

## Factors affecting quality of internal audit services in county governments in Kenya

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### Abstract

Quality of audit is challenge in county government's auditors on the existence unreliable information systems, Lack of capacity to handle the financial complexities, Economic viability of some county governments in doubt, Political interference of in the process of procurement and staffing, weak governance structures for financial controls and reporting. All this has affected the Quality of County internal audit services. Public finance accountability is increasingly becoming important in the public sector. One means of effecting accountability is through auditing. Despite the Quality of auditor's fraudulent activities, inefficiency and waste of public resources are increasingly high. This is a sad state of affairs as the county governments strive to become a middle income economy by 2030. The general objective of this study is to determine the factors affecting Quality of internal auditor's services in selected county governments, in Kenya the study was guided by the following Specific objective To find out the influence of management support on the Quality of internal auditor's services in selected county governments ,To determine the influence of Audit committee on the Quality of internal auditor's services in selected county governments ,To establish the influence of staff competence on the Quality of internal auditor's services in selected county governments and To find out the extent to which Political interference influence the Quality of internal auditor's services in selected county governments. The study adopted descriptive research design. The study population was comprise of 47 internal auditors from 47 county governments (1 respondents per county government). The study adopted census sampling to select sample size of 47 internal auditors from 47 county governments. This study used quantitative method of data analysis. The data collected was edited, coded, tabulated, translated into specific categories, record them appropriately and computing them using appropriate statistical techniques. Data was analyzed using descriptive and inferential statistical techniques were used. Descriptive statistics includes the mean, standard deviation and correlation analysis. The analysis results show that there is low staff Motivation among audit staff in County Government. There is also lack of training and capacity building for improving audit services in County Government. The staff competency was highly affected by inadequate working tools within audit department in County Government and lack of Professionalism in audit services in County Government which affected quality of internal auditor's services. The study recommended that audit committee should improve quality of their internal audit services in the county government.

**Key words:** *Quality; Internal audit services; County governments; Kenya*

### 1.0 Background of the study

Public institutions are required to support the internal auditor to learn effectively on all if not most issues faced by public institutions by understanding the daily risks and constraints in public organizations systems and formulating strategies that will enable the internal auditors to work as a team to identify and address all risks

.A good internal auditor is one who undertakes his role efficiently and effectively and enables the achievement of good governance systems in

any given public institution (Waweru, and Riro, 2013).

The Institute of Internal Auditors (IIA) defines internal auditing as follows: "Internal auditing is an independent, objective assurance

and consulting activity designed to add value and improve the organization's operations (Viswesvaran, 2012). It helps an organization to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance process", and the IIA defines Objectivity as: An impartial, unbiased mental attitude and avoidance of conflicts of interest, allowing internal auditors to perform engagements in such a manner that they have an honest belief in their work product and that no significant quality (Sterck and Bouckaert, 2014).

Therefore this lead to the broad view of internal audit places it more centrally as an important element of public expenditure management that also encompasses management controls and information communication processes. Internal auditors become by informing the public sector as a result of principle-agent relationship that exists between the executive and the public Internal auditors safeguard the organization resources and forecast to give a continuous account of how the resources have been used and enable continuous assessment on whether the feedback meets public objectives and expectations and whether these are well balanced to reduce the risks inherent in the principal-agent relationship (Adel, 2011).

Funds are expended for legitimate purposes in appropriate ways, and financial record reflect true and fair organization's financial condition. According to Aaron and Gabriel,(2010)All transactions should be properly authorized, executed and recorded. Due to this huge money involved, government need efficient and effective financial management machinery to functioning with accountability and due diligent conforming to the stipulated rules and regulation and other instruction pertaining to financial management. So, all government ministries, departments and agencies are supposed to maintain the accuracy and reliability accounting record for the purpose of auditing and future use (Pilcher,(2011).

