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Internal Control Mechanism: The Wings of Auditor's Due Care in Medium and Large-Scale Businesses in Nigeria

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Abstract

This paper investigated internal audit mechanism: The wings of medium and large-scale business success in Nigeria. Imo state is a state in Nigeria therefore, Imo state is used to represent other states in Nigeria. One research question and one hypothesis were used for this study. Descriptive survey research design was used for this study. Population of this study is 1,000 which comprised 500 accounting workers from medium scale and 500 workers from large-scale businesses in Imo state. Stratified random sampling techniques was used to select a sample size of 260, which comprized 65 female and 65 male accounting staff from four medium and large-scale businesses in Imo state. Instrument for data collection is a researcher developed questionnaire titled "internal audit mechanism: The wings of medium and large business success in Nigeria" was used. The instrument was validated by two experts from Imo state University Owerri. Crobach alpha statistical technique was used to ascertain the reliability coefficients. The reliability coefficients were 0.78 and 0.98 which shows that the instrument is reliable to be used for this study. Mean and standard deviation were used to analyze the data generated, while Chi- square test of independent was used to test the hypothesis. It was recommended from this study that business owners should establish efficient and effective internal checks and control system in medium and large-scale business organizations. This would reduce fraud and pave way for medium and large-scale business success in developing and developed countries of the world in this digital era. It was recommended from this study that owners of large-scale and medium scale businesses in their businesses, should establish efficient and effective internal checks and control this would help to reduce sudden collapse of businesses in the developing and developed countries of the world among others.

Keywords: *Definition of Auditing, Need for Audit of large-scale and Medium Business Organizations, Internal Auditor's appointment, Importance of Internal Auditors in Medium and large-scale Business, Why Some Medium and Large-scale Businesses have failed to meet up with their Business mandates in 21st Century.*

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Introduction

Auditing is needed in companies and other large-scale businesses for accountability of their stewardship. The modern-day large-scale businesses has separated owners of businesses from being auditors of their businesses. Someone with expertize knowledge is needed to scrutinize account of all stewardship the owner or owners have spent their monies and other valuable resources on. Therefore, ownership of business is separated from managing the business because, owners do not have all the needed skills to manage their businesses to optimum result or expectation. Auditing is embedded in deep legal requirements. Auditing can be in deep legal misfits when auditors failed to render an up-to-date professional judgment on the audited financial statements or trading profits and loss accounts of organizations (Opara, 2007). Auditing requires expertize knowledge or professional skills otherwise actual results of businesses cannot be ascertained. The main reason for audit of businesses or companies is to ensure that financial and non-financial resources shareholders have provided to businesses do not wallow in friction. This implies that results of stewardships from their businesses should be ascertained and made available to every shareholder in a reliable and acceptable form. Human beings have at times involved themselves in audit personally or group audit (Okereke 2000).

Definition of Auditing

Consultative Council of Accounting Body (CCAB), defined auditing as the independent examination and expression of opinion on the financial statement of organizations by an approved auditor in pursuance of that appointment in compliance with the needed statutory obligations. Auditing is defined as a systematic process of examining certain accounting statements covering transactions incurred over a period in order that auditors may issue reports on them. In the same vein, Okereke (1993) defined auditing as "an independent, thorough examination and expression of opinion by certified accountant or accountants on financial statement of organizations in compliance with the relevant statutory regulations aimed at qualifying and un-qualifying the financial records.

Auditing is needed in all spheres of human endeavours. Auditing can be organized personally by a person for his personal small business. It can also be organized in businesses where groups of people have joined hands together for business. Auditing is designed to obtain and evaluate evidences about economic events, ascertain and communicate the results to the interested users.

