



Scan to know paper details and
author's profile

Internal Control and the Public Sector: Review of Edo, Delta, Anambra and Enugu States

*Osagioduwa Lucky Ogbomo, Dr. Tella Adeniran Rahmon, Dr. Kolade Ayodele Bidemi
Prof. Famous O. I Izedonmi & Dr. Isaac Ukarin*

ABSTRACT

This study investigated comparatively but holistically the extent of adequacy and neglect of internal control in some state government sectors in Nigeria. The research was conducted in South-South and South-East Nigeria. Primary data were obtained through the Five Likert Scale (SA, A, U, D, SD) structured questionnaire. The Survey design was used in this work. A questionnaire on the adequacy of internal control was administered to accountants only. A questionnaire on the neglect of internal control in the public sector was administered to auditors only. A total of one hundred and sixty-two (162) accountants and 102 auditors with two years and above years of working experience were sampled. The Systematic Sampling Technique (SST) was employed. Descriptive statistical techniques such as frequency distribution, charts, tables, and percentages response analysis were used in analyzing the data. Cronbach alpha coefficient was used to test for the reliability of the research instrument, and the result was (.71111). The hypotheses were tested employing the Lifelight Two-Five and Five-Zero Comparative Techniques (LTFFZCT). The result of the analysis revealed that in relation to other states, the internal control in Anambra State is weak and the internal control framework is relatively more neglected in Anambra state followed by Enugu, Edo and Delta States. The study recommends, that the state government, in the light of the executive arm of government should endeavor to support the internal control system in the states. The executive in Anambra, Edo, and Delta States should strengthen the existing internal control structure and framework in the states.

Keywords: NA

Classification: DDC Code: 549 LCC Code: QE366.8

Language: English



London
Journals Press

LJP Copyright ID: 146441
Print ISSN: 2633-2299
Online ISSN: 2633-2302

London Journal of Research in Management and Business

Volume 22 | Issue 7 | Compilation 1.0



© 2022, Osagioduwa Lucky Ogbomo, Dr. Tella Adeniran Rahmon, Dr. Kolade Ayodele Bidemi Prof. Famous O. I Izedonmi & Dr. Isaac Ukarin. This is a research/review paper, distributed under the terms of the Creative Commons Attribution-Noncommercial 4.0 Unported License <http://creativecommons.org/licenses/by-nc/4.0/>, permitting all noncommercial use, distribution, and reproduction in any medium, provided the original work is properly cited.

Internal Control and the Public Sector: Review of Edo, Delta, Anambra and Enugu States

Osagioduwa Lucky Ogbomo^α, Dr. Tella Adeniran Rahmon^σ, Dr. Kolade Ayodele Bidemi^ρ
Prof. Famous O. Izedonmi^Ϟ & Dr. Isaac Ukarin^ϣ

ABSTRACT

This study investigated comparatively but holistically the extent of adequacy and neglect of internal control in some state government sectors in Nigeria. The research was conducted in South-South and South-East Nigeria. Primary data were obtained through the Five Likert Scale (SA, A, U, D, SD) structured questionnaire. The Survey design was used in this work. A questionnaire on the adequacy of internal control was administered to accountants only. A questionnaire on the neglect of internal control in the public sector was administered to auditors only. A total of one hundred and sixty-two (162) accountants and 102 auditors with two years and above years of working experience were sampled. The Systematic Sampling Technique (SST) was employed. Descriptive statistical techniques such as frequency distribution, charts, tables, and percentages response analysis were used in analyzing the data. Cronbach alpha coefficient was used to test for the reliability of the research instrument, and the result was (.71111). The hypotheses were tested employing the Lifelight Two-Five and Five-Zero Comparative Techniques (LTFZCT). The result of the analysis revealed that in relation to other states, the internal control in Anambra State is weak and the internal control framework is relatively more neglected in Anambra state followed by Enugu, Edo and Delta States. The study recommends, that the state government, in the light of the executive arm of government should endeavor to support the internal control system in the states. The executive in Anambra, Edo, and Delta States should strengthen the existing internal control structure and framework in the states.

Keywords: internal control, public sector, government sector, edo, delta, enugu. anambra.

Author α: Bursary Department, Lighthouse Polytechnic, Edo State, Nigeria. email: osaslucky321@gmail.com

σ: c/o Southwestern University of Nigeria, Ogun state.

ρ: Dept of Business Adm, Salem University, Lokoja.

Ϟ: Dept of Accounting, University of Benin, Benin City Edo State Nigeria.

ϣ: Department of Accounting, Faculty of Management Sciences, University of Benin, Edo State Nigeria.

I. INTRODUCTION

Since 1990, the paradigm of government in several countries has tended toward excellent governance, with the intending to of put government establishment to become more efficient, effective, and impartial to every citizen (Indra, 2006). Brennan and Soloman, (2008) opined that the internal control (ITCOL) structure should not be underestimated as it serves as the foundation for a good number organization in terms of the necessary and essential roles that it plays in both tangible and intangible assets of an organization. ITCOL implies the measures and procedures established by an organization in order to ensure that the aims, objectives, and missions of the institution are determine (Brennan & Soloman, 2008). Uwaoma and Ordu (2015) averred that organization without an ITCOLS is commonly professed to be open to risks that are capable of breaking up an organization.

Considering the evolution of ITCOL, before to 1941, ITCOL and internal audit was clerical occupation for many organizations formed without a code of conduct. Internal auditing, which is a cardinal component of ITCOL, is the oldest concept that was made as assurance engagement as a rationale for which fraud detection is the reason behind public accountants and the yearly audit report. The defining moment

was the end of 1941, which was marked significant by events that occurred in the emergence of ITCOLS. A book by Victor Z Brink's on internal auditing gave a foundation for the institute of internal auditors to be formed (Salifu, 2015).

Furthermore, Hendricks (2012) noted that tools of command that makes it feasible for the management to: make better use of budgeted resources, prioritization of expenditure across policies, take control of spending as well as the deficit, projects as well as programs to allocate resources in an efficiently and equitably, with to achieve results using the lowest cost possible (Hendricks, 2012). Keving (2018) argued that ITCOLS is an essential requirement for the public sector because the public sector plays a vital role in the economy, provides various kinds of infrastructure to the public, and manages the huge volume of resources daily. Consequently, a strong ITCOLS is very fundamental. Kratz (2008) averred that in the past years, ITCOL failures were the rationale for the central explosive accounting corruption of the world. Enron is a paramount illustration in the US. Before Enron crumpled in 2001, the corporation declared earnings of \$200 million and, according to the stock market, was worth billions of dollars. On the contrary, the stock value of Enron was driven up by deceptive accounting practices and earnings management (Kratz, 2008).

In Nigeria, southern Nigeria comprises South-South with six states, namely Edo, Delta, Rivers, Cross River, Bayelsa, and Akwa-Ibom. The South-East with five states namely Enugu, Imo, Abia, Anambra, and the Ebonyi States. And the South West with six States namely Lagos, Oyo, Ondo, Osun, Ekiti, and the Ogun States. However, the focus of this research is on the South-South and South-East Nigeria. It is essentially and largely accurate that the number of stages involve during payment of wages or procurement of Non-Current Asset (NCA). The adequacy of the ITCOL is probably and essentially a function of the number of steps involved. A short process of probably two to three steps is mainly prone to easy performance of fraudulent and corrupt activities in the public sector. However, adequate

ITCOLs probably result in ineffectiveness, inefficiency and fraudulent activities. Adetiloye, Olokoyo and Taiwo (2016) revealed that not all staff is dedicated to it ITCOL. Furthermore, when ITCOLS procedures are not followed in the government business by mainly and essentially senior government officers indeed has resulted in the embezzlement of billions of naira. In (www.gao.gov/greenbook/overview), it is contained that most instances of fraud in governmental units are an express result of the absence of ITCOL in the agency/department. A member of staff with too much access to specific systems and without oversight checks can divert valuable resources, such as cash, to sources outside the government, thus committing fraud.

An incredible review of the literature indicates studies of ITCOL have been carried out by (Curtis & Borthick, 1999; Doyle, et al. 2006; Janvrin, 2003; Kiger & Rose, 2004; Hermanson, et al. 2011; Samson, Flesher & Previs, 2006; Frazer, 2012; Hunziker, 2017; Townsend, 2005; Dow, Shea, & Waldrup, 2009; Linval nd; Rice, Weber & Wu, 2015; Rice & Weber 2012; Mead, & Liedholm, (2022); Milliman, (2022); Njau, Kagwathi, Kamau, & Kamau (2022); Omorokunwa, & Adeyele, (2022);. Crenca, (2022); Verbano, & Venturini, (2022); Kim, et al. 2013; Mensah, 2011; Abdullahi, 1997; Birabwa, 2012; Noorvee, 2006; Adeyele (2022); Adeyele, (2022); Adeyele, Osemene & Olubodun. (2021); Akinola, (2022); Atkins & Bates, (2019); Bruton & Bamford, (2019); Chapman & Cooper, (2020); Deloitte, L. (2022); Ndegwa & Mungai 2019; Dandago & Suleiman, 2005; Karpoff, 1996; Doyle, 2004; Sahabi, Gordon & Mohammed, 2017; Oladipupo & Ajayi 2020). Several of these previous studies investigated the correlation between ITCOL and corruption control in both the private and the public sectors (PS). While good number also examined the relationship between ITCOL and organizational performance. However, the cardinal focus of this research, therefore, is to explore the adequacy of ITCOL in the Nigerian public sector comparatively to the number of stages and procedures followed during the procurement of Non-Current Asset (NCA) or payment of wages. Furthermore, this research

also seeks to investigate the extent to which ITCOL processes and procedures are being followed in the government business by the public servants in the Nigerian government sector. However, none of these previous studies has carried out a review of the number of stages with a comparative lens involved in either in payment of salary or procurement of properties in government.

Research Hypotheses

H1: Edo State ITCOL in the PS is significantly stronger than ITCOLs in Enugu State public service.

H2: Edo State ITCOL in the PS is significantly stronger than ITCOLs in Anambra State public service.

H3: Delta State ITCOL in the public sector is significantly stronger than ITCOLs in Enugu State public service.

H4: Delta State ITCOL in the PS is significantly stronger than ITCOL in Anambra State public service.

H5: Delta State ITCOL in the PS is significantly stronger than ITCOLs in Edo State public service.

H6: Enugu State ITCOL in the PS is significantly stronger than ITCOL in Anambra State public service.

H7: South-South ITCOL in the PS is significantly stronger than ITCOL in the South East public service.

H8: There is significant neglect of ITCOL in the public sector in Enugu State than in Anambra State.

H9: There is significant neglect of ITCOL in the public sector in Enugu State than in Delta State.

H10: There is significant neglect of ITCOL in the public sector in Edo State than in Enugu State.

H11: There is significant neglect of ITCOL in the public sector in Edo State than in Anambra State.

H12: There is significant neglect of ITCOL in the public sector in Edo State than in Delta State.

H13: There is significant neglect of ITCOL in the public sector in Anambra State than in Delta State.

H14: There is neglect of ITCOL in the public sector in South-South Nigeria than in the South East Nigeria.