In Africa , Ethiopian public Universities established that internal audit recommendations are not afforded enough management attention and support which adversely affect the effectiveness of internal auditors

(Chepkorir,2010)Moreover, lack of mechanisms in place to follow up the implementation of internal audit recommendations; absence of strategic plan and consistent documentation styles for audit work, lack of resources, poor leadership for internal audit function (IAF), absence of appropriate framework to measure IAF Quality, and lack of competent personnel are also some challenges of internal auditors

According to KPMG's Audit Committee Institute (2013).Irregularities in spending public money have been highlighted by the Auditor General (AG) in his annual report. Some of these weaknesses and irregularities involve serious violation of established financial management guidelines and procedures such as poor planning of procurement, equipment's supplied, work done and services rendered not in accordance with the original specification, cost overrun due to delays in project completion, improper payment made for equipment's not supplied, work not done and services not rendered, equipment and good procured at a much higher cost than market value, procurement not done according to established regulations,(Kiprono,2010). Thus the role of IA unit is to determine that internal control is in place by reviewing policies and practices in the organization in order to avoid loss of financial resources, noncompliance and also to provide reasonable assurance that public money has been spent in an efficient and effective manner

### **1.1 Statement of the problem**

The county government's auditors have been experiencing the existence unreliable information systems, Lack of capacity to handle the financial complexities, Economic viability of some county governments in doubt, Political interference of in the process of procurement and staffing, Weak governance structures for financial controls and reporting. All this has affected the Quality of County internal audit services. (Auditor General Report, 2013).

In the financial year2014/15, the Auditor general report reveals that with up to about Ksh 1 trillion allocated to 47 County Governments, massive corruption and excessive un-accounted spending mar the County governments. Kamere (2013), found that in organizations where management failed to recognize the role of the internal audit function

this led to incompetency and overall lack of Quality of the functions

Schneider, (2014), found that internal auditors role in achieving objectivity in the organization is largely affected by their economic status and that lack of clear reward systems. Schneider found that when rewards were not given to internal auditors, the internal audit operations could be influenced by management and this would affect would affect their reports and may result in unreliable reports to the organization.

Ahlawat and Lowe (2014), study found that Management support and internal audit quality are the two most important factors that influence the effectiveness of the internal audit function Hence, failure by management to respond to internal audit findings and recommendations impacts negatively on the internal audit staff attitude towards the improvement of audit quality, their commitment to develop their career in the public sector internal audit functions and their overall performance.

Goodwin (2014) study found that 72% of internal auditors were not allowed to question the decisions made by the top executive level and noted instances where top level executives were dismissed for going to the Chief Internal auditor to verify the decisions made in the normal course of operations. It is therefore not very clear if the Quality of the auditors has any significant impact on the accountability of the public institutions in Kenya. This study therefore aims to provide further understanding of the factors affecting Quality of internal auditor's services in county governments, in Kenya.

## 1.2 Objectives of the study

### General objective

The general objective of this study is to assess the factors affecting Quality of internal auditor's services in county governments, in Kenya

### Specific objective

- i. To establish the influence of staff competence on the Quality of internal auditor's services in county governments
- ii. To find out the extent to which Political interference influence the Quality of

internal auditor's services in county governments

## Research questions

- i. What is the influence of staff competence on the Quality of internal auditor's services in county governments?
- ii. To what extent does Political interference influence the Quality of internal auditor's services in county governments?

## 2.0 Conceptual framework

Conceptual framework is a scheme of concepts/ variables which the study operationalizes in order to achieve the set objectives. The independent variables in this are the management support, Audit committee, staff competence and political would influence the performance of internal auditor's services in Kenya. The Quality of internal auditor's services Quality of the organizations in private sector was therefore a result of the changes that took place in each of the four independent variables mentioned above.