Need for Audit of large-scale and Medium Business Organizations

Need for auditing arose because, those in fiscal responsibilities in organization are not acting or reporting transactions as they have occurred in and honest prescribed manner. Internal auditors ensure that staff, capital and current assets are safe guarded for continued progress of organizations through effective checks, control and quality records keeping for the achievement of business objectives. Effective controls are needed in all areas of human endeavours. In business organizations, it is a means by which businesses navigate through the various course of actions towards achieving the various course of actions needed for achievement of business objectives. Control is a managerial function carried out with inspirations of auditors. In business organizations, human errors are bound to occur. Feedbacks on any progresses or failures of businesses are taken cognizance of through auditors expertize, painstaking and professional judgment. Auditors' responsibilities are harnessed on every business asset to ensure desired results and prevent undesired results. Auditors' controls are required for circumventing supplementary measures that are not carried out by management in organizations. Internal auditors provide guideline by which business ideas provided by active shareholders are monitored to ensure if there are progressively achieved. Auditors have professional training and expertize knowledge. Apart from professional training, an individual who wish to be an auditor, must be professionally and behaviorally in order to prepare, report and defend the accounts they have audited. Shareholders are not obliged by law to have access to the books of accounts of their companies or businesses, they have to rely on the auditors they have appointed to give them the true financial position of their business or businesses (Okereke 2000 & Ikenna 2004).

Auditing is a careful and systematic engagement geared towards realizing the true financial position of a business or businesses in business environment. In this era, for internal auditors to be effective, internal auditors must regard members of the organization as their client but, not as suspects or bully until truth of financial positions of capital and current assets are discovered. Auditors have to use their responsibilities to ensure that people and companies receive their services to the full expectations.

Internal Auditor's appointment

It is proved as business routine that persons or an individual holding public or private organizations shall retire or leave office on a fixed term (Ojaide, 1998). Auditors of companies are appointed by ordinary resolutions of members of business organization in an annual general meeting. In this manner, auditors that are at the verge of retirement shall retire and be reappointed if they wish to do so. However, auditors that have retired shall be re-elected, unless they are incapable to hold that office or offices. Because of infirmity of mind or inability of auditor or auditors to discharge their responsibilities to their clients, they may not be reappointed. The audit act proved that auditors found in promiscuous act shall resign from their office and other auditor shall be appointed in accordance to statutory requirements contained in an auditor's act. (Okereke, 2000 & Opara, 2004).

Importance of Internal Auditors in Medium and large-Scale Business organizations

It is understood that many small-scale businesses in developed and developing countries of the world are managed by people that owns them. This implies that some owners of small-scale businesses oversee the day-to-day management of their businesses. The same applies in small- and large-scale businesses, but in a more advanced and professional internal checks on the level of productivity, profit realization, continuity of business in an unforeseen future, it is the internal auditors that determines the stands of the business as a going concern. Internal auditors are employed staffs in large-scale business organizations. The responsibilities and duties of auditors to business organizations include: frauds detection, prevention and correction of minor mistakes done by accounting staffs. Other duties which are secondary and under the auspices of auditors include: safe guards of organizations assets, painstaking and careful checks on the trading, profit and loss accounts and balance sheets of organizations. Firstly, auditors whom their duties are particularly on accounting subject themselves to the thorough scrutiny of accounts prepared by accounting staff to identify whether profits were realized and to prove whether the balance sheets show a through statement of affairs (Peuresem, & Humphrey, 2005). It is the duty of auditors to give report on the financial positions of business especially, when they are obligated to do so in an annual general meeting of the organizations. Internal auditors are responsible for checking irregularities that could cause set - backs to medium and large-scale businesses. Internal auditors ensure that capital and current assets of businesses are safe guarded, they ensure that proper records of financial events as they occur in business are recorded according to established standards. In the same vein, internal auditors ensure effective inventory management, stock control and determines how monies recovered from sale of scraps can be recouped or ploughed back to profit yielding businesses (Mihret, James, & Mula 2010).

Internal control is not only the duties of managers. Auditors takes the lead and render expertize knowledge, professional opinion when internal control becomes multitasking and encompassing (Mousa, 2005). This is because, some managers are not accountants and some of them are not professionally trained on audit theory and practice. Internal controls, comprised those methods, procedures adopted by organizations to safeguard the assets of the organizations, reliability of accounting data, promote operational efficiency, detect and prevent frauds and rendition of technical and professional advice according to standards. (Charles, 2002, Olayiwole, 2001 & Solarin, 2001).

