of unauthorized acquisition, use or disposition of the entity’s assets that could have a material effect on the financial statements.

As all the above three question are measures of the organization’s internal control over financial reporting the researcher concluded that the organization internal control over financial reporting is medium, based on the respondents response. As a result: internal auditing practice of the organization is medium which is not effective, since internal audit practice significantly affects the bureau’s internal control over financial reporting system.

Table 3:5. Internal Auditors’ Quality

Description	Items	Respondents response		
		Frequency	Percent	Cumulative Percent
Do internal auditors conduct internal control training?	YES	71	92.2	92.2
	NO	6	7.8	100
	Total	77	100	100
Do they provide advice to management about control concerns in the system?	YES	67	87.0	87.0
	NO	10	13.0	100
	Total	77	100	100
Does the bureau auditors involve in the activity of drafting policies?	YES	15	19.5	19.5
	NO	62	80.5	100
	Total	77	100	100

Source: Survey Data and Author’s Computation

In the above table, the researcher identifies three categories of activities in which a competent auditor ought to take part or be involved when performing consulting work. The majority of respondents 71(92.2%) stated that bureau auditors are involved in internal control training activities. However, 6 (7.8%) respondents said that internal auditors do not conduct internal control training. 67 (87.0%) respondents said that the company auditors provide advice to management about the control concerns in the new system. but the rest 10 (13.0%) of them revealed that the bureau auditors didn’t involve themselves in providing advice to the management about the control concerns in the new system due to the individual auditors' work load and effectiveness.

In answer to the third question, 62 (80.5%) of the respondents replied that the company auditors don’t involve themselves in the activities of drafting policies. But 15 (19.5%) respondents said that the bureau auditors are involved in the activities of drafting policies because, as obtained from an unstructured interview, the finance and economic development bureau is one of the public entities that is used to prepare policies most of the time at the woreda level.

Based on the data in the above table, the researcher understands that bureau of finance and economic development auditors are involved in consulting activities in which they must participate, which increase the organization’s worth and are necessary for the auditing can practice to be effective.

Table3: 6. Independence and Objectivity of Internal Auditors

Description	Items	Respondents response		
		Frequency	Percent	Cumulative Percent
Do internal auditors free from personal and external deficiencies?	YES	70	90.9	90.9
	NO	6	9.1	100
	Total	77	100	100
Does the bureau auditor’s independent in fact and appearance?	YES	48	62.3	62.3
	NO	29	37.7	100
	Total	77	100	100
Don’t they subordinate their judgment on audit matters to others?	YES	48	62.3	62.3
	NO	29	37.7	100
	Total	77	100	100

Source: Survey Data and Author’s Computation

An auditor should have the following qualities in order to be unbiased and independent: they should be free from personal and external threats, independent in reality and appearance, and they shouldn't defer to others' judgments on audit-related issues. Based on these measurements, the researcher measures the bureau auditor’s objectivity and independence by raising the measurement criteria as a question to the respondents.

According to the above table 3.6, the majority of the respondents, 70 (90.9%), replied that internal auditors are free from personal and external impairments, but 7 (9.1%) respondents replied that internal auditors are not free from personal and external impairments. 48 (62.3%) of them also responded that the bureau auditors are independent in fact and appearance, but 29 (30.7%) of them responded that the Bureau of finance and economic development auditors are not independent in fact. And this is because of the nature of the workplace and the relationships between the employees of the organization. And for the third raised question, the majority of respondents 48, (62.3%) agree that the bureau auditors didn’t subordinate their judgment on audit matters to others. But 29 (37.7%) respondents do not agree with the statement. From these, the researcher understands that in the bureau of finance and economic development, internal auditors are independent and objective, and the auditors' objectivity and independence are essential to the efficiency with which they perform their duties, adding value to the organization.