II. REVIEW OF RELATED PIECES OF LITERATURE ITCOL

Millichamp (1987, 1996) and Basu (2015), cited in Gamagelow and Keving (2018), defined that ITCOL system (ECOL) as the total of controls, fiscal or otherwise, established by the executive to carry on the business of the organization in an orderly and efficient way, ensure obedience to management policies, protect tangible and intangible assets and secure as far as possible the completeness and correctness of records. Similarly, Ndifon and Patrick (2014), Massey (2003) and Emiracity School (2004) explained that ITCOL is the measures established by organizational management to guarantee the attainment of the organizational mission, objectives, and goals. They are a set of policies employed by an entity to ensure that an organization's transactions are performed in the appropriate way to avoid waste, misuse of organization resources, and theft. To Mwindi (2008) he believes that ITCOLs are processes planned and effected by persons charged with the management, governance, and other staff to provide reasonable assurance about the attainment of organizational goals with respect to effectiveness and efficiency of operations, reliability of the financial reporting, and compliance with appropriate laws and standards. Directly in relation to the public sector, Simson et al., (2011), in Ndegwa and Mungai (2019) defined that ITCOL are policies as well as procedures that are inaugurated by the management of government institutions with the motive and goal of ensuring the government agency and establishment achieves its set objectives and comply with external regulations as well as guidelines. Furthermore, Scott (2007) noted that ITCOLS are policies and procedures by which an organization governs its activities. Aguolu (2004) opined that ITCOLs are the policies and measures by which an entity manages its actions. Also, Nwankwo (2006) defined ITCOL in their guideline as the whole system of control, financial or otherwise, established by the management to carry on the business of the enterprise in an orderly and efficient manner, and ensure adherence to management policies, safeguard the

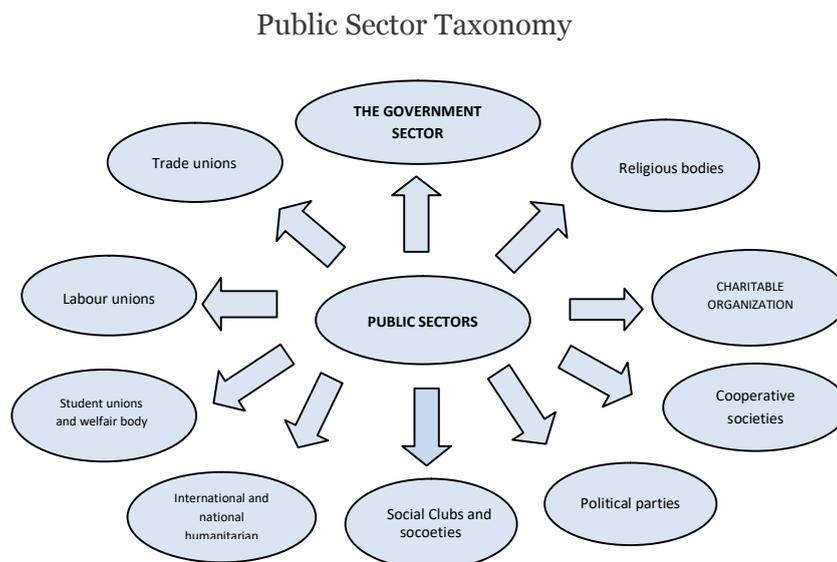
assets and secure as far as possible the completeness and accuracy of the records.

In addition, Mensah (2004) further defined ITCOLS as control measures that are developed and installed by internal management for the regulation of internal operations. COSO (1992) sees ITCOLS as a procedure established by an entity's board of directors, administration, and other staff, regarding the achievement of objectives in effectiveness, and efficiency of operations, reliability of financial disclosure and observance of applicable laws and standards. Very similarly, AICPA (1996) defined ITCOL as a process created by the executive, the organization's board of directors (BOD), and other personnel, aimed at providing reasonable assurance regarding the achievement of goals in the following categories: effectiveness and efficiency of operations, consistency of financial reporting, compliance with applicable laws and regulations. Also, The Institute of Chartered Accountants of England and Wales (ICAEW), in Gamage, Kevin, and Fernando (2014) saw ITCOLS as the whole system of controls, financial or otherwise, established by the executive with the intention to carry on the business of the venture in an orderly and proficient manner, protect

assets and secure as far as possible the completeness and accuracy of records, ensure adherence to management policies.

2.1 The Government Sector VS the Public Sector

The government segment or sector (GVSTRM) is probably a substantial component of the public sector (PUSTR) primarily administered, controlled, and managed by the government. The definition of Daniel (2013) was in congruence though he tried to define the government sector in line with the PUBSTR. He described the PUBSTR as all organizations not independently and, personally owned and administered, but which are established, managed, and financed by the government on behalf of the public. Daniel (2013) gave a clear description of the PUBSTR. Daniel (2013) noted that the PUBSTR control lies with the people and the fundamental goal and objective entails rendering services, and profit-maximization is not the primary goal. The PUSTR consist of the GVSTRM, churches, mosques, and charitable organization. The public sector is probably all entities and organizations established with the so aim of not making a profit. Profit maximization is not the fundamental goal of the public sector.



Source: (Author Conceptualization, 2022)

It is commonly accepted that the GVSTRM is the same as the public sector. However, it is not completely true. The GVSTRM is only a facet of the public sector. Public sector simply means any organization in which profit-making is not the primary objective. Ugwoke (2005) noted that Nigeria consists of the private sector, public sector, and Non-government Non-Profit motivated Sector. The public sector is, made up of the Federal, State, and Local Government. The public sector activities are carried out through ministries, extra-ministerial departments, local councils, and parastatals. While the ministries, departments, and local councils are organized through the civil service rules with civil servants as workers. The parastatals are run either as corporations, authorities, board councils, and limited liability companies in whom the government has full, majority, or controlling interest. The Nigerian 1999 constitution outlined the goals of this public sector's political, economic, social, educational, foreign policy objectives.

2.2 Fraud Prevention (FRDPTN) and the Adequacy of ITCOL

The effective, and efficient method of reducing fraud is to establish an effective ITCOLS (Idogei, Josiah & Onomuhara, 2017). The findings of Adetiloye, Olokoyo and Taiwo's (2016) results revealed that ITCOL on its own is effective against fraud occurrence and prevalence, but not all staff is dedicated to it. Similarly, a study by Ozigbo (2015) discovered that ITCOL has a significant relationship with FRDPTN in the business sector. Furthermore, Oguda, Odhiambo and Byaruhanga, (2015) study revealed that a statistically significant, and positive relationship exists between the adequacy of ITCOLS and FRDPTN and detection in district treasuries in Kakamega County. In the U.S.A, the finding was different. Wei-Huang (2015) discovered that the meeting frequency of the ITCOL is not related to FRDPTN. Also, the number of ITCOL members does not significantly affect FRDPTN, and financial expert is significantly related considerably to FRDPTN. The result in Ghana was the same as in Nigeria. Ayagre, Appiah-Gyamerah, and Nartey (2014) study revealed that adequate, and robust ITCOLS

exist in the control environment and monitoring activities components of the ITCOLS of banks in Ghana and this invariably helps in FRDPTN. Also, Mukoro, Faboyede and Eziamaka (2014) study revealed that ITCOL and its components play a significant role in controlling fraud in business organizations. A survey of Oladipupo and Ajayi (2020) demonstrated that a positive and significant correlation exists between ITCOLS and FRDPTN. The study recommended proactive risk management among banks. One method of preventing the occurrence of fraudulent practices is developing an excellent accounting system by the government, and control of the quality of the financial information of government agencies (SPKN, 2007). Holmes, Langford, Welch and Welch (2002) established that at any time top management firmly supports ITCOL, internal perpetrators and fraud were less probably to take place. Another study found that access to various control mechanisms alone does not curb losses due to fraud.

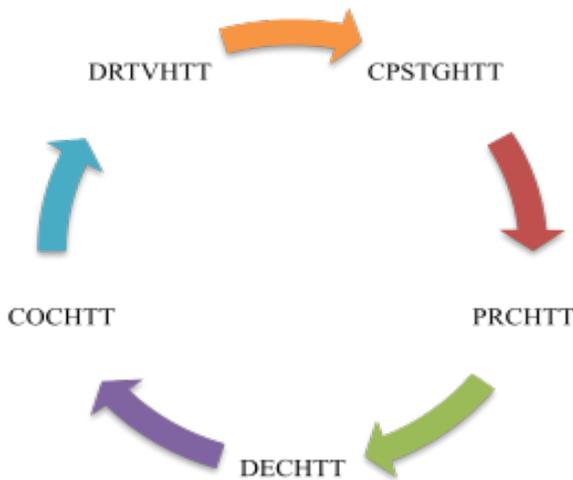
Empirical research have shown that agency costs can be reduced by effective and adequate ITCOLS (Abdel-khalik 1993; Barefield et al. 1993). Several studies advance that institutions have an economic incentive to report on ITCOL, even without the Sarbanes-Oxley Act of 2002 (SOX) requirements, (Deumes & Knechel, 2008).

2.3 ITCOL and its Divisions

Salifu (2015) highlighted that control is of three categories namely, preventive control, detective control, and corrective control. Preventive Controls (PRCHTT): It is a brand of ITCOL established to guess and ward off errors, omissions, and premeditated acts of operation and input. It consists of errors, omissions, or hateful actions from happening except ITCOLS will include suitable partition of responsibilities access to physical facilities (Spafford, 2005). Detective Controls (DECHTT): These are control forms that identify an omission and malicious act has occurred. It is used mainly to locate mistakes and their occurrence. E.g., it comprises replica, examination, and summations of periodic presentation reporting with inconsistencies in totals. Corrective Control (COCHTT): These set of

controls that seek to decrease the consequence of dangers connected with the source and remedy difficulties, exposed by COCHTT. It involves modifying standing and dealing with the structure to reduce future incidences.

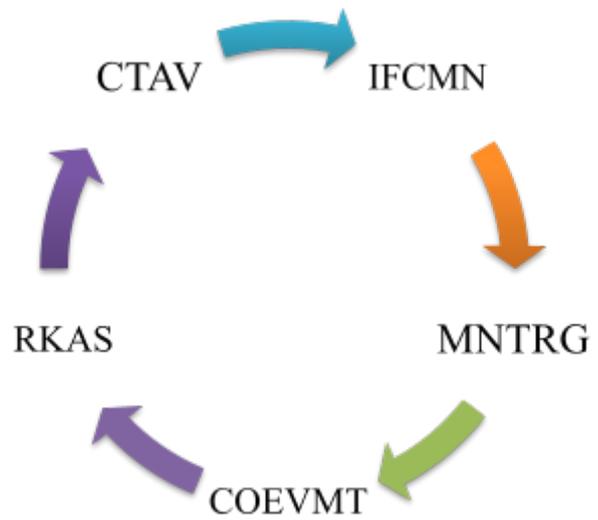
Furthermore, Rittenberg et al. (2007) recognized Directive Controls (DRTVHTT). DRTVHTTs refer to policies and measures introduced by senior management to promote compliance with independence rules. The policies and procedures from administration should be understandable and consistent to ensure compliance. Finally, Ibrahim, Mohammed, Abdul-Nasiru, Jamaldeen, and Mujeeb (2017) recognized Compensating Controls (CPSTGHTT) and noted that CPSTGHTTs are established for lack of controls elsewhere in the system. For example, entities with an electronic database could maintain a hard copy of the client list in the office library.



(Source: Author's conceptualization 2022).

These components were also pointed out by COSO (1992) and cited in Meisser (2000); Millichamp & Tailor (2008); Eke (2015); Arens, Elder & Beasley (2003); BPP Learning Media (2010). In another view, Arens (2006) in Hari (2016) argues that: ITCOL includes five classes of controls that management devises and implements to give reasonable assurance that management's control intentions win be met. These components of ITCOL are: (1) Control Environment, (COEVMT), (2) Risk Assessment (RKAS), (3) Information and

Communication, (IFCMN), (4) Control Activities, (CTAV), (5) Monitoring (MNTRG).



(Source: Author's conceptualization 2022).