Control as the name implies, is made up of administrative and accounting controls. Auditing is mostly required in organizations because of emerging business needs (Milichamp, 2000). As business operations continues to be more complex and encompassing because of emerging business needs, coupled with numerous goals that needs to be achieved. It becomes expedient that auditors should belt up their trousers to ensure that their activities in the organizations where they are employed are discharged maximally for the achievement of the various objectives of the organizations. In this era, large-scale businesses should have auditors that will be responsible for relating results of the business to the management. The job of internal audit is a very painstaking assignment, therefore auditors are not expected to anything that will discredit their profession in the quest for financial favours or any kind of hospitality that could deals blow to the organization. . Internal auditors have ensured that their responsibilities are harnessed in some medium and large-scale businesses, apart from holding internal checks on trading, profit and loss accounts and balance sheets of organizations, managers and internal auditors ensure that staff job rotation strategy, monitoring of some staff living habits, effective and efficient management of inventories, conduct of frequent staff orientation and new solutions on staff and customers motivation are carried out in medium and large-scale businesses (Sekaram, (2003).

Auditors are expected to carry out their duties objectively, fairness that shows the truth and fair view of the business or businesses under their watch (Mutchler, 2003) . Auditors are to listen to managers especially on areas of financial misappropriation, embezzlement, controversy managers would want them to look at or peruse and render professional judgment or opinion. Most internal audit assignment are carried out carefully, they are not done to witch hunt anybody in the organization, hence, they are not carried out in a zig zag or in a half hazard way.

However, it is very clear that some business managers d not have enough auditing skills just like professional auditors. The job of top-level managers include: planning, directing, organizing, coordinating, budgeting and controlling organizations affairs. Managers do not have much time to oversee the rigors involved on frauds perpetrated in their organizations, rather auditors detect those frauds and report them to the management for decision making. Top level managers do not have enough time to oversee how frauds are perpetrated in organizations but they ensure that other complex controls needed in organizations are provided. As a result of increased financial impropriety, embezzlement, falsification of payments and contract documents in organizations, managers delegates some of the responsibilities that proves complex to them to internal auditors. Internal auditors perform these responsibilities or functions un- behalf of the managements as an aid to the management.

Internal auditors collate financial results, staff and assets and ensure their proper preservation in line with the expectations of the organizations. Internal auditors obtain results as a method of internal control system, to ascertain whether accounting staff of the organizations are keeping proper recording of financial events they have prepared in organizations. Managers ensure that any mistake detected are corrected and affected staff sanctioned and redirected. Internal auditors, through their professional judgments, identify weaknesses or errors accrued on internal control system and suggests proper ways to correct such anomalies in the subsequent times.

To enhance effective internal control system, auditors should not always rely on technical skills that hinged on calculation with bare hands. In this modern era, internal auditors make use of machines, such as computers, lap tops, desks tops, for calculations, recording, storage and retrieval of important information. This will enable them to discharge their duties properly by classifying various accounts audited. This further implies that audit assignment should not always be reduced particularly on paper, it should be stored in computer for easy storage and retrieval. This will also enable auditors to firmly report on the accounts and balance sheet they have audited.

Internal auditing is gaining prominence as an essential support to the management because of its proper statement of affairs, financial and legal considerations. In this era, businesses can survive or prosper unless auditors due care and professional competences are harnessed for achievement of the goals and objectives of the organizations (Quin, & Hargie, 2004). In many organizations, auditors are meant to dislodge the skeleton on the board through their professional competence. Auditing controls have gained universal acceptance for a very long period of time (Soh,, & Martnov2011). It is on this premise that people have become chartered accountants from ANAN, ICAN, and chartered accountant of England and whales among others.

Auditor's responsibilities that are inalienable for business growth include:

1. Asset protector- safeguards of corporate assets
2. Operational consultant
3. Advisor to management
4. Human resource developer

Safeguards of corporate asset is a traditional function of internal auditors. Auditors are responsible for safeguarding the assets of the organizations unless where there health conditions proves otherwise from discharging their roles in organizations, then the external auditors could be invited to help them (Cooper, Lybrand 1981 & Ikpam, 2001). Internal auditors are responsible for providing business counsel and provide some reviews on matters of internal control. In internal auditing, all payment received, goods and services incurred are audited and reported to determine the financial positions of organizations. Internal auditing has been an aid to the management in executing business responsibilities and other controls in businesses that requires matters of common sense embedded with the use of accounting standards and audit act or regulations.

High degree of integrity, honesty, independence, fairness and objectivity are needed in audit assignment. Auditors should refrain from activities that are outside their profession, this implies that they should accord themselves professional conducts. First degree programme is needed for an auditor to discharge his duty as an accountant but, professional certification from relevant accounting bodies is panacea for effective audit and a pivot in which management could perhaps bestow their trust on auditors.