Table3:7. Compliance with Policies and Procedures

Description	Items	Respondents response		
		Frequency	Percent	Cumulative Percent
Does the bureau follow budget preparation policies and procedures applied to the public sector?	YES	48	62.3	62.3
	NO	29	37.7	100
	Total	77	100	100
Does the bureau follow purchasing policy which is applied in the public sector?	YES	43	55.8	55.8
	NO	34	44.2	100
	Total	77	100	100
Does the bureau applies information disclosure policy?	YES	71	92.2	92.2
	NO	6	7.8	100
	Total	77	100	100
Does the bureau follow personnel utilization policy?	YES	72	93.5	93.5
	NO	5	6.5	100
	Total	77	100	100

Source: Survey Data and Author’s Computation

As shown in the above table 3.7, a list of policies and practices used in the public sector is provided by the researcher. And the majority of respondents indicated that bureau of finance and economic development, Jigjiga City follows the following policies and procedures: budget preparation, purchasing, information disclosure policy, and personnel utilization policy, with scores of 48 (62.3%), 43 (55.8%), 71 (92.2%), and 72 (93.5%), respectively. And the rest of the respondents didn't agree, and the reason is that all of the procedures and policies are not applied in the bureau due to the time constraints and workloads of the employees, as determined by the outcomes of unstructured interviews.

From the respondents, the researcher understands that the bureau of finance and economic development, Jigjiga City, follows policies and procedures, or the bureau performs its activities in compliance with policies and procedures, and the effectiveness of the internal audit practice is boosted or improved by this activity.

Table 3: 8. Responsibly Of Auditors to Detect Misstatements

Description	Items	Respondents response		
		Frequency	Percent	Cumulative Percent
Does the bureau adhere to the norms and practices for budget preparation that are used in the public sector?	YES	71	92.2	92.2
	NO	6	7.8	100
	Total	77	100	100

In the above table 3.8, the majority of respondents, 71 (92.2%), agreed that internal auditors should confirm financial statement assertions when there is a misrepresentation because they are expected to produce audit reports. And they are taking responsibility for the report they made. They certify the financial statement assertion by comparing the information on the received report to the purchase journals. Comparing recorded purchase transactions in the purchase journals should be used with supporting documentation like paid checks and bank statements to hide general ledger account cash balances. However, 6 (7.8%) respondents also disagreed with the above statement.

Table3:9. Internal Audit Department's Follow up Procedures

Description	Items	Respondents response		
		Frequency	Percent	Cumulative Percent
Does the bureau identify the required performance level?	YES	52	67.5	67.5
	NO	25	32.5	100
	Total	77	100	100
Does the bureau determine whether or not performance deficiencies exist?	YES	58	75.3	75.3
	NO	19	24.7	100
	Total	77	100	100
Does it classify performance deficiencies?	YES	43	55.8	55.8
	NO	34	44.2	100
	Total	77	100	100
Does it develop corrective action plan?	YES	72	93.5	93.5
	NO	5	6.5	100
	Total	77	100	100
Does the bureau evaluate the success of corrective action?	YES	46	59.7	59.7
	NO	31	40.3	100
	Total	77	100	100

Source: Survey Data and Author's Computation

In any organization, internal audit departments should follow the following procedures to ensure that corrective action is taken as per recommendations: identify the required performance level or determine whether there are performance deficiencies, classify them, create a plan for remedial action, and assess the effectiveness of the activity. As shown in the above table 3.9, the bureau of finance and economic development, Jigjiga City, follows the listed procedures, as most of the respondents replied.

The percentage of respondents who agreed that the order of the operations was important are 52 (67.5%), 58 (75.3%), 43 (55.8%), 72 (93.5%), and 46 (59.75%), and the rest respond that the bureau of finance and economic development, Jigjiga City internal audit department don't follow all the procedures listed above. The results of the unstructured interview show that employee irresponsibility and the repetitive nature of the task are to blame for the auditors' failure to adhere to all of the mentioned protocols.

As major of the respondent signified; the internal audit department bureau of finance and economic development has formal follow up procedures that could help in some extent to enhance the quality of audit. Due to this, the internal audit of the organization's follow-up procedures is good since it has a certain level of good management support as determined by the results of unstructured interviews. However, there is an issue with the classification of performance inadequacies.

Table3:10 Audit Performance of the Organization

Description	Item	Respondents response	
		Number	Percent
How the past three years audit performance as compared to current year in terms of Staff experience, percentage of audit recommendation and auditors education level criteria?	Excellent	5	6.5
	Good	50	64.9
	Satisfactory	15	19.5
	Poor	7	9.1
	Total	77	100

Source: Survey Data and Author's Computation

According to the percentages in the preceding table 4.10, 5 (6.5%), 50 (64.9%), 15 (19.5%), and 7 (9.1%) of the respondents said that the audit performance of the previous three years was excellent, good, satisfactory, and poor, respectively, in comparison to the present year. As a result, the audit results of the last three years compared to the current year were good, and this indicates the current year's performance of the bureau.