COEVMT: Ofori (2011), Dougles (2011), Millichamp (2002), Amado & Inanga (2009, Messier (1997), explained that COEVMT is the attitude toward ITCOL and control consciousness established by the management and the employees of a business. Valentine et al. (2002) found that an ethical environment was positively and significantly related to the extent of staff's organizational commitment. While, Kizirian and Leese (2004) established that the honest tone of the audit clients' management has a significant impact on the strength of their security controls. The rationale is high-quality COEVMT is put in place that can reduce the risk of errors (Ashbaugh-Kaife et al., 2008; McNally, 2014).

RKAS: Business risk consists of the ability to survive in terms of financial situation, public image as well as overall quality of product and services (COSO, 1992). Morris (2011) states that ITCOL is one of several factors that reduce the agency problem. Moreover, Gauthier (2006) suggests that risk is a factor that changes all the time. According to the IIA (1999), risks are assessed to find out the likelihood of fraud occurring.

CTAV: According to NYSGAAIC Act 2007, several control activities can be employed to counter the

risks that threaten an organization's goal achievement.

& Hopwood, 2010; Bagranoff et al., 2007; Gelinas and Dull, 2008; Sajady, 2008).

IFCMN: AIS are computerized systems that transform financial and other related data into useful information (Beard & Wen, 2007; Bodnar

MNTRG: Lu, Richardson, and Salterio (2011) suggest that regular monitoring ensures that significant control deficiencies are identified timely.

Internal Control Cycle (ICC) and Neglect of Internal Control in the Nigerian Public Sector.



(Source: Authors conceptualization 2022)

Documentation: Documentation of transactions enables directors to trace each transaction from its commencement through its finishing point. This means the entire process of the transaction should be noted, showing one the marketing initiation and authorization, two its progress through all stages of processing, and three the transaction's final classification in a summary account. Documentation of policies and procedures is critical to government business. **Endorsement and Sanction;** sanction is the same as authorization. Endorsement and sanction are

the confirmation, or authorization of staff decisions, events or transactions based on a review. The executive should establish which financial and non-financial circumstances require approval based on the height of risk to the department without such consent. An executive should noticeably document its endorsement requirements and ensure that staff obtains approvals in all cases where the executive has decided they are necessary. Authorization is the power executive grants staff to execute certain duties based on licence btained from senior staff.

Authorization is a control action planned to guarantee certain transactions are planned and executed by those assigned by management. Management should ensure that the terms and requirements of authorizations are noted, and communicated, and that significant transactions are approved and executed simply by personnel acting within the limits of their powers. Authentication/ Verification: Verification (or authentication activities) is the act of examining the accuracy, completeness, authenticity, or validity; Validity is a control activity that enables the executive to ensure activities are being performed following directives. These listings are examples of verification and authentication activities -one reviewed seller invoices for truthfulness by comparing to procurement orders and contracts price. Put side by side cash receipts transactions to monetary receipts register and trace it to the bank deposit account and also, reviewing and authenticating a participant's eligibility for State program services.

Segregation of Responsibilities: Segregation of Responsibilities is the partitioning or separating cardinal obligations and tasks among diverse people to lessen the opportunities for any personality to be in an office to commit and cover up errors, deliberate or unpremeditated, or perpetrate fraud in the ordinary course of their responsibilities. The elementary principle of segregated responsibilities is that several employees should manage the functions of initiation, documentation and endorsement, record keeping, and custody. No special individual ought to control or execute all vital aspects of a transaction or event. It is termed conflicting duties when carried out by one singular person. Instances of incompatible responsibilities include; one person responsible for entering data of payment vouchers and also in charge of approving these documents. Two, employees accountable for acknowledging the evidence of products also responsible for acquiring approvals or payment activities. Three managers were accountable for reviewing and approving payment vouchers and time sheets before data entering were also involved in preparing payment transactions. Furthermore, four, employees performing

physical stock counts also in charge of maintaining inventory accounts and authorization of withdrawals of items held in stock. Five, staff collecting revenue is also involved in keeping bank deposits in the reports and finally, employees managing cash or making residue are also responsible for reconciling the bank accounts.

Protection of Assets and monitoring: Safeguarding assets entails restricting access to support and data to facilitate the reduction of risk of unauthorized use or loss. Executives must decide which property should be shielded and to what point. Monitoring, and Supervision is the unending oversight, administration and supervision of activity by nominated workers to ensure the results of the activity accomplish the established goals. Those with the duty of supervision should; Assign tasks and select written procedures for completing assignments, and methodically appraise each employee's work. Also, endorse work at vital stages to guarantee quality and correctness while providing supervision and training with proper documentation of supervision and review of the previous assignments.

Exposure and Reporting: Effective, and truthful reporting is a way of conveying information. It is a medium of control as soon as it provides information on issues such as timely achievement of objectives, financial position and worker's welfare. Reporting also assists in enhancing accountability for actions and plans. Effective reporting entails assignment condition reports, employee leave balances reports (ELBR), vacancies and employee turnover to find out the efficiency of the workplace and staff, and various monetary and progress reports required by the federal government.

In "The Role of Audit in Fighting against Corruption," Khan, Auditor, Prepared, Hoc, and Meeting (2006) asserted that corruption occurs in bribery, kickbacks, or other private advantages without leaving any mark on accounting and official accounts. At the same time, fraud entails deriving undue personal gain by passing some internal controls or twisting some regulations.

Significant accounting scholars in industrialized and emerging countries (Sikka & Willmott, 1995; Bakre, 2007; Sikka, 2009; Sikka et al. 2009) had since acknowledged the contribution and involvement of accountants in fraudulent practices in the organization. Golden, Steven, and Clayton (2006) testified that fraudulent reporting involves actions consisting of wrong treatment of items, falsification, or modification of financial account and other supporting papers from which financial statements were prepared. Meanwhile, Emechele (2009) in Adedeji et al. (2018) opined that the account officers should be responsible for testing and monitoring the adequacy of ITCOL s to see if they are active, and guarantee fairness of financial statements and reporting practices. Furthermore, Adedeji et al. (2018) averred that public accountants ensure excellent stewardship for resources and public funds. In addition, Ogundiya (2009) and Olukowade and Ogodor (2015) carried out a study on the causes of corruption. He discovered that weak ITCOL in government is the most important reason of fraud, which include overdependence on an employee by management in the discharge of his duty. In addition, El-Nafabi (2009) study revealed that, audit and ITCOLS are paramount, in ensuring accountability for the use of public funds and safeguarding the public resources against corruption.

This study is essentially anchored on the Efficiency Theory (ET). The theory was born by Havey Leibenstein American economist in 1993. Leibenstein (1993) observed in his theory of efficiency that the general efficiency of a firm's management is to be found in its ability to transform inputs at minimum cost into maximum profit. This ET compares the inputs and output to determine the level of fairness in the utilization of resources. This ET is applicable in the GVSTRM in the sense that for the GVSTRM to effectively manage funds, ITCOLS measures must be put in place to ensure that available resources are effectively and efficiently utilized in order to achieve the set goals and objectives of the university system.

In some cases, it is not poor funding that is the problem but mismanagement, misappropriation, and other fraudulent practices that are responsible for the lack of effective fund management. Leibenstein (1993) asserted that this, to a large extent, has eaten deep into the fabrics of adequate funds management, thereby pessimistically affecting the quality of graduates and services being rendered. Managers of public funds need to be discreet to manage available resources.

III. EMPIRICAL REVIEW

Nigeria

In "ITCOL System and Fraud Prevention in Nigerian Banking Sector", Oladipupo and Ajayi (2020) investigated the effects of ITCOLS on FRDPTN in the Nigerian banking sector. The study focused on the adequacy of the ITCOL system in the area of RKAS, COEVMT, control supervision, and IFCMN for fraud prevention. A survey research design was adopted. The population of the study comprises senior staff in the 22 commercial banks in Nigeria. Copies of structured questionnaires were administered, and the hypotheses were tested using SPSS. Findings revealed that a positive and significant correlation exists between ITCOLS and FRDPTN. The study recommended proactive risk management among banks. There should be exceptional pieces of training for senior staff on red flags to fraud occurrence, and the best method to handle them.

"In Fraud, prevention and ITCOL in the Nigerian banking system", Adetiloye, Olokoyo, and Taiwo (2016) investigated the issues of ITCOL viz., fraud prevention in the banking sector. They have adopted both primary and secondary data in work. Primary data was used to test ITCOL, while secondary data were used in testing fraud prevention. Regression techniques were adopted. The results show that ITCOL is effective against fraud, but not all employees are devoted to it. At the same time, the secondary information is quite supportive of the primary data but more exemplifies that money supply, staff qualifications, and technology were significant throughout the various dependent variables.

Ozigbo (2015) studied ITCOL and fraud prevention in Nigerian business organizations. A survey was carried out in several selected organizations in Warri Delta State metropolis. It was discovered that ITCOL has a significant relationship with fraud avoidance. He concluded that ITCOL was a necessary safeguard that guaranteed absentee owners of organizations that their finance was being utilized efficiently. It was recommended that proper accounting records be kept at all times and authorization, and approval limits of jobs and funds should be set up and communicated to all concerned interest groups.

In “The Impact of ITCOL Activities on Financial Performance of Tertiary Institutions in Nigeria,” Ndifon and Patrick (2014) investigated the relationship between ITCOL activities and financial performance in Tertiary Institutions in Nigeria. The focus was Cross River State College of Education, Akamkpa. Data was collected employing questionnaires and interviews. The survey design was used while the stratified sampling procedure was used in administering the questionnaire. The data were analyzed using tables, straightforward percentages, correlation coefficients, and z-scores. The study revealed that all activities of the College are initiated by the senior management. The study discovered that there is a transparent partition of roles in the institutions’ finance and account department and that the superior officers, and that the institution's financial statements are audited annually by external auditors. The study result further shows that there is no significant correlation between ITCOL activities and the financial performance of Cross River State College of Education.

In “The effectiveness of forensic accounting in strengthening ITCOL of business organization in Nigeria: A study of selected business organization in Nigeria,” Mukoro, Faboyede and Eziamaka (2014) examining the effectiveness of forensic accountants in amplification of ITCOL of business organizations in Nigeria. The studies aimed at examining how fraud can be managed and handled in business organizations. The study adopted survey research, and the sampling

technique employed was purposive sampling with a sample of 5 companies. One hundred copies of the questionnaire were distributed to the employees of the selected business organizations. The data collected were analyzed using SPSS. The results revealed that ITCOL and its components play a significant role in controlling fraud in business organizations.

Josiah, Adediran and Akpeti (2012) examined the role of auditors in using ITCOLS in fraud detection: a survey of selected firms in Nigeria. The data collection method used for this research is a questionnaire, and the oral. Chi-square was employed in data analyses. The result revealed that fraud in these organizations is due to poor management, lack of internal auditors, poor ITCOLS, and corruption.

Kakamega County

Oguda, Odhiambo, and Byaruhanga (2015) investigated the effect of ITCOLS on fraud prevention and detection in district treasuries of Kakamega County. A purposive sampling method was employed in selecting Staff, while a simple random sampling technique was adopted to choose HODs. The study used closed-ended copies of the questionnaire. Key respondents were Senior Treasury Staff and Heads of Departments. Data collected was analyzed using both descriptive and inferential statistics using (SPSS). Reliability and Validity of data collection instruments were ascertained through the test-retest method. The study revealed a statistically significant and positive relationship between the adequacy of ITCOL systems and fraud prevention and detection in district treasuries in Kakamega County. Data collected was analyzed using both descriptive and inferential statistics using Statistical Package for the Social Science (SPSS). Reliability and Validity of data collection instruments were ascertained through the test-retest method. Findings of the study revealed that there was a statistically significant and positive relationship exists between the adequacy of ITCOLS, and fraud prevention, and detection in district treasuries in Kakamega County.