Internal audit report is usually reported in two phases, just like the external auditors report. The first phase is simple, unambiguous reports without reservations. The second report is reports full of mistakes, financial mismanagement, inadequate stock management control and inventory among others. Auditor's comments are taken cognizance of by management. This implies that their careless abandon will cause the organization to backslide and fold eventually if necessary actions were not taken to correct those deficiencies and misnomers. (Attwood, 1986). Internal auditing is a system of checkmating waste, unnecessary expenses, bad business ventures and staff laizzaisfaire attitudes (Sully, J. 1989).

Chartered institute of public finance and accountability, defined internal audit as an independent appraisal function within an organization for the review of activities as service to all levels of management. Internal Auditors renders financial and tax audit services as basis for efficient use of resources in organizations (Ojo, 009). The emphasis on internal and external auditing include, value for money audit, effectiveness of organizations and probity. In a piece mill, internal auditors perform the following responsibilities for the good of organizations. They include:

1. laying standard of audit practice in an organization
2. Proper means of assets valuation, acquisition or disposal.
3. Establish how liabilities incurred only on legitimate operations of organizations
4. Analyze and improve the system of internal check
5. Prevention and detection of errors and frauds with emphasis on prevention
6. Make special investigations commissioned by management
7. Provide a system of organizations chase out of frauds and deficiencies
8. Provision of standard practices as conduits for fraud detection and prevention

Internal auditors exhibit independence, integrity, objectivity, fairness, due care and professional competence in the discharge of their duties in medium and large-scale organizations.

Internal auditors don't need to sign engagement letters to the management or to the owners of businesses because, they are employed by management. On the other hand, internal auditors needs to conduct orientation to subordinate staff that works with them about the confidentiality of their materials. Internal auditors also, informs subordinate staff to shown acts capable of discrediting their profession. They encourage them to portray professional ethics or good conducts.

Why Some Medium and Large-scale Businesses have failed to meet up with their Business mandates in 21st Century

Medium and Large-scale businesses in Developed and developing countries of the world have increasingly raising the economy of countries where they are established. Because of the numerous visible and invisible problems or circumstances surrounding businesses, medium and large-scale businesses sometimes, fails to meet up with their man date as a result of ineffective internal control and internal checks. Both Internal check and internal controls are emphasized in businesses to ensure efficiency of staff, safeguard of business capital assets, detection and prevention of frauds, adequate means of recording transactions, effective production system, viable and adequacy of raw materials, adequacy and effective functioning of equipment and facilities, effective means of distributing products closer to the reach of final consumers, and customer motivations programmes among others.

It is saddening that many medium and large-scale businesses have failed due to inadequate internal check and internal control system. Adequate internal checks and control are effective means of achieving numerous goals and objectives of organizations in the 21st century. Inadequate internal control and checks have brought to bear on the failure of many businesses in developing and developed countries of the world due to poor means of safeguards of properties, inadequate staff training, poor quality of products, inadequate equipment's and facilities and customers motivation strategies.

In this modern business era, ownership of businesses is separated from management. The most important reasons why many businesses have failed in this 21st century, is because, many medium and large-scale businesses are exclusively managed by their owners alone. They owners of large-scale and medium scale businesses, records transactions, provides business policies and sometimes fails to conduct effective and efficient internal control system among others.

It is established that two good heads are better than one. It is an established fact that, when businesses are completely managed by their owners alone. Those businesses will completely crumble and crash in friction because, sometimes expertise knowledge are not rendered to those buinesses by a professionals whom their jobs are very distinct for checkmating the affairs of those businesses in a professional way. In this era of growth in medium, large- and small-scale businesses, the jobd of internal auditors are essential and unavoidable in those businesses. Owners of many businesses have understood that they cannot manage and audit their businesses alone because of unforeseen circumstances in business management. They therefore, hand over their businesses to the care of managers and internal auditors to comfortably manage their businesses and ensure effective internal check and control of their stewardships.

It is of no doubt that frauds spreads like wild fire in almost all public and private businesses, be it medium and large-scale businesses. It is imperative that owners of businesses should trust their businesses to experts i.e, internal auditors of high reputations and get acquainted with their advice.