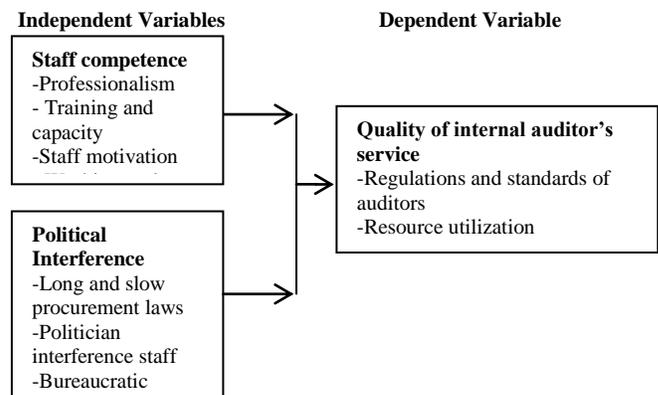


Fig 2.1: Conceptual Framework

## 2.1 Literature review

### 2.1.1 Staff Competence

Competency can be relate to the ability of an individual to perform a job or task properly base on the educational level, professional experience and the effort of the staffs for continuing professional development. Auditors' competency determines the effective auditing in the organization. It contributes to the ability of the auditors to perform the systematic and discipline audit approach to improve the

effectiveness of IA. Unegbu and Kida,(2011) concluded in their study that IA office constantly face the problem of low technical staff proficiency and high staff turnover, which would limit its capacity to provide effective service to management.

Kamere (2013) did a study of challenges faced in professionalizing the internal audit function in Kenya's industrial and Allied companies listed in the Nairobi Stock Exchange. The study found that in organizations where management failed to recognize the role of the internal audit function this led to incompetency and overall lack of Quality of the functions.

Competency is measured in terms of academic level, experience, skill and the effort of the staffs for continuing professional development. Competency determines the efficiency of the auditor in setting a systematic and disciplined approach to evaluate and improve the effectiveness of the organization's activities and financial management as well as governance processes. Tan and Kibet (2008) pointed out that it is important to focus on individual's competence in performing assigned responsibilities as people having relevant experience and knowledge normally demonstrate better Quality as they tend to prove their competence.

Kanshan (2013) carried out a study on challenges facing internal auditors in 24 countries in Europe and found that main challenges facing internal auditors were the widening technical skills gap, corruption and lack of authority. The study also identified other challenges that hinder the effective functioning of internal auditors which included high costs of maintaining the function, reluctance to travel, cultural and language differences, failure to adhere to quality standards and limited knowledge on acceptable accounting standards, regulations and local laws. The study found that only 34% of the respondents were positive that internal auditors followed internal audit standards. The study recommended that institutions should enhance internal audit competency.

Competency of auditors determines the quality of the audit work performed in an organization. Competency is measured in terms of academic level, experience, skill and the

effort of the staffs for continuing professional development. Competency determines the efficiency of the auditor in setting a systematic and disciplined approach to evaluate and improve. Cattrysse (2014) carried out a study investigating the role of internal auditors in organizations. The study found that internal auditors maintain the structure of organizations internal operations but also noted that the main problem facing the internal auditor is poor working conditions that create an unfavorable working environment.

According to American Accounting Association (2011) on issues of competency pointed out those internal auditors should engage in those services for which they have the necessary knowledge, skills, and experience and that they should perform duties in accordance with the Standards; and continually improve their proficiency and effectiveness.

#### **2.1.2 Political interference**

The effort to reform a fiscal system should include internal control and audit due to the crucial role they play in enhancing accountability and effectiveness. Internal audit provides both governments and related parties with a powerful tool for understanding the extent to which the public institution in question has delivered on budget and effective services. Internal audit activity has become an essential internal assurance mechanism in public financial controls and tool for monitoring and evaluating managerial activities prior to external evaluation by external auditors. Owen (2012) conducted a series of interviews with successful fraud examiners and found that these individuals exhibited a cluster of common traits including perseverance, diligence and integrity – each of which is an attribute of the conscientiousness dimension. Within the context of the five factor model, only conscientiousness has been found to reliably predict job Quality across all occupational groups

Public procurement constitutes a huge portion of government expenditure and is an area that is often vulnerable to conflicts of interest and corruption of public officials. Internal audit activities will further enhance transparency, fairness, reduce corruption and ensure value for money in public procurement. Control systems play an important role in

enhancing the accountability and transparency of a public procurement system and hence in detecting and preventing corruption. Such systems should include adequate independent internal control and audit with a clear coordination of all control mechanisms. Paape (2012) studied profiling violent crimes an investigative tool and the study points out that occupational fraud risks increased with ineffectiveness in written policies.