U.S.A

In “Audit committee characteristics and corporate fraud”, Wei-Huang (2015) examined the relationship between audit committee characteristics (the number of audit committee meetings, the number of audit committee members and the number of audit committee financial experts) and fraud. Using a final sample of 218 firms from S&P SmallCap600 with a December 31, 2003, fiscal year-end and audit committee characteristics data collected from the SEC database. The result revealed that the meeting frequency of the ITCOL is not related to FRDPTN. Also, the number of ITCOL members does not significantly affect FRDPTN, and financial expert is significantly related substantially to FRDPTN.

In “The Influence of ITCOL Weaknesses on Firm Performance,” Syou-Ching, Hungchih, Henghsiu, and Frederick (2017). Investigated the effect of ITCOL weaknesses on the firm’s performance. The results showed that ITCOL weaknesses hurt firm's performance, and that this impact varies with each of the major ITCOL components. Our findings confirm that ITCOL material weaknesses in a firms control environment, accounting documentation, information technology, accounting policies, and procedures, or control design have a significantly negative effect on firm performance.

Britain

Jones (2008) evaluated ITCOL, accountability and corporate governance in medieval and modern Britain. He employed a current referential framework as a lens to examine medieval ITCOLs used in the 12-century royal exchequer and other medieval organizations. He established that most of the ITCOLs found these days were present in medieval England. Stewardship and personal accountability were the central factor of medieval ITCOL.

Ghana

In “The effectiveness of ITCOL systems of banks, The case of Ghanaian banks” Ayagre, Appiah-Gyamerah and Nartey (2014) appraised the control environment, and monitoring

activities components of ITCOL Systems of Ghanaian Banks using COSO’s principles and characteristics of assessing the effectiveness of ITCOLs in preventing fraud. A five-point Likert scale was employed to determine respondents' knowledge and perception of ITCOLs and the bank’s ITCOL system effectiveness. SPSS was used in analyzing data and presented in the form of means and standard deviations for each question and each section of the questionnaire. The result revealed that adequate and robust ITCOL exist in the control environment, and monitoring activities components of the ITCOLs of banks in Ghana, and this invariably helps in the prevention of fraud.

In “The Impact of ITCOL Systems on Financial Performance: The Case of Health Institutions in Upper West Region of Ghana”, Sahabi, Gordon and Mohammed, (2017) investigated the impact of ITCOL variables on financial performance among 5 health institutions in the region using an ordered logistic regression model for a sample of 50 respondents. The result revealed that there is a positive correlation between ITCOLs and financial performance. But only 3 of the control variables remained significant, with p-values less than 5%. The study recommended that the governing agency, possibly supported by the audit reports implementation committee (ARIC), ensure that suitable ITCOL systems recommended by the expert auditors in health institutions are monitored periodically.

Kenya

In “Influence of ITCOL system on financial management in ministry of finance, Kenya”, Ndegwa and Mungai (2019) assess the influence of ITCOLs in IFMIS on financial management in the Ministry of Finance. The target population of the study was 128 employees. Stratified random sampling was applied to get the respondents. The study sample size was 97 employees. The study used questionnaires as the tool for data collection. Statistic SPSS version 23 for windows was employed in data analyses. Graphs, tables, and pie charts were employed in presenting frequencies and % while tables were prepared using each variable or indicator. The result revealed that

ITCOLS had a meaningful positive correlation with financial management in the Ministry of Finance and financial reporting systems had a significant positive relationship with financial management in the Ministry of Finance. The study recommends that the ministry of finance make sure that they have ITCOLS that are reliable; this will ensure that they provide complete, accurate, timely, and consistent information.

Ong'ang'a Nyakundi, Nyamita, and Tinega, (2014) investigated the effect of ITCOLS on financial performance among Small and Medium scale Enterprises in Kisumu city, Kenya. The sample was chosen through a stratified and simple random sampling method. The study was carried out employing both quantitative and qualitative approaches. A Cross-sectional survey design was employed. The study engaged both preliminary and secondary data. Primary data was collected by means of copies of questionnaires and interviews, while secondary data were collected from financial statements. Data were analyzed with descriptive statistics and inferential statistics. The research revealed that a significant change in financial performance is linked to ITCOLS. The study recommends training on the significance of ITCOLS among proprietors of Small and Medium scale Enterprises.

Kamau (2013) investigated the effect of ITCOLS on economic performance of manufacturing firms in Kenya. The population was 65 manufacturing firms registered and a model of 20 manufacturing firms was selected. The sample was drawn using a stratified random sampling technique. The study employed both primary and secondary data. Primary data was collected using structured copies of questionnaires while the secondary data was collected from financial statements. The result reveals that management had put in place mechanisms for the mitigating critical risks that may result from fraud.

Olumbe (2012) investigated the correlation between ITCOLS and corporate performance in commercial banks in Kenya. A Survey design was employed in the study. Forty-five commercial banks in Kenya were sampled. The study

concluded that most of the banks had incorporated a variety of factors that are used for gauging ITCOLS and corporate governance. Several respondents agreed that their banks had established adequate corporate governance with a well-built system of ITCOLS and that there is an affiliation between ITCOLS and corporate performance.

Uganda

Amudo and Inanga (2009) in Uganda evaluated ITCOL systems of the regional member nations of the African Development Bank Group institute for the management of the Public Sector Projects and the Bank finances. 27 data received were analyzed for the 11 projects. Three projects were absent for the reason that they were not fully operational to inaugurate effective ITCOL systems. The study identified the following six essential components of an effective ITCOL system: risk assessment, monitoring, and information technology, control environment, control activities, information and communications. The result of the evaluation procedure was that some control components of effective ITCOL systems were absent in those projects.

Mawanda (2008) investigated the correlation between ITCOL systems and financial performance in an Institution of higher learning in Uganda. Tools were examined from the perspective of Internal Audit, Control Environment, and Control Activities, whereas Financial performance paid attention to Liquidity, Accountability, and Reporting. The study discovered a significant correlation between the ITCOL system and financial performance. The research recommends proficiency in profiling in the Internal Audit department.

South Africa

In "ITCOLs Systems and the Risk Performance Characterizing Small and Medium Manufacturing Firms in the Cape Metropole", Dubihlela and Nqala (2017) investigated how SMEs optimize their ITCOL systems to lessen risk. The research was carried out on selected manufacturing SMEs in the Western Cape, South Africa. The study employed a qualitative research model and adopted a case-based interpretive approach to

enhance the data collection, analysis, and presentation technique. An analysis result signifies that businesses often create contingency risk plans, and implement ITCOL systems that are less exposed to risk.

Egypt

Dixon and Woodhead (2006) investigated the expectation gap in Egypt. They discovered that several financial statement users believe that the detection of corruption and fraud is a primary audit goal and that the auditors have a task and duty to detect fraud and irregularities to diminish the incidence in the public sector.

Sri Lankan

Dineshkumar and Kogulacumar (2012) examine the extent ITCOL systems influence the performance of Sri Lanka Telecom limited. Primary and secondary data were employed in the research. But the study exclusively depends on direct data collection techniques. The primary data collection techniques used in this research they were Questionnaires, Interviews & Observations. The samples were selected from the staff of Sri Lanka Telecom limited. Sixty staff of the company were selected. Correlation, Percentage, and SWOT analysis were used in the data analysis. The result of the study revealed that there is a strong correlation between the ITCOL system and the organizational performance of Sri Lanka Telecom limited.

Indonesia

In “Effect of Weaknesses of the ITCOL Systems And Non-Compliance With Statutory Provisions on The Audit opinion of The Audit Board of The Republic of Indonesia”, Setiyawati (2015) investigated the influence of weaknesses of the ITCOL system and non-compliance with statutory provisions on the audit opinion of the audit board. This research was a survey of the region of the provincial government of DKI Jakarta and Banten from 2010 to 2014. The research samples were all the Local Government Unit that generates financial reports of local governments totaling nine units. The study is census research in that the population was sampled. The ordinal logistic regression method was employed in the data analysis. The results of the data analysis revealed

the weaknesses of the ITCOL system and non-compliance with statutory provisions affect the audit opinion of the audit board either mutually or moderately.

“Relationship between ITCOL, Internal Audit, and Organization Commitment with Good Governance: Indonesian Case”, Eko and Hariyanto's (2011), from their research discovered tool system, internal audit, as well as organizational commitment, have a significant positive correlation with good governance among thirty-five (35) districts in the Central Java province of Indonesia.

IV. METHODOLOGY

4.1 Research Design

The researchers adopted the survey design and a quantitative approach. The study employed a structured copy o questionnaire as the primary data collection instrument to gather data. Data analysis was done quantitatively using descriptive statistics such as frequency distribution, tables, and Percentage Analysis (PA).

4.2 Population and Sampling

4.2.1 Target population

The study focused on public accountants and auditors working in the Nigerian public sector in our states namely, Edo, Delta Enugu, and the Anambra States. Only respondents who had been working for at least two years were sampled. The Accountants had a population of 2267, and the auditors had a population of 654 auditors.

4.3 Sample Size, Sampling Method and Data Collection Instrument

Saunders, Lewis, and Thornhill (2007) believed that the size of the sample, and it is chosen have implication for the confidence the public can have in the data. Kothari (2004) believed that a sample size of 10% to 30% of the target people is a sufficient representation of the population. The Systematic Sampling Technique (SST) was employed because only accounting practitioners who were in attendance at the point of the study and willing to participate in the research were

sampled. Burns and Grove (1999) defined data collection is the act of assembling information using copies of questionnaire, interviews, and observations. Meanwhile, Talbot (1995) averred that a researcher who desires to collect data about attitudes, feelings, and perceptions must employ the questionnaire. Questions on the adequacy of internal control was raised with the accountants only, while the questions on the neglect of ITCOL was raised with public auditors only.