It is understood that many business frauds committed in some medium and large-scale businesses are sometimes, committed by staff. Managers as well, can collide with subordinate staff members to perpetrate frauds. It is sacrosanct that frauds will occurs due to human frailties. Business owners, should endeavors to employ internal auditors and intimate them about the different gravity of frauds committed in their businesses, this will enable them stand firmly to wage war against frauds in their businesses among other business management strategies.

Effective managers in conjunction with internal auditors, should ensure effective internal control system geared towards safeguarding business capital and current assets through effective checks on trading, profit and loss account and balance sheets in line with their respective dates they have occurred. Internal auditors should ensure that their responsibilities are harnessed in some medium and large-scale businesses. Apart from holding internal checks on trading, profit and loss accounts and balance sheets of organizations, managers and internal auditors should inculcate staff job rotation strategies, monitor staff living habits ensure effective and efficient management of inventories, conduct frequent staff orientation and device new solutions on staff and customers motivation. These strategies are sacrosant for productivity and growth of medium and large-scale businesses (Sekaram, (2003).

Internal auditors are certified accountants, therefore, they expected to immerse themselves in the professionals' conducts reposed on them therefore, they should refrain from bad conducts that could discredit their profession and their human persons (Okereke, 2000). For effective business ideas to be conveyed in medium and small-scale businesses, internal auditors have to encourage medium and large-scale businesses to engage in new line of businesses that are profitable. Internal auditors should as well, device new solutions that could help in developing old business ventures that are at the verge of crumbling. Internal auditors should encourage sales of scraps to recoup some lost revenues, ensure that their business engage in new profit-oriented ventures, maintain effective saving strategy that pays back in due course among others.

Statement of the problem

In this 21st century, internal audit has been the wings of medium and large-scale business success mostly in this digital era. Vast majority of medium and large-scale businesses have been subjected to frauds and mistakes in recording accounting transactions due to inadequate internal check and internal control system. In this era. It behooves on managers and owners of businesses to checkmate frauds speading like wild fire in many businesses On the other hand, reasons why many large and medium scale businesses fails are as a result of wrong classification of accounting information, inadequate use of accounting standards, principles conventions, and poor audit of trading, profit and loss account and balance sheets, on the way they have occurred from one period to the other among others. Many businesses have failed due to inadequate internal checks and internal control system. Frauds have continued to deal series of blows to many businesses as a result of high neglect on effective internal check and internal control system. As a result of these misnomers, many businesses have crashed into futility. However, two good heads are better than one. Owners of medium and large-scale businesses have carried out the management of their businesses on their shoulders alone. These have caused series of backlashes on many medium and large-scale businesses in developing and developed counties of the world especially in Nigeria.

Research Question one:

What are internal audit control system that led to the success of medium and small-scale businesses in Nigeria?

Hypothesis

There is no significant difference in the opinion of accounting and business administration lecturers on internal audit control system that led to the success of medium and large-scale businesses in Nigeria.

Methodology

This paper investigated internal audit mechanism: The wings of medium and large-scale business success in Nigeria. Imo state is a state in Nigeria therefore, Imo state is used to represent other states in Nigeria. One research question and one hypothesis were used for this study. Descriptive survey research design was used for this study. Population of this study is 1,000 which comprised 500 accounting workers from medium and large-scale businesses in Imo state. Stratified random sampling techniques was used to select a sample size of 250 female and male accounting staff from medium and large-scale businesses in Imo. Instrument for data collection is a researcher developed questionnaire titled "internal audit mechanism: The wings of medium and large business success in Nigeria" was used. The instrument was validated by two experts from Imo state University Owerri. Crobach alpha statistical technique was used to ascertain the reliability coefficients. The reliability coefficients were 0.78 and 0.98 which shows that the instrument is reliable to be used for this study. Mean and standard deviation were used to analyze the data generated, while Chi- square test of independent was used to test the hypothesis.

Results

Research Question One

What are internal audit control system that led to the success of medium and small-scale businesses in Nigeria?