Good political governance entails an effective separation of powers between the legislature, the judiciary and the executive. The legislatures are mandated to have adequate constitutional powers and the political legitimacy to regulate their own affairs and play an active part in law making, and in checking and monitoring the activities of the executive. However, in reality, the African legislature is one of the weakest links in the governance process. However, internal auditing as a control measure does not only mirror the opportunities for corruption through the verification of procurement processes but also ensures effective physical monitoring of capital items procured and actual utilization to avoid fraud and abuse. Krishnan, (2013) observed that thorough management controls are required to manage occupational fraud. Further, it is important that the combination of diverse policies and procedures which make up those controls respond effectively to management directives and are clearly stipulated in organizations policies and procedures

### **3.0 Research methodology**

#### **Research Design**

The study adopted descriptive research design, it was structured in a formal study with clear and well stated investigative questions which sought to find out who, what, where, when and how much (Kashan, & Nabeel 2013). Also descriptive design concerned with describing, recording, analyzing and interpreting of variables under the study a, the study assessed the factors affecting Quality of internal auditor's services in county governments.

#### **Target Population**

The study population comprised of internal auditors from 47 county governments which represented 47 respondents. The target

population involves all the members of any well-defined class of people, events or objects under study (Lawrence 2013). Thus it represents individuals who have one or more characteristics in common that are of interest to the researcher. The researcher ensures that population of interest is consistent.

#### **Sample Size and Sampling Design**

The study adopted census sampling to select all 47 respondents comprised of 47 internal auditors from each county which was ideal sample for the study. Sample design refers to methods used to select individuals from given population to be included in a sample for measurement in a study (Lin, et al., 2011). Sample size is a given number of members or cases from the accessible population which is carefully selected so as to be a representative of the whole population with the relevant characteristics in every county audit committee of which 47 counties was represented in Kenya

#### **Data Collection instruments**

The study used questionnaire in the collection of data. According to Louis (2012) the questionnaire is the most appropriate instrument due to its ability to collect a large amount of information in a reasonably quick span of time and economical manner. The questionnaire was used to collect primary data consisting of both structural and unstructured questions. These questions enabled the researcher to collect qualitative data that was helpful in providing a more insightful interpretation of the results from the study.

According to Kothari (2011), secondary data is information collected from already published works such as books, articles and the internet. The secondary data is important because it acts as a support arm of the primary data; it provides background information on the research topic and it serves as a check and standard for evaluating primary data.

#### **Data Collection Procedures**

The researcher assessed factors affecting Quality of internal auditor's services in selected, through primary data collection method was used Questionnaires were used during the study as a means for data collection. Closed ended questions were used where the response types have been predetermined and organized into a Likert scale. Likert scales later became handy

during data organization in preparation for analysis. The study used a 5-point Likert scale instrument in obtaining the opinions of respondents on the main variables the study was investigating. Respondents were asked to rank the factors affecting Quality of internal auditor's services with regard to aspects of management support, Audit committee, staff competence and political influence the Quality of internal auditor's services in Kenya.

**Data Analysis and presentations**

This study used quantitative method of data analysis. The data to be collected was edited, coded, tabulated, translated into specific categories, record them appropriately and computing them using appropriate statistical techniques. Data was analyzed using descriptive statistics included the mean, standard deviation in this study. Inferential statistical techniques were analyzed using regression and correlation analysis. The regression analysis was analyzed by multiregression model.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where;

Y = Quality of internal auditor's services

(β<sub>0</sub>, β<sub>1</sub>, β<sub>2</sub>, β<sub>3</sub>, β<sub>4</sub>) = regression coefficients

X<sub>1</sub> = Management support

X<sub>2</sub> = Audit committee

X<sub>3</sub> = Staff competence

X<sub>4</sub> = Political interference

ε = error term.

**4.0 Research Findings and Discussion**

**Response Rate**

The researcher distributed 47 questionnaires to the respondents out of which only 37 questionnaires were filled and returned for data analysis. This indicated 79% response rate, which was acceptable for data analysis. The overall response rate was 79% percent as per the distribution shown in table 4.1.