Table 3:11.Preparation of Audit Report

Description	Item	Respondents response	
		Number	Percent
How much time does the office of finance and economic development spend preparing the audit report?	Monthly	24	31.2
	Quarterly	48	62.3
	Semiannually	4	5.2
	Annually	1	1.3
	Total	77	100

Source: Survey Data and Author's Computation

As indicated on the above Table 3.11, the bureau of finance and economic development prepares an audit report monthly, quarterly, and semiannually, with the respondent response percentages as the following: 24 (31.2%), 48 (62.3%), 4 (5.2%), and 1 (1.30%).

Thus, the majority of respondents made it abundantly obvious that quarterly and monthly audit reports are recommended for improving internal control efficacy. As a result, internal auditing practices become more efficient.

Table 3:12. Financial Analyses in Internal Audit Practice

Description	Item	Respondents response	
		Number	Percent
What financial analysis techniques are used by bureau to support internal auditing?	By using comparative analysis method	57	74.0
	By ratio analysis method	9	11.7
	By trend analysis method	11	14.3
	Total	77	100

Source: Survey Data and Author’s Computation

According to Table 3.12, 57 (74% of respondents) said the bureau of finance and economic development, Jigjiga City, conducts financial analyses using comparative methods of analysis, while 9 (11.7%) said the organization employs the ratio analysis method. and the rest, 11 (14.3%), replied that the organization uses trend analysis methods.

Based on these findings, the researcher concludes that the bureau of finance and economic development, Jigjiga City conducts financial analysis using the comparative financial analysis method. It will help internal audit practices function more effectively as a comparative approach to financial analysis.

4 Conclusions and Recommendations

4.1. Conclusion

Internal auditing is widely recognized as the most significant task that an organization may undertake to examine its financial, accounting, and other operational processes (W.Regalia, 2006). Therefore, the main objectives of the study were to assess the internal audit practice's effectiveness and efficiency in the bureau of finance and economic development in Jigjiga city.

By identifying the issues with internal auditing practice, the following conclusions can be drawn based on the analysis presented above:

The employees of the bureau who were chosen as a sample based on judgment and census were given well-designed questionnaires by the researcher.

The result of the finding of internal audit practices in the bureau is objective assurance that is independent and participates in consulting activities designed to add value and improve bureau operations. Therefore, it adds value by performing effective internal auditing in the areas of audit planning, scope of the audit service, performing the activities in compliance with policies and procedures, maintaining separation of duties, and the preparation of a quarterly audit report, which are crucial for evaluating the effectiveness of internal auditor control and independence. Internal controls over financial reporting and audit quality at the agency are average. Follow-up audit suggestions are not being properly implemented, which might reduce the effectiveness of internal audit procedures and the bureau's ability to add value. In addition the bureau auditors are not qualified for their position ,work load on individual auditors due to no better use of new technology ,and this leads the auditors do not follow up procedures and minimizes there detail substantive testing.

4.2 Recommendations

This study was conducted in order to evaluate the practice of internal auditing practices in the bureau of finance and economic development in Jigjiga City and make possible recommendations based on the study's findings.

The bureau's internal audit quality is medium, and audit recommendations are not being properly followed up on (implemented). This activity reduces internal audit's effectiveness and ability to add value to the organization.

Therefore, the internal audit practices of the bureau need improvement in this area. For effective practice of internal audit to add value, the bureau must hire employees that are trained in internal auditing practices, which will improve the standard of internal audit and ensure that audit recommendations are implemented properly.

Since internal audit officers receive a low rank and the majority of internal auditors come from private institutions with degrees in accounting, they are frequently trained via distance learning and extension programs, which makes them underqualified for their positions. The practice of internal auditing will be impacted since they did not utilize auditing effectively and efficiently. The department head should be very concerned about the credentials of the internal auditor.

There is no better way to use new technology, and as a result, the majority of tasks are carried out manually. This increases the workload for individual auditors and makes it difficult to use their time effectively. This issue needs to be taken into account by the bureau because modern work is accompanied by technological advancements that boost the efficiency of internal audit practices. New technology should be implemented in the company to reduce workloads on individual work units and make efficient use of working hours.

The bureau has a limited amount of internal auditing training programs; therefore, the management needs to take this into account as well as provide training to the staff.

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