Model Specification

Conceptual Model

$$EFITCOL = f(SUNOST + ADOFNITCOL)$$

Where

EFITCOL = Effective internal control

SUNOST_i = Adequate numbers of stages

ADOFNITCOL = Absence of neglect of internal control especially by senior employees

Analytical Model

$$EFITCOL = \beta_0 + \beta_1 SUNOST X_1 + \beta_2$$

$$ADOFNITCOL X_2 + \epsilon$$

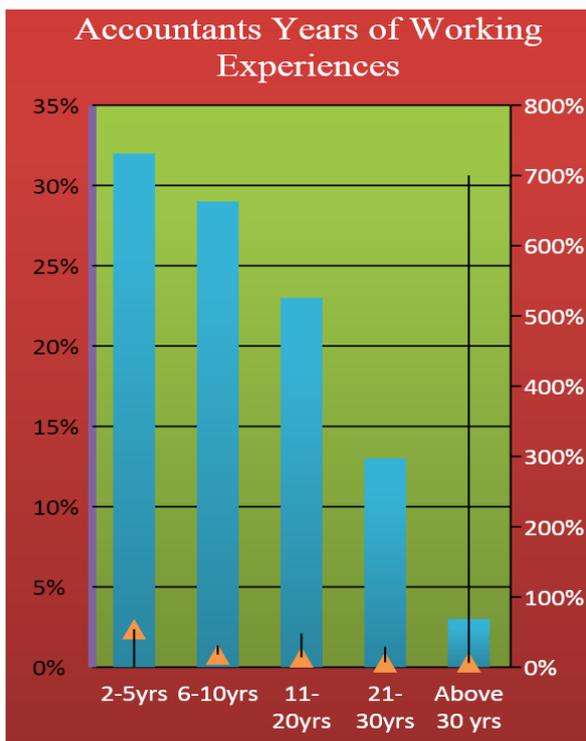
Where

β_0 = Intercept

β = Coefficient of the explanatory variable (slope)

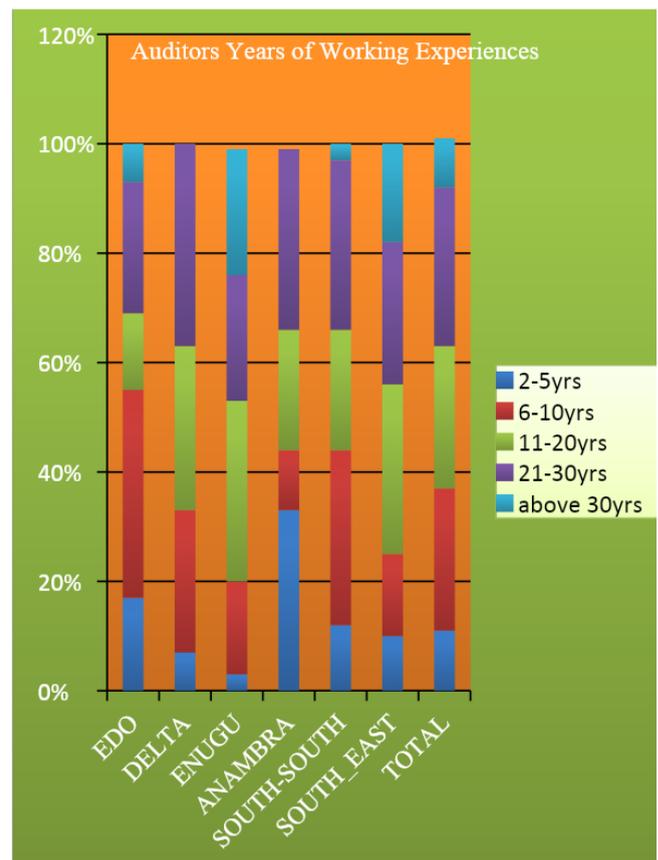
ϵ = Represents the error term in the model

V. DATA ANALYSIS, PRESENTATION AND DISCUSSION



(Source field work)

Account officers with 21-30 years of working experiences in Enugu State are twenty-nine percent. Account officers working for over 30 years are the same in Anambra and Enugu States, seven percent in both states. Thirty-two percent of account officers in Edo State had been working for 2-5 years. Three percent had been working for over 30 years in Edo State. Meanwhile, in Delta, thirty-one percent of the account officers had been working for 6-10years. More of the respondents from Enugu State had been working for 11-20 years, given at forty-eight percent. Whereas, in Anambra State, more of the account officers had 2-5 years of working experience, and this was fifty-four percent. Furthermore, in Delta State, the situation was entirely dissimilar. More of the respondents have been working between 6-10 years, and was given at thirty-one percent.



Source (fieldwork).

Anambra State had thirty-three percent of public auditors working for 2-5 years. In Enugu State, 3 percent of auditors had performed for 2-5 years. Thirty-eight percent of the auditors in Edo State had been working between 6-10years. Thirty-three percent of public auditors in Enugu,

State had been working between 11-20 years. In Delta State, thirty-seven percent of the Auditors had been working for 21-30 years. In Enugu State twenty-three percent of the public auditors had been working for over thirty (30) years.

This assertion was raised with accountants working in the public service in the four states, and their responses are analyzed below.

During procurement or payment of salary, the number of stages or processes involved is up to five different stages in your organization.

H₀1: Edo State ITCOLs in the public sector are not significantly more potent than ITCOLs in Enugu State public service.

State	Edo State				
	SA	A	U	D	SD
	3.906 25	10.156 25	5.468 75	3.906 25	1.56 25
	14.0625****			5.46875****	
Cumulative State	3.906 25	14.06 25	19.53 125	23.43 75	25
State	Enugu State				
	5.078 125	12.109 375	2.343 75	4.687 5	0.78 125
	17.1875****		*	5.46875****	
Cumulative State	5.078 125	17.187 5	19.53 125	24.21 875	25

Source: (Fieldwork)

The strength of internal control in Enugu State and Edo State seems seemly adequate. However, the result of 17.1875**** reveals that the internal control system in Enugu State is stronger than that of Edo State with a result of 14.0625****. 5.46875**** level of internal control weakness needs to be fixed in both state's public service. We reject the alternate hypothesis and accept the null hypothesis that state that Edo State ITCOLs in the public sector are not stronger than ITCOLs in Enugu State public sector.

H₀2: Edo State ITCOLs in the public sector are significantly stronger than ITCOLs in Anambra State public service.

State	Edo State				
	SA	A	U	D	SD
	3.90 625	10.156 25	5.468 75	3.9062 5	1.5625
	14.0625****			5.46875****	
Cumulative State	3.90 625	14.062 5	19.531 25	23.437 5	25
State	Anambra State				
	5.07 8125	8.620 6896	8.620 6896	2.5862 0689	0.8620689
	13.6988146****			3.44827579****	
Cumulative State	5.07 8125	13.698 8146	22.31 95042	24.905 71109	25.7677999

Source: (Fieldwork)

The strength of internal control in Anambra State and Edo State seems similar. However, the result of 14.0625**** reveals that the internal control system in Edo State is stronger than that of Anambra State, with a result of 13.6988146****. The result of 5.46875**** and 3.44827579**** indicate levels of internal control weakness and government process and business not carried out in the proper order or number of stages. We reject the null hypothesis and accept the alternate hypothesis that state that Edo State ITCOLs in the public sector are more substantial than ITCOLs in Anambra State public sector.

H₀3: Delta State ITCOLs in the public sector are not significantly stronger than ITCOLs in Enugu State public service.

State	Delta				
	SA	A	U	D	SD
	6.7567 568	8.108 1081	7. 43	2.70 270	0.00000
	14.8648649****			2.702702702****	
Cumulative State	3.9062 5	14.06 25	22 .2	24.9 999	24.99999 9989
State	Enugu State				
	5.0781 25	12.10 9375	2. 34	4.68 75	0.78125

Cumulative			37		
			5		
	17.1875*****		5.46875*****		
	5.0781	17.18	19	24.2	25.00000
	25	75	.5	1875	00
			31		
			25		

Source: (Fieldwork)

The number of stages of internal control in Delta State and Edo State seems adequate. However, the result of 17.1875**** reveals that the internal control system in Enugu State is more potent than that of Delta State with a consequence of 14.8648649*****. The result of 5.46875***** and 2.702702702***** indicate the level of internal control weakness and government process and business not carried out in the proper order or number of stages. Hence we accept the alternate hypothesis and reject the null theory that Delta State ITCOLs in the public sector are not stronger than ITCOLs in Enugu State public service.

H₀₄: Delta State ITCOLs in the public sector are not significantly stronger than ITCOLs in Anambra State public service.

State	State		Delta		
	SA	A	U	D	SD
*****	6.75	8.108	7.432	2.7027	0.00000
****	675	1081	43243	02702	
	68				
	14.86486485		2.702702702*****		
	7*****		**		
Cumulative	3.9	14.06	22.29	24.999	24.99999
	062	25	72972	99998	989
	5		8	9	
State	Anambra State				
	5.07	8.62	8.620	2.5862	0.8620689
	812	0689	6896	0689	
	5	6			
*****	13.6988146*		3.44827579*****		
****	****		**		
Cumulative	5.07	13.69	22.31	24.905	25.767799
	812	8814	95042	71109	9
	5	6			

Source: (Fieldwork)

The number of stages of internal control in Delta State and Anambra State seem adequate. However, the result of 14.864864857*****

reveals that the internal control system in Delta State is more robust than that of Anambra State, with a consequence of 13.6988146*****. The result of 5.46875***** and 2.702702702***** indicate the level of internal control weakness and government process and business not carried out in the proper order or number of stages. Hence we reject the null idea and accept the alternate hypothesis that state that Delta State ITCOLs in the public sector are significantly stronger than ITCOLs in Anambra State public sector.

H₀₅: Delta State ITCOLs in the public sector are not significantly stronger than ITCOLs in Edo State public service.

State	Delta State				
	SA	A	U	D	SD
*****	6.75	8.1	7.43	2.7027	0.000
****	675	08	2432	02702	00
	68	10	43		
		81			
	14.864864		2.702702702*****		
	9*****		*****		
Cumulative	3.90	14.	22.2	24.999	24.999
	625	06	9729	99998	99998
		25	728	9	9
State	EDO STATE				
*****	3.90	10.1	5.468	3.90625	1.5625
***	625	562	75		
		5			
	14.0625***		5.46875*****		
	*				
Cumulative	3.90	14.	19.53	23.437	25.000
	625	06	125	5	000
		25			

Source: (Fieldwork)

The number of stages involve during payment of remuneration and procurement of assets in Delta State, and Edo State Seems Similar (SSS). However, the result of 14.8648649***** reveals that the internal control system in Delta State is more vital than that of Edo State with a consequence of 14.0625*****. The result of 5.46875*****, and 2.702702702***** indicate the level of internal control weakness, government process and business not carried out in the proper order or number of stages. Hence we reject the null hypothesis, and accept the alternate hypothesis that state that Delta State ITCOLs in the public sector are more robust than ITCOLs in Edo State public service (sector).

H₀6: Enugu State ITCOLs in the public sector are not significantly stronger than ITCOLs in Anambra State public service.

State	Enugu State				
	SA	A	U	D	SD
*****	5.07	12.10	2.343	4.687	0.781
*****	812	9375	75	5	25
	5				
	17.1875*****			5.46875*****	

Cumulative % State	5.07	17.18	19.53	24.21	25
	812	75	125	875	
	5				
	Anambra State				
	5.07	8.62	8.62	2.586	0.86
	812	0689	0689	2068	2068
	5	6	6	9	9
*****	13.6988146*		*	3.44827579**	
****	****		*	****	
Cumulative	5.07	13.69	22.31	24.905	25.76
	8125	88146	95042	71109	77999

Source: (Fieldwork)

The number of stages involves during payment of remuneration and procurement of assets in Enugu State, and Anambra State seem not similar. However, the result of 17.1875***** reveals that the internal control system in Enugu State is more potent than that of Anambra State with a result of 13.6988146****. The consequence of 5.46875***** and 3.44827579***** indicates the level of internal control weakness, government process, and business not carried out in a proper order or number of stages. Hence we reject the null view and accept the alternate hypothesis that state that Enugu State ITCOLs in the public sector are more robust and substantial than ITCOLs in Anambra State public service.

H₀7: South-South ITCOLs in the public sector are not significantly stronger than ITCOLs in the South East public service.

Zone	South-East				
	SA	A	U	D	SD
*****	4.838	11.021	4.301	4.032	0.806
*****	7096	50538	0752	25806	45161
	7		6	4	2
	15.86021505**		*	4.8387096584*	
	*****		*	*****	
Cumulative	4.838	15.86	20.16	24.19	24.99
	7096	02150	1290	35483	99999
	7	5	3	6	8
Zone	South-South				
	5.434	9.057	6.521	3.260	0.724
	7826	97101	73913	86956	63768
	0	4		5	1
*****	14.492757014*		*	3.9854846375*	
****	*****		*	*****	
Cumulative	5.078	14.49	21.01	24.27	25.00
	125	27570	4496	53657	0003
	1	1	0	0	39

Source: (Fieldwork)

The number of stages involve during payment of remuneration and procurement of assets in the South-South and South-East public sectors appears seem unsimilar. However, the result of 15.86021505***** reveals that the internal control system in South-East is stronger than that of the South-South with consequence of 14.492757014****. The result of 4.8387096584***** and 3.9854846375***** indicate the level of internal control weakness, government process, and business not carried out in a proper order or number of stages. Hence we reject the alternate hypothesis and accept the null hypothesis that state that South-South ITCOLs in the public sector are not stronger than ITCOLs in the South-East public service.