Table1: **Table 1: shows the mean and standard deviation on internal control system that led to the success of medium and small-scale businesses in Nigeria, represented by Imo state.**

Respondents

Male Xo =65 Male xe= 65 Decision

Male Acc. workers in

Large-scale businesses

Female Acc. workers

Medium scale businesses

1. There are procedures of 3.04 0.60 Agree 3.03 0.60 Agree internal checks
2. Frequent orientations are 3.01 0.60 Agree 3.02 0.60 Agree organized for accounting staff
3. Job rotations are organized 3.06 0.50 Agree 3.00 0.50 Agree For accounting staff
4. Internal auditors ensure 3.05 0.40 Agree 3.04 0.40 Agree that transactions are classified on how they occur

5. Weekly accountability of 3.00 0.50 Agree 3.00 0.30 Agree Inventories is established.
6. Mistakes during postings are 3.010.30 Agree 3.20 0.30 Agree detected and corrected.
7. Frauds are detected during 3.02 0.40 Agree 3.21 0.40 Agree posting of transactions.
8. Frauds are prevented by 3.04 0.50 Agree 3.04 0.30 Agree the way culprits are exposed
9. Trading /profits and loss 3.11 0.40 Agree 3.11 0.30 Agree accounts and balance are investigated.
10. Reports of accounts kept 3.00 0.40 Agree 3.11 0.20 Agree and statements of affairs contained in balance sheets of medium and large-scale businesses are reported.

Grand Total
30.34 3.70 Agree 30.76 3.20 Agree

Table 2: table 2: Shows Chi-Square analysis on opinions of male and female accounting workers in medium and large-scale businesses in Nigeria represented by Imo state.

Respondents

N X SD Xo. cal Xe.crit Deecision

Male Acc. workers of large-scale businesses 125 **30.34 3.70 45.72 3.84 Reject**

Female Acc. workers of medium scale 125 30.76 3.20

businesses

Discussion of findings

From the table 2: Chi- square calculated Xo cal is = 45.72 which is greater than Chi square critical Xe is = 3.84 in the chi- square table. Since Chis square calculated is greater than Chi-square critical the hypothesis is rejected. This implies that there is no significant difference in the opinion of male and female accounting workers medium on internal audit mechanism that leads to medium and large-scale business success in Imo state. On that note, (Skaram, 2003) identified that internal auditors have ensured that their responsibilities are harnessed in some medium and large-scale businesses, apart from holding internal checks on trading, profit and loss accounts and balance sheets of organizations, managers and internal auditors ensure that staff job rotation strategy, monitors some staff living habits, effective and efficient management of inventories, conduct of frequent staff orientation and new solutions on staff and customers motivation are carried out in medium and large-scale businesses.

In the same vein, (Peuresem, & Humphrey, 2005). Identified that Internal auditors that are employed staffs in large-scale business organizations. The responsibilities and duties of auditors to business organizations include: frauds detection, prevention and correction of minor mistakes done by accounting staffs. Other duties which are secondary and under the auspices of auditors include: safe guard of organizations assets, painstaking and careful checks on the trading, profit and loss accounts and balance sheets of organizations. Firstly, auditors whom their duties are particularly on accounting subject themselves to the thorough scrutiny of accounts prepared by accounting staff to identify whether profits were realized and to prove whether the balance sheets show a through statement of affairs.

The job of internal auditors are multifaceted or encompassing in medium and large-scale businesses, some of those responsibilities are accounting, auditing, managerial aspect of accounting and taxation. Little wonder, Ojo, (2009) explained that Internal Auditors renders financial and tax audit services as basis for efficient use of resources in organizations. . Still on ways internal auditors have achieved success, Sully (1989) encapsulated that internal auditing is a system of checkmating waste, unnecessary expenses, unprofitable business ventures and staff laizzaisfaire attitudes.

Recommendations

1. Internal auditors are the pivot of organizational efficiency, owners of medium and large-scale businesses should establish effective internal control systems in their businesses. This will aid accountability, detect and prevent frauds in organizations.
2. New strategies that encourage effective internal control system should be established in medium and large-scale businesses. This would aid the growth of medium and large-scale businesses to an enviable height.

Conclusions

The rise and fall of medium and large-scale businesses in developed and developing countries of the world rest on effective internal control system. Internal auditors should endevour to checkmate frauds through effective job rotation, use of forensic machines and experts to safeguard assets, detect frauds, prevent frauds, establish means of raising staff efficiency and veture into production of quality products.

Internal auditors' professional competence coupled with technical skills in internal auditing, are the pivots business organizations should use to realize their business goals as going concern. Internal auditors are the corner stone of organizational success or failure, therefore, they should endeavor to advice management on any shortcomings observed in businesses, since they are the eye and the way owners and managers of business organizations uses to observe and see the positive side of their businesses.

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