**Table 4.1 Response Rate**

| Response rate | Respondents | Response rate (%) |
|---------------|-------------|-------------------|
| Response      | 37          | 79                |
| Not response  | 10          | 21                |
| <b>Total</b>  | <b>47</b>   | <b>100</b>        |

Source: Field data 2008

The results indicated that the response rate was 79% which acceptable according to Kothari (2014) which states that a response rate of above 50% was good; similarly it concurred with response rate of above 60% percent as very adequate for analysis and presentations of the findings. The respondent was willing to provide information.

**Descriptive analysis for factors affecting quality on internal auditors services in county government.**

**Staff Competence**

The researcher asked the respondents to indicate their level of agreement on whether staff competence affect quality of internal auditor's services as presented in table 4.2.

**Table 4.2 Staff Competence**

|   | N  | Mean   | Std. Deviation |
|---|----|--------|----------------|
| Lack of minimal Professionalism in audit services in County Government        | 37 | 4.3784 | .49167         |
| Lack of Training and capacity building in audit services in County Government | 37 | 4.7838 | .41734         |
| Low staff Motivation among audit staff in County Government                   | 37 | 4.8378 | .37368         |
| Inadequate working tools within audit department in County Government         | 37 | 4.6486 | .63317         |
| Valid N (listwise)  | 37 |        |                |

Source: Field data 2008

The analysis results show that Low staff Motivation among audit staff in County Government had the highest mean of 4.8378 and standard deviation of .41734, followed by lack of training and capacity building in audit services in County Government had a mean of 4.7838 and standard deviation of .41734, inadequate working tools within audit department in County Government had a mean of 4.6486 and standard deviation of .63317, and lack of minimal Professionalism in audit services in County Government mean of 4.378 and standard deviation of .49167. The findings indicated that low staff motivation among audit staff and lack of training capacity affect quality of internal auditor's services

**Political Interference**

The researcher also sought to investigate whether political interference affects quality of internal auditor's services.

Table 4.3 show that bureaucratic behavior of public officers in County Government had the highest mean of 4.6757 and sd=0.47458, followed by long and slow procurement procedures in County Government with m=4.6216, sd=.59401, political interference staff remuneration in County Government with m=4.5946 and sd=.59905, Political interference during budget making process/Resources allocation in County Government with a mean of 4.5946 and standard deviation of 0.49774.

**Table 4.3 Political interference**

|  | N  | Mean   | Std. Deviation |
|--|----|--------|----------------|
| Long and slow Procurement procedures in County Government                                      | 37 | 4.6216 | .59401         |
| Politian interference Staff remuneration in County Government                                  | 37 | 4.5946 | .59905         |
| Bureaucratic behavior of public officers in County Government                                  | 37 | 4.6757 | .47458         |
| Political interference during budget making process /Resources allocation in County Government | 37 | 4.5946 | .49774         |
| Valid N (listwise)   | 37 |        |                |

Source: Field data 2008

The study revealed that bureaucratic behavior of public officers in County Government had the highest mean of 4.6757, long and slow procurement procedures on quality

**Correlation analysis of affecting Quality of Internal Auditor’s services**

The study employed correlation analysis to establish the relationship between independent variables (factors) and dependent variable (Quality of Internal Auditor’s services). The results were presented in table 4.4

The researcher sought to establish the correlational analysis of affecting quality of internal auditor’s services. The study showed that staff compliance has a strong positive correlation  $r(0.116)$   $P=0.493 > 0.05$  and it is not significantly on quality of internal auditor’s services, political interference has a negative correlation of  $r=-0.117$  and Probability value  $p=0.492 > 0.05$  and not statistically significant. This implies that there is a linear relationship between awareness of staff compliance and quality of internal auditor’s services.