The auditors were asked the below assertion in the four states. The responses were analyzed comparatively thus.

Internal control is always neglected or bridged in the public sector.

H₀8: There is significant neglect of ITCOLs in the public sector in Enugu State than in Anambra State.

State	Enugu State				
	SA	A	U	D	SD
***** ****	16.1 290 322 6	22.58 06455 1	3.225 80645 16	8.064 51612 9	0.000 0000 0
	38.70967777 *****		8.064516129*** *****		
Cumulative	16.1 290 322 6	38.70 96777 7	41.935 48422 2	50.00 0000 351	50.00 0000 351
State	Anambra State				
	5.5 555 555 55	38.88 8888 889	0.000 0000 000	5.5555 55555 000	0.000 0000 000
***** ***	44.44444444 *****		*	5.555555555*** *****	
Cumulative	5.5 555 555 55	44.44 44444 4	44.44 44444 4	50.00 0000 00	50.00 0000 00

Source: (Fieldwork)

The extent of the neglect of ITCOLs in both the Enugu and Anambra States' public sectors seems very significant. However, the result of 38.70967777***** reveals that the area and size of internal control neglect is less in Enugu State in relation to Anambra State with a consequence of 44.44444444*****. The result, 8.064516129***** and 5.555555555***** indicate the extent to which internal control is followed in government processes in Enugu, and Anambra States, respectively. Hence we accept the alternate hypothesis and reject the null hypothesis that there is no significant neglect of ITCOLs in the public sector in Enugu State than in Anambra State.

H₀9: There is significant neglect of ITCOLs in the public sector in Enugu State than in Delta State.

State	Enugu State				
	SA	A	U	D	SD
***** ****	16.1 290 3226	22.58 0645 51	3.225 8064 516	8.064 51612 9	0.00 0000 00
***** *****	38.70967777** *****		8.064516129*** *****		

Cumulative	16.12 9032 26	38.70 96777 7	41.935 48422 2	50.00 0000 351	50.00 0000 351
State	Delta State				
	11.66 6666 667	18.33 33333 33	1.666 66666 67	15.00 0000 00	3.333 33333 3
***** ****	30.00000000 *****		*	18.3333333333 *****	
Cumulative	11.66 6666 667	30.00 0000 00	31.66 66666 67	46.66 66666 67	50.00 0000 0

Source: (Fieldwork)

The degree of neglect of ITCOLs in both the Enugu and Delta States' public sectors appears very significant. However, the consequence of 38.70967777***** reveals that the degree of internal control neglect is higher in Enugu State in relation to Delta State with a result of 30.00000000***. The result, 8.064516129***** and 18.3333333333***** signify the height to which internal control is followed in government process in both states, respectively. Hence we accept the null idea and reject the alternate hypothesis that there is significant neglect of ITCOLs in the public sector in Enugu State than in Delta State.

H₀10: There is significant neglect of ITCOLs in the public sector in Edo State than in Enugu State.

State	Enugu State				
	SA	A	U	D	SD
***** ****	16.1 290 322 6	22.58 0645 51	3.225 80645 16	8.064 51612 9	0.000 0000 0
***** ****	38.70967777 *****		8.064516129*** *****		
Cumulative	16.1 290 322 6	38.70 96777 7	41.935 48422 2	50.00 0000 351	50.00 0000 351
State	Edo State				
	12.5 31.25 31.25	18.75 ***** *****	9.375 *	7.8125 9.375*****	1.5625 *****
Cumulative	12.5 31.25	31.25	40.62 5	48.43 75	50.00 0000

Source: (Fieldwork)

The measure of neglect of ITCOLs in both the Enugu and Edo States public sectors appears very significant. However, the result of 38.70967777***** reveals that the degree of internal control neglect is higher in Enugu State concerning Edo State, with a mark of 31.25*****. The results, 8.064516129***** and 9.375***** signify the height to which internal control is followed in government process in both states respectively. Hence we accept the alternate hypothesis and reject the null hypothesis that there is significant neglect of ITCOLs in the public sector in Enugu State than in Edo State.

H₀11: There is significant neglect of ITCOLs in the public sector in Edo State than in Anambra State.

State Anambra State					
	SA	A	U	D	SD
*****	5.555	38.88	0.000	5.555	0.000
*****	5555	88888	0000	55555	0000
	55	89	000	5	000
	44.44444444*		*	5.555555555***	
	*****		*	*****	
Cumulative State	5.555	44.44	44.44	50.00	50.00
	5555	44444	44444	0000	0000
	55	4	4	00	00
	Edo State				
	12.5	18.75	9.375	7.8125	1.5625
*****	31.25*****		*	9.375*****	
****	**		*		
Cumulative	12.5	31.25	40.625	48.4375	50.0000

Source: (Fieldwork)

The neglect of ITCOLs in both the Anambra and Edo States public sectors appears very significant. However, the result of 44.44444444***** reveals that the degree of internal control neglect is higher in Anambra State to Edo State with a mark of 31.25*****. The results, 5.555555555***** and 9.375***** signify the height to which internal control is followed in government process in both states, respectively. Hence we accept the alternate hypothesis and reject the null hypothesis that

there is significant neglect of ITCOLs in the public sector in Anambra State than in Edo State.

H₀12: There is significant neglect of ITCOLs in the public sector in Edo State than in Delta State.

State Delta State					
	SA	A	U	D	SD
*****	11.66	18.333	1.6666	15.000	3.333
****	6666	33333	66666	00000	33333
	7	3	7		3
	30.0000000**		*	18.3333333333	
	*****		*	*****	
Cumulative	11.66	30.00	31.666	46.66	50.00
	6666	00000	66666	66666	0000
	7	0	7	67	0
	Edo State				
	12.5	18.75	9.375	7.8125	1.5625
*****	31.25*****		*	9.375*****	
****	*		*		
Cumulative	12.5	31.25	40.625	48.4375	50.0000

Source: (Fieldwork)

The degree of neglect of ITCOLs in Delta and Edo States public sectors appears very significant. However, the result of 31.25***** reveals that the degree of internal control neglect is higher in Edo State to Delta State with a consequence of 30.00000000*****. The results, 18.3333333333*****, and 9.375***** signify the height to which internal control is followed in the government process in both states, respectively. Hence we accept the null idea and reject the alternate hypothesis that there is significant neglect of ITCOLs in the public sector in Edo State than in Delta State.

H₀13: There is significant neglect of ITCOLs in the public sector in Anambra State than in Delta State.

State Delta State					
	SA	A	U	D	SD
*****	11.66	18.333	1.666	15.00	3.333
****	6666	33333	6666	0000	33333
	667		667	00	3

	30.00000000*		*	18.3333333333	
	*****		*	*****	
Cumulative	11.66 6666 667	30.000 00000	31.66 6666 667	46.66 66666 67	50.00 0000 0
State	Anambra State				
	5.55 5555 555	38.888 88888 9	0.00 000 000 00	5.5555 55555	0.000 0000 000
	44.44444444**		*	5.555555555***	
	*****		*	*****	
Cumulative	5.55 5555 555	44.444 44444	44.4 4444 444	50.00 0000 00	50.00 0000 00

Source: (Fieldwork)

The extent of neglect of ITCOLs in both Delta and Anambra States public sectors appears very significant. However, the result of 44.44444444***** reveals that the degree of internal control neglect is higher in Anambra State to Delta State with a consequence of 30.00000000*****. The results, 18.3333333333*****, and 5.555555555***** signify the height to which internal control is followed in government processes in both states, respectively. Hence we accept the null theory and reject the alternate hypothesis that there is significant neglect of ITCOLs in the public sector in Anambra State than in Delta State.

H₀14: There is significant neglect of ITCOLs in the public sector South-South than in the South-East.

State	South-South				
	SA	A	U	D	SD
	12. 09 677 419 4	18.54 83870 97	5.6451 61290 3	11.290 32258 1	2.419 35483 87
	30.64516129		*	13.70967742***	
	*****		*	*****	
Cumulative	12. 09 677 419 4	30.64 51612 91	36.29 03225 81	47.58 06451 62	50.00 00001 0000
State	South-East				
	13. 75	26.25	2.500 0000	7.500 0000 00	0.000 0000 000

Internal Control and the Government Sector: Review of Edo, Delta, Anambra and Enugu States

	40.0*****		*	7.5*****	
	****		*	*****	
Cumulative	13. 75	40 0000 00	42.5 50.00 0000	50.00 0000 00	50.00 0000 00

Source: (Fieldwork)

The extent of neglect of ITCOLs in both South-South and South-East public sectors appears very significant. However, the result of 40.0***** reveals that the degree of internal control neglect is higher in the South-East in relation to the South-South with, a result of 30.645161291*****. The results, 13.70967742*****, and 7.5***** signify the height to which internal control is followed in the government process in both zones, respectively. Hence we accept the null idea and reject the alternate hypothesis that there is significant neglect of ITCOLs in the public sector in South-East States than in South-South States.

V. FINDINGS, CONCLUSION AND RECOMMENDATION

The findings revealed, and indicate that the internal control system, in theory, in the current Nigerian public sector is adequate in the light of the number of stages involved in discharging government business of remuneration and during procurement of property plant and equipment. On the contrary, further findings revealed that internal control systems are significantly neglected and not followed by the government executives, judiciary, and legislative. Internal control is adequate in theory, but in practice, they are disobeyed by the public servants. This might probably be one of the fundamental rationales and the lasting endurance of fraud and fraudulent activities in the business and policies of the Nigerian public sector currently and for decades now. The study concludes that public servants neglect the internal control framework in existence significantly in the Nigerian public sector. Osagioduwa et al. (2019a, 2019b, 2020, 2022a, 2022b) believe firmly on fairness in government business.

In agreement were several research scholars. Idogei, Josiah, and Onomuhara (2017) highlighted that The most effective and efficient

method of reducing fraud is to establish effective ITCOLS. The findings of Adetiloye, Olokoyo, and Taiwo's (2016) results revealed that ITCOL on its own is effective against fraud occurrence and prevalence, but not all staff is dedicated to it. Similarly, a study by Ozigbo (2015) discovered that ITCOL has a significant relationship with FRDPTN in the business sector. Furthermore, Oguda, Odhiambo and, Byaruhanga (2015) study revealed that a statistically significant and positive relationship exists between the adequacy of ITCOLS and FRDPTN and detection in district treasuries in Kakamega County. In the U.S.A, the finding was different. Wei-Huang (2015) discovered that the meeting frequency of the ITCOL is not related to FRDPTN. Also, the number of ITCOL members does not significantly affect FRDPTN, and financial expert is related drastically to FRDPTN. The result in Ghana was the same as in Nigeria. Ayagre, Appiah-Gyamerah, and Nartey (2014) study revealed that adequate and robust ITCOLS exist in the control environment, and monitoring activities components of the ITCOLS of banks in Ghana, and this invariably helps in FRDPTN. Also, Mukoro, Faboyede and Eziamaka (2014) study revealed that ITCOL and its components play a significant role in controlling fraud in business organizations. A recent survey of Oladipupo and Ajayi (2020) demonstrated that a positive and significant correlation exists between ITCOLS and FRDPTN. The study, therefore, recommends that;

1. To other states, the internal control, in Anambra State is weak. The state government in the light of the executive arm of government, should endeavor to support the internal control system in the state. The executive in Edo and Delta States also should strengthen the existing internal control design, and framework in the states.
2. The public sector should set up a more independent structure in monitoring the strength of the internal different from the traditional audit framework. The prevailing weakness in the structure should be traced and treated urgently.