**Table 4.4 Correlation analysis of affecting quality of internal auditor’s services**

|                                       |                     | Management support | Audit committee | Staff compliance |
|---------------------------------------|---------------------|--------------------|-----------------|------------------|
| Staff compliance                      | Pearson Correlation | .116               | -.411*          | 1                |
|                                       | Sig. (2-tailed)     | .493               | .012            |                  |
|                                       | N                   | 37                 | 37              | 37               |
| Political interference                | Pearson Correlation | -.117              | -.354*          | .293             |
|                                       | Pearson Correlation | -.166              | -.395*          | .320             |
| Quality of internal auditors services | Sig. (2-tailed)     | .326               | .016            | .053             |
|                                       | N                   | 37                 | 37              | 37               |

\*. Correlation is significant at the 0.05 level (2-tailed).

Source: Field data 2008

**Regression Analysis**

The regression analysis was to investigate the linear relationship between independent variables (factors) and dependent variable (quality of internal auditor’s services) at county government in Kenya.

**Table 4.5 Model Summary**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .699 <sup>a</sup> | .488     | .424              | .57412                     |

a. Predictors: (Constant), Political Interference, Staff Compliance,

Source: Field data 2008

The results from the regression model summary, R 0.488 implies that a change in one unit of independent variables causes a change of 48.8% of dependent variable. This implies that any change in one unit of one factor causes variation in quality of internal auditor’s services by 48.8 %, while the remaining can be explained by other variables not in the study.

To test fitness of fit, the study used ANOVA as presented in table 4.6. The Table 4.6 shows ANOVA. The results show that the calculated  $F= 7.635$ , with  $P=0.000, < 0.05$ , thus, the model goodness is fit to predict variation in

quality of internal auditor's services. The study also confirms that there is a statistical significant relationship between predictor factors (political interference, staff compliance) and dependent variable (quality of internal auditor's services).

**Table 4.6 ANOVA<sup>a</sup>**

| Model | Sum of Squares | df     | Mean Square | F     | Sig.  |                   |
|-------|----------------|--------|-------------|-------|-------|-------------------|
| 1     | Regression     | 10.066 | 4           | 2.517 | 7.635 | .000 <sup>b</sup> |
|       | Residual       | 10.548 | 32          | .330  |       |                   |
|       | Total          | 20.614 | 36          |       |       |                   |

a. Dependent Variable: Quality Of Internal Auditors Services  
 b. Predictors: (Constant), political interference, staff compliance

Source: Field data 2008

The regression coefficient was used to establish the regression equation as presented in table 4.7

**Table 4.7 Regression Coefficients<sup>a</sup>**

| Model |                        | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. |
|-------|------------------------|-----------------------------|------------|---------------------------|--------|------|
|       |                        | B                           | Std. Error |                           |        |      |
| 1     | (Constant)             | 1.009                       | 2.571      |                           | .393   | .697 |
|       | Staff compliance       | .301                        | .354       | .113                      | .852   | .401 |
|       | Political interference | -.486                       | .279       | -.256                     | -1.745 | .091 |

a. Dependent Variable: Quality Of Internal Auditors Services  
 Source: Field data 2008

From the results, linear regression model was established in linear equation as presented in Table 4.7

$Y = 1.009 + 0.170x_1 + 0.702x_2$ ,  $x_1$  - Staff compliance, and  $x_2$  - political interference, Y- quality of Internal auditors services. This means that was staff compliance ( $P = .401$ ,  $> 0.05$ ) and Political interference  $p = 0.091$ ,  $> 0.05$  are not statically significant. This implies that change in any of the factors can affect quality of internal auditor's services. This disagreed with Aoki (2014) who found a positive relationship effect on quality of internal auditor's services.

## 5.0 Summary, conclusion and recommendations

### Summary of the study findings

The general objective of this study is to assess the factors affecting quality of internal auditor's services in county governments, in Kenya. Specific objectives were; to find out the influence of management support on the quality of internal auditor's services in county governments, to establish the influence of staff competence on the quality of internal auditor's

services in county governments and to find out the extent to which Political interference influence the Quality of internal auditor's services in county governments.

### Staff Competence

The researcher asked the respondents to indicate their level of agreement on whether staff competence affect quality of internal auditor's services. The analysis results show that Low staff Motivation among audit staff in County Government had the highest mean of 4.8378 and standard deviation of .41734, followed by lack of training and capacity building in audit services in County Government had a mean of 4.7838 and standard deviation of .41734, inadequate working tools within audit department in County Government had a mean of 4.6486 and standard deviation of .63317, and lack of minimal Professionalism in audit services in County Government mean of 4.378 and standard deviation of .49167. The findings indicated that low staff motivation among audit staff and lack of training capacity affect quality of internal auditor's services

### Political Interference

The researcher also sought to investigate whether political interference affect quality of internal auditor's services. The study show that bureaucratic behavior of public officers in County Government had the highest mean of 4.6757 and  $sd = 0.47458$ , followed by long and slow procurement procedures in County Government with  $m = 4.6216$ ,  $sd = .59401$ , political interference staff remuneration in County Government with  $m = 4.5946$  and  $sd = .59905$ , Political interference during budget making process/Resources allocation in County Government with a mean of 4.5946 and standard deviation of 0.49774. The study revealed that bureaucratic behavior of public officers in County Government had the highest mean of 4.6757, long and slow procurement procedures on quality.

The study employed correlation analysis to establish the relationship between independent variables (factors) and dependent variable (Quality of Internal Auditor's services. The study showed that staff compliance has a strong positive correlation  $r (0.116)$   $P = 0.493 > 0.05$ , audit committee has a negative correlation of  $r = -0.014$  and  $P = 0.932 > 0.05$  and it is not

significantly on quality of internal auditor's services, political interference has a negative correlation of  $r=-0.117$  and Probability value  $p=0.492 >0.05$  and not statistically significant.

### **Conclusion of the study**

#### **Staff Competence**

The researcher asked the respondents to indicate their level of agreement on whether staff competence affect quality of internal auditor's services as presented in table 4.9. The analysis results show that there is low staff Motivation among audit staff in County Government. There is also lack of training and capacity building for improving audit services in County Government. The staff competency was highly affected by inadequate working tools within audit department in County Government and lack of Professionalism in audit services in County Government which affected quality of internal auditor's services

#### **Political Interference**

The researcher further investigated whether political interference affects quality of internal auditor's services. The study found that there is a lot of bureaucratic behavior of public officers in County Government with long and slow procurement procedures. This indicates that political interference staff remuneration during budget making process/Resources allocation in County Government.

The study generally concluded that there is a relationship between independent variables (factors) and dependent variable (Quality of Internal Auditor's services). The study showed that staff compliance has a strong positive correlation. The audit committee and political interference has negative correlations on quality of internal auditor's services.

The conclusion from the regression analysis indicated that there is linear relationship between independent variables (factors) and dependent variable (quality of internal auditor's services). The result from the regression model it was implies that a change in one unit of independent variables causes a change of dependent variable. This implies that any change in one unit of one factor causes variation in quality of internal auditor's services by 48.8 %, while the remaining can be explained by other variables not in the study. The study also confirms that there is a statistical significant

relationship between predictor factors (political interference, staff compliance, management support, audit committee) and dependent variable (quality of internal auditor's services).

### **Recommendation of the study**

#### **Staff Competence**

The study recommended that staff competence should be focused on quality of internal auditor's services. The analysis results show that there is need to enhance staff motivation among audit staff. There is also training and capacity building for improving audit services. The staff competency was highly affected by inadequate working tools within audit department, lack of Professionalism in audit services in which affected quality of internal auditor's services

#### **Political Interference**

The researcher recommended that there is need to interpret political interference in order to enhance quality of internal auditor's services. The study recommended that there is a lot of bureaucratic behavior of public officers with long and slow procurement procedures. This further recommended that political interference staff remuneration during budget making process/Resources allocation.

#### **Suggestion for further study**

The study showed that audit committee has a negative correlation and it is not significantly on quality of internal auditor's services, political interference has a negative correlation. There is need to conduct more study to examine the relationship between quality of internal auditor's services and political interference among county government. The study suggested for another study to be conducted to analyze on other factor not in the study which can affect quality of internal auditor's services.

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