3. Each component of government should be independent of the other arm of government. The checks and balances each arm of government does on the other should be regular and fair.
4. Those involved in neglecting laid down internal control regulations should be punished no matter their status in the land. However, looking at the current politics in Nigeria today those in political position and power appears to be unquestionable and beyond the law. The law seems to be made for the public and not for the political and wealthy individuals. Nevertheless, this should be a thing of the past in Nigeria.

REFERENCES

1. Abdel-Khalik, A. R. (1993). Why Do Private Companies Demand Auditing? A Case for Organizational Loss of Control. *Journal of Accounting, Auditing & Finance*, 8 (1), 31–52.
2. Abdullahi, S. A. (1997). Financial management in Nigeria, Ibadan, new Nigeria press, 1st edition *Accounting Research*, 50 (3), 811–843.
3. Adedeji, D. B., Soyinka, K. A., Sunday, O. M. (2018). Corruption control in the public sector and the nigerian accountant, *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 8(1), 91-103, doi.org/10.6007/IJARAFMS/v8-i1/3920.
4. Adetiloye, K. A., Olokoyo, F.O., & Taiwo, J. N. (2016). Fraud, prevention and ITCOL in the Nigerian banking system. *International Journal of Economics and Financial Issues*, 6(3), 1172-1179.
5. Adeyele, J. (2022). Risk Exposures and mitigation method: The Eexperience of NURTW in.
6. Adeyele, J. S. (2022). Evidence from Ikeja and Ikorodu Metropolis about the health care habits and way of life of civil workers. *African Journal of International Development*, 11(2), 417-428.
7. Adeyele, J., Osemene, O., & Olubodun, I. (2021). Property and Financial Risk Exposures: A Study of Nigerian SMEs' Shutdown and Mitigation Techniques. The

- Entrepreneurial Finance Journal, 5 (2), 147-158.
8. Aguolu, O. (2004). International auditing in Nigeria. Lagos: Mmiridian Associates.
 9. AICPA, (1996). Statement on Auditing Standards No. 78, Consideration ITCOL in a Financial Statement Audit: An Amendment to SAS No. 55, New York, NY, AICPA.
 10. Akinola, G. O. (2022). Nigerian marketing research and sampling methods. Proceedings at The second international conference on modern marketing issues (pp. 341 - 362).
 11. Amudo, A., & Inanga E.L. (2009). International Research Journal of Finance and Economics, ISSN 1450- 2887 Issue 27 (2009), Euro Journals Publishing, Inc. <http://www.eurojournals.com/finance.htm> Accessed on 15.08.2013.
 12. Arens, A.A., Elder, R.J., & Beasley, M.S. (2003). *Essentials of auditing and assurance services: An integrated approach*. New Jersey: Prentice Hall.
 13. Ashbaugh-Skaife, H., Collins, D., Kinney, W., & LaFond, R. (2008), "The Effect of SOX internal control deficiencies and their remediation on accrual quality", *The Accounting Review*, 83: 217-250.
 14. Atkins, D., & Bates, I. (2019). Insurance legislation and practice. The Chartered Insurance Institute.
 15. Ayagre, P., Appiah-Gyamerah, I., Nartey, J. (2014). The effectiveness of ITCOL systems of banks: The case of Ghanaian banks. *International Journal of Accounting and Financial Reporting*, 4(2), 377-389.
 16. Bagranoff, A. N., Simkin, G. M. & Norman, S. C. (2005), "Core concepts of accounting information systems", 9th Ed., Wiley.
 17. Bakre, O. M. (2008). Looting by the ruling elite, multinational corporations and the accountants: the genesis of indebtedness, poverty and underdevelopment in Nigeria, paper presented at the 2008 University of Essex Tax Workshop, Essex Business School, University of Essex, UK, July. Barefield, R. M., Gaver, J.J., & O'Keefe, T. (1993). Additional evidence on the economics of attest: extending results from the audit market to the market for compilations and reviews. *Auditing: A Journal of Practice and Theory* 12, 76-88.
 18. Beard, D. & Wen, J. (2007), "Reducing the Threat Levels for Accounting Information.
 19. Birabwa, W. (2012). Dissertations.mak.ac.ug. A study conducted for examine the relationship has ITCOL system, managerial competence examination of ITCOL system was well done.
 20. Bodnar & Hopwood (2010), "Accounting Information Systems", 10th Ed., Prentice Hall.
 21. BPP Learning Media (2010). *Audit and assurance: International*. London: BPP Learning Media Ltd.
 22. Brennan, N. M., & Solomon, J. (2008). Corporate governance, accountability and mechanisms of accountability: An overview. *Accounting, Auditing & Accountability Journal*, 21 (7), 885-906. <https://doi.org/10.1108/09513570810907401>.
 23. Bruton, G., & Bamford, C. (2019). A foundation for success in small business management.
 24. Burns, N & Grove, S. K. (1999). *Understanding nursing research*. Philadelphia: Saunders.
 25. Chapman, C., & Cooper, D. (2020). Basic controlled internal and memory models for risk engineering. *Operational Research Society Journal*, 34(1), 51-67.
 26. Committee of Sponsoring Organizations of the Tread way Commission (COSO) (1992), "Internal control-integrated framework: executive summary", *The framework*, New York, NY.
 27. Coso. (1992). ITCOL integrated framework. Committee of sponsoring organisations of trend way ommission, www.accpa.org.
 28. Crenca, G. (2022). Ways for managing risks. Processes of decision-making that involve risks that are purely imagined. Rovereto ISBA.
 29. Curtis, M. B., & Borthick, A. F. (1999). Evaluation of ITCOL objective narrative. *Journal of Information System*, 13(1), 63-81.
 30. Dandago, K. I., & Suleiman, D. M. (2005). "The role of internal Auditors in establish Honesty and integrity.

31. Deumes, R., & Knechel, R.W. (2008). Economic incentives for voluntary reporting on internal risk management and control systems. *Auditing: a Journal of Practice & Theory*, 27 (1), pp. 35-66.
32. Douglas NK, (2011). Internal control and its contributions to organizational efficiency and effectiveness: A case study of Ecobank Ghana limited, <http://ir.knust.edu.gh/handle/123456789/4210>.
33. Dow, K., Shea, V., & Waldrup, B. (2009). Daytona dreams restaurant: linking accounting systems with business valuation. *Journal of Information Systems*, 23 (1), 119-136.
34. Doyle, J., Ge, W., & McVay, S. (2006). Determinant of weaknesses in ITCOL over financial reporting. *Journal of Accounting and Economics*, 44, 193-223.
35. Dubihlela, J., & Nqala, L. (2017). ITCOLs systems and the risk performance Characterizing small and medium manufacturing Firms in the cape metropole. *International Journal Of Business And Management Studies*, 9(2), 1-17,
36. Eke, G.O. (2015). *Audit and assurance demystified*. Port Harcourt: Double-Entry Professional Services.
37. Eko, S., & Hariyanto, E. (2011). Relationship between ITCOL , Internal Audit, and Organization Commitment with Good Governance: Indonesian Case. *Managerial Auditing Journal*, 32(5), 6-13.
38. El-Nafabi, H. M. (2009). The role of public sector audit and ITCOL system in safeguarding public funds in Sudan. *Journal of Economic and Administration*, 2 (1), 1-11. failure to report existing ITCOL weaknesses. *The Accounting Review*, 90 (3).
39. Frazer, L. (2012). Effects of ITCOLs on restaurant operating activities. *Journal of Business and Economics*, 10 (6).
40. Gamage, C. T., Kevin L. L., & Fernando, A. A. J. (2014). A proposed reaserch framework: Effectiveness of ITCOL system in state Commercial banks in Sri Lanka. *International Journal of Scientific Research and Innovative Technology*, 1 (5), 1-20.
41. Gamagelow, C. T., & Keving, L. T. (2018). Impact of ITCOL Components and Effectiveness of ITCOL System with the Moderating Effect of Corporate Governance of Peoples' Bank in Sri Lanka. *International Journal of Accounting and Taxation*. 6 (2) 64-71. DOI: 10.15640/ijat.v6n2a7 URL: <https://doi.org/10.15640/ijat.v6n2a7>
42. Gelinas, U., Dull, R.& Wheeler, P. (2008), "Accounting Information Systems", 7th Ed., Cengage Learning. Glass, Lewis & Co.
43. Gramling, & Ramamoorti (Eds.), Research opportunities in internal auditing (pp. 25–71). Altamonte Springs: IIA—The Institute of Internal Auditors
44. Hari, S. (2016). Effect of Weaknesses of the ITCOL Systems And Non-Compliance With Statutory Provisions on The Audit opinion of The Audit Board of The Republic of Indonesia. *Journal of Engineering Research and Application*. 6(9), 1-6.
45. Hendriks, C. (2012). Integrated Financial Management Information Systems: Guidelines for Effective implementation by the public sector of South Africa. *AOSIS Open Journals* (3).
46. Hermanson, D. R., & Rittenberg, L. E. (2003). Internal audit and organizational governance. In A. Bailey,
47. Holmes, S. A., Langford, M., Welch, O. J., & Welch, S. T. (2002). "Associations between ITCOL and Organizational Citizenship Behaviour," *Journal of Managerial Issues*, (14:1), Spring.
48. Hunziker, S. (2017). Efficiency of ITCOL: Evidence from Swiss non financial companies, *Journal of Management & Governance* (pp. 401-433)
49. Ibrahim N. Y., Mohammed, M. A., Abdul-Nasiru I. A., Jamaldeen, A. & Mujeeb, R. S. (2017). The Effectiveness of Internal Control System in Safeguarding Assets in the Ghanaian Banking Industry (The Case of Agricultural Development Bank). *International Journal of Management and Commerce Innovations*. 5(1), 544-557. Available at: www.researchpublish.com
50. Idogei, S. O, Josiah, M., Onomuhara, O. G.(2017). ITCOL as the basis for prevention,

- detection and eradication of frauds in banks in Nigeria, *International Journal of Economics, Commerce and Management*. 5 (9). 1-28.
51. Indra, B. (2006), Sistem Perencanaan dan Penganggaran Pemerintah Daerah di Indonesia. Jakarta: Salemba Empat.
 52. Institute of Internal Auditors (1999). *Definition of Internal Auditing*. Altamonte Springs, FL: II: Canada.
 53. Janvrin, D. J. (2003). St. Patrick Company: Using role play to examine ITCOL and fraud detection concepts. *Journal of Information Systems*, 17(2), 17-39.
 54. Josiah, M., Adediran, S. A., & Akpeti, O. E. (2012). Evaluation of roles of auditors in the fraud detection and investigation in Nigerian industries. *American Journal of Social and Management Sciences*, 3(2), 49-59.
 55. Karpoff, J. M., Malatestay, P. H., & Walkling, R. A. (1996). *Journal of financial economics*.
 56. Khan, M. A., Auditor, C. R., Prepared, P., Hoc, A., & Meeting, G. (2006). Role of audit in fighting corruption. Available from <http://www.unpan.un.org/./UNPAN025122.pdf>.
 57. Kiger, J. E., & Rose, A. M. (2004). ITCOL evaluation of a restaurant: A teaching case. *Issues in Accounting Education*, 19(2), 229-237.
 58. Kim, J. -B., Yeung, I., & Zhou, J. (2013). *Material weakness in ITCOL and stock price crash risk: Evidence from SOX Section 404 Disclosure*. City University of Hong Kong;
 59. Kizirian, T., & Leese, W. R. (2004). *Security controls and management tone*. Internal Auditing, 19(2), 42-46.
 60. Kothari, C. (2004). Research Methodology. *New Age International Publishers*, 235-256.
 61. Lagos State. Babcock Journal of Economics, Banking, and Finance, 34(5), 147-175.
 62. Leibenstein, H. (1993). Organizational or frictional equilibria X-efficiency and the rate of innovation. *quarterly Journal of Economics*, 8 (3), 600-623.
 63. Linval, F. (nd). An empirical analysis of the effects of ITCOL on deviation in small restaurants. *Journal of Behavioral Studies in Business*. 10, 1-15.
 64. Lu, H., Richardson, G. & Salterio, S. (2011), "Direct and Indirect Effects of Internal Control Weaknesses on Accrual Quality: Evidence from a Unique Canadian Regulatory Setting", *Contemporary Accounting Research*, 28 (2): 675-707.
 65. Massy, W. F., (2003). The chronicles of higher education. Retrieved from <http://chronicle.com>. Emiracity School District, (2014). Internal Audit Function. Retrieved from <http://www.emiracityschool>.
 66. McNally, J., & Tophoff, V. (2014), "Leveraging Effective Risk Management Risk Management and Internal Control", *Strategic Finance*, April 2014: 29-36.
 67. Mead, D. C., & Liedholm, C. (2022). The dynamics of small and microbusinesses in emerging nations. *World Development*.
 68. Mensah, S. A. (2004). Auditing and investigation. E. Today Ventures Limited Mushin Lagos.
 69. Messier W.F. (1997). Auditing a Systematic approach, McGraw Hill Company, USA.
 70. Messier, W.F. (2000). *Auditing and assurance services: A systematic approach*. Boston: McGraw-Hill Higher Education.
 71. Millichamp, A.H., & Taylor, J.R. (2008). *Auditing*. United Kingdom: Book Power.
 72. Milliman-Risk-Institute. (2022). Enterprise risk management: Adding value. Milliman Risk
 73. Morris J. (2011), "The Impact of Enterprise Resource Planning (ERP) Systems on the Effectiveness of Internal Controls over Financial Reporting", *Journal of Information Systems*, 25 (1): 129-157.
 74. Mukoro, O. D., Faboyede, O. S., & Eziamaka, C. B. (2014). The effectiveness of forensic accounting in strengthening ITCOL of business organization in Nigeria: A study of selected business organization in Nigeria. *Journal of Management Research*, 6(1), 40-69.
 75. Ndegwa, R. M., & Mungai, J. N. (2019). Influence of ITCOL system on financial management in ministry of finance, Kenya. *International Academic Journal of Economics and Finance*, 3(3), 266-278.

- Available from http://www.iajournals.org/articles/iajef_v3_i3_266_278.pdf
76. Ndegwa, R. M., & Mungai, J. N. (2019). Influence of ITCOL system on financial management in ministry of finance, Kenya. *International Academic Journal of Economics and Finance*, 3 (3), 266-278. Available at http://www.iajournals.org/articles/iajef_v3_i3_266_278.pdf
 77. Ndifon, E., & Patrick, E. (2014). The Impact of ITCOL Activities on Financial Performance of Tertiary Institutions in Nigeria. *Journal of Economics and Sustainable Development*, 5 (16) 1-12.
 78. Ndifon, E., & Patrick, E. (2014). The Impact of ITCOL Activities on Financial Performance of Tertiary Institutions in Nigeria. *Journal of Economics and Sustainable Development*. 5(16), 1-12
 79. Njau, M., Kagwathi, G., Kamau, J., & Kamau, S. (2022). Risks experienced and prevention methods used by small and medium-sized businesses in Nairobi, Kenya. *Journal of Business and Management*, 16(9), 1-22.
 80. Northwestern University; National University of Singapore. http://saf.uwaterloo.ca/seminars/KYZ-ICW-Crash20130516-May20_2013.pdf.
 81. Nwakwo, I. O. (2006). Auditing: Issues and principles. Pearl Publishers Limited.
 82. Ofori W, (2011). Effectiveness of Internal Control System: A perception or Reality, <http://ir.knust.edu.gh/bitstream/123456789/4435/1/WILLIAM%20OFORI%20FINAL%20THESIS%202011.pdf>.
 83. Oguda, N. J., Odhiambo, A., & Byaruhanga, J. (2015). Effect of ITCOL on fraud detection and prevention in district treasuries of Kakamega County. *International Journal of Business and Management Invention*, 4(1), 47-57.
 84. Ogundiya, I. (2009). Political Corruption in Nigeria. *Journal of Anthropologist in Africa*, 11(4), 12.
 85. Oladipupo, A.O., & Ajayi, J.O (2020). ITCOL System and Fraud Prevention in Nigerian Banking Sector. *1st International Conference of Faculty of Management Sciences, University of Benin, Nigeria*.
 86. Olukowade, E., & Ogor, B. (2015). Accounting a tool for corruption control in the public sector in Nigeria. *Research Journal of Finance and Accounting*, 6(17), 1-6. Available from www.iiste.org.
 87. Omorokunwa, O., & Adeyele, J. (2022). Risk preferences and empirical SME survival trends in Nigeria. *The Entrepreneurial Finance Journal*, 21 (5), 64-75.
 88. Osagioduwa, L. O. (2019). The effectiveness of the whistle blowing policy in combating corruption in the Nigerian public sector. *Global Journal of Arts Humanities and Social Science*. 7 (10), 77-98.
 89. Osagioduwa, L. O. (2022). Assessment of challenges of public auditor's independence and report in the public sector of Nigeria. *Amity Journal of management research*. 5 (1), 70-87.
 90. Osagioduwa, L. O. (2022b). Assessment of challenges of public auditor's independence and report in the public sector of Nigeria. *Amity Journal of management research*. 5(1), 70-87.
 91. Osagioduwa, L. O., Ese, T. E., & Ogudo, O. S. (2022). Post employment benefit: a comparative assessment of the central bank and the police force retirees. *London journal of research in management and business*. 22(5),1-27
 92. Osagioduwa, L. O., Mozie, E. P., Ogudo, O. S., & Uyi. N. (2022). Government anti-corrupt instruments unity and prosecution of corrupt public officers. The accounting practitioners' perspective. *Nigerian journal of management science*. 23(2), 29-45.
 93. Osagioduwa, L. O., Ogudo, O. S., & Oloye, F. (2022). central bank of Nigeria and the Nigerian economy in the 21st century. *Journal of accounting and management*, 12(2), 59-76.
 94. Osagioduwa, L. O., Ojiakor, I., Esenbor. E. T., & Odiachi. L. (2022a). Fraud scheme and fraudulent accountant prosecution. *International Journal of Academic Research in Business and Social Science*.12(1), 1143-1169.
 95. Osagioduwa, L. O., Uyi. N., Ogudo, O. S., & Mozie, E. P. (2022). Effective auditors, systematic corruption and the EGAD report:

- the way forward. *Gusau journal of accounting and finance*. 3(2), 1-31
97. Osagioduwa, L., O. (2019b). Treasury single account effectiveness on corruption control and public organizations efficient administration in Nigeria. *International Journal of Management Studies and Social Science Research*. 1(5), 1-19.
 98. Osagioduwa, L.O., Okeke, S. E., & Ohidoa, T. (2020). Public auditors and detection of corruption in Nigeria. *International journal of social and management science*. 3(2),49-57.
 99. Owizy, S. O. (2011). *Assessment of effectiveness of ITCOL in government ministries. A study of Benue state ministry of finance*. Unpublished Master's thesis. Benue state university.
 100. Ozigbo, S. A. (2015). ITCOL and fraud prevention in Nigerian business organization. A survey of some selected companies in Warri metropolis. *Journal of Policy Development Studies*, 9(3), 185-188.
 101. Pearson Education, 3rd ed. Sekaran, U. (2003). *Research Methods for Business*. John Wiley & Sons, New York, NY.
 102. Rice, S. C., & Weber, D. P. (2012). How effective is ITCOL reporting under SOX 404? Determinants of the (non-) disclosure of existing material weaknesses. *Journal of*
 103. Rice, S. C., Weber, D. P., & Wu, B. (2015). Does SOX 404 have teeth? Consequences of the.
 104. Rittenberg *et al.* (2007). Internal Control Guidance Not Just a Small Matter. *Journal of Accountancy* Marchp.5[Online Issue] available at <http://www.cpa2biz.com>.
 105. Sahabi, I., Gordon, D., & Mohammed, A. (2017). The Impact of ITCOL Systems on Financial Performance: The Case of Health Institutions in Upper West Region of Ghana. *International Journal of Academic Research in Business and Social Sciences*, 7(4), 1-13. DOI: 10.6007/IJARBSS/v7-i4/2840 URL: available from <http://dx.doi.org/10.6007/IJARBSS/v7-i4/2840>
 106. Sajady, H. (2008), "Evaluation of The Effectiveness of Accounting Information Systems", *International Journal of Information Science & Technology*, 6 (2): 49-59.
 107. Salifu, S. A. (2015). Assessing the ITCOL systems of public institutions: A case study of tamale polytechnic. An
 108. Samson, W. D., Flesher, D. L., & Previs, G. J. (2006). Corporate governance and external and ITCOLs: The case of the Baltimore and Ohio Railroad, circa 1831. *Issues in Accounting Education*, 21(1), 45-62.
 109. Saunders, M., Lewis, P. & Thornhill, A. (2007). *Research Methods for Business Students*, Prentice Hall
 110. Scott, M. R. (2007). The search for fraud in auditing: An historical review. Allied academic international conference. Academic of Accountancy and Financial Studies Proceedings, 2(2), 64-71.
 111. Setiyawati, H. (2015). Effect of Weaknesses of the ITCOL Systems And Non-Compliance With Statutory Provisions on The Audit opinion of The Audit Board of The Republic of Indonesia. *Journal of Engineering Research and Application* 6(9), 1-6. Available from www.ijera.com
 112. Sikka, P. (2009). Commentary on Roy Suddaby, Yves Gendron and Helen Lam; The Organisational Context of Professionalism in Accounting', *Accounting, Organisation and Society*, 34(4), 428-432.
 113. Sikka, P., & Hampton, M. (2005). Tax avoidance and global development: An introduction. *Accounting Forum*, 29(3), 245-248.
 114. Syou-Ching, L., Hungchih, L., Henghsiu, L., & Frederick, W. (2017). The Influence of ITCOL Weaknesses on Firm Performance. *Journal of Accounting and Finance*. 17(6).
 115. Systems: Challenges for Management, Accountants, Auditors and Academicians", *The CPA Journal*, 77 (5): 34-42.
 116. Talbot, LA. (1995). *Principles and practice of nursing research*. St. Louis: Mosby.
 117. Townsend, L. (2005). *ITCOL deficiency disclosure-Interim alert*. Interim Trend Alert,
 118. Uwaoma, I., & Ordu, P. A. (2015). The impact of international controls on financial

- companies in Nigeria. *International journal of economics, commerce and management*, 3(12), 103-139.
118. Valentine, Godkin et.al (2002). Ethical Context, Organisational Commitment and Person – Organizational Fit. *Journal of Business Ethics*: 41(4),349 – 360.
119. Verbano, C., & Venturini, K. (2022). A literature review and research agenda on managing risks in SMEs. *Journal of Technology Management and Innovation*, 18(2), 186 - 197.
120. Wei-Huang, H. (2015). Audit committee characteristics and corporate fraud. *International Journal of Public Information Systems*, 1(1), 71-82.