# EFFECT OF INTERNAL CONTROL SYSTEM ON ORGANIZATIONAL PERFORMANCE

#### BY

# TIAMIYU, ITEOLUWAKIISHI EUNICE

#### 15020101016

A PROJECT REPORT SUBMITTED TO THE DEPARTMENT OF ACCOUNTING AND FINANCE, COLLEGE OF HUMANITIES, MANAGEMENT AND SOCIAL SCIENCES, MOUNTAIN TOP UNIVERSITY, OGUN STATE, IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE BACHELOR DEGREE (B.Sc.) IN ACCOUNTING.

**JULY, 2019** 

# **DECLARATION**

TIAMIYU, ITEOLUWAKIISHI E.	Date
for the award of any degree or certificate	
	presented anywhere
provided. This research project report has not been previously provided.	recented anywhere
various sources have been duly acknowledged in the text and	a list of references
Onichabor Pius, is a product of my own research work. Inform	nation derived from
I hereby declare that this project report written under the	supervision of Dr.

#### **CERTIFICATION**

This is to certify that this research project report titled "EFFECT OF INTERNAL CONTROL SYSTEM ON ORGANIZATIONAL PERFORMANCE" was carried out by TIAMIYU, ITEOLUWAKIISHI EUNICE, with matriculation number 15020101016. This project report meets the requirements governing the award of Bachelor of Science (B.Sc.) Degree in Accounting, Department of Accounting and Finance of the Mountain Top University, Ogun State, Nigeria and is approved for its contribution to knowledge and literary presentation.

Dr. Onichabor, Pius	Date
(Project Supervisor)	
Dr. Akinyomi, Oladele John	Date
(Head of Department)	

## **DEDICATION**

I dedicate this project to God almighty for his love, strength, knowledge and understanding and grace over my life and for seeing me through the course of this study and through all the difficult times, and also to my wonderful family for their immerse assistance, financial support and encouragement.

#### **ACKNOWLEDGEMENTS**

I am most appreciative to almighty God for the gift of life and continuous strength for not only leading me through this project but also for the successful completion of my study.

I am deeply indebted to many people for their immense contributions in diverse ways towards the successful completion of this research work. First and foremost my appreciation goes to my irreplaceable mother, Mrs Tiamiyu (JFJ), for her relentless effort towards ensuring the best education for me and also for their moral, financial, spiritual, physical and psychological support in my life. May you live long to eat the fruit of your labour.

I also acknowledge the effort of my indefatigable supervisor, Dr. Onichabor Pius (Uncle P) for his constructive suggestions, understanding, motivations and useful comments. Sincere to say without his dedication, this project work would not have become a reality.

My amiable lecturers, especially Dr. Akinyomi O.J (Associate Professor), Mr T.A Taleatu, Mr Olurin for the seed you have sown in my life through your lectures and words of wisdom which has helped me so far in my journey in this institution.

Then lastly I would like to thank my very good friends who contributed by assisting in one way or the other, God bless you all!

**ABSTRACT** 

Internal controls are policies, procedures, practices and organizational structures effected by an

entity's board of directors, management and other personnel. Internal control is designed to provide

reasonable assurance that an organization's business objectives and goals will be achieved and the

reliability of financial and management reporting in compliance with applicable laws. Internal

control system over the years has played a prominent role in monitoring and ensuring the

performance of organizations. The responsibility for the prevention and detection of fraud and

errors rests with directors through the implementation and continued operation of adequate

accounting and internal control systems. This study aims to shed light on how internal control

system affect organizational performance in manufacturing companies in Nigeria. The research

design that was employed in this study is survey design. Primary data was collected using

structured questionnaires. Collected raw data was cleaned and edited for completeness and

consistency. Data was analyzed by use of the multiple linear regression. Statistical Package for

Social Sciences (SPSS, v. 21) was used to aid in quantitative data analysis in this study. The results

were presented in tables. The output for this study was presented using descriptive statistics like

the mean score and standard deviation. The independent variables are three of the five element of

internal control system, they include risk assessment, control activities and information and

communication system. However after the hypothesis have been tested, the result shows that risk

assessment, control activities and information and communication system significantly affect

organizational performance.

KEY WORDS: Risk Assessment, Control Activities, Information and Communication

System, Internal Control, Internal Control System, Organizational Performance,

Performance.

Word count: 264 words

vi

# TABLE OF CONTENTS

CONTENTS	Page
Title of Page	i
Declaration	ii
Certification	iii
Dedication	iv
Acknowledgements	v
Abstract	vi
Table of content	vii
List of tables	X
Abbreviations	xi
CHAPTER ONE: INTRODUCTION	
1.1 Background to the Study	1
1.2 Statement of the Problem	4
1.3 Objectives of the Study	5
1.4 Research Questions.	6
1.5 Research Hypotheses	6
1.6 Significance of the Study	7
1.7 Scope of the Study	8
1.8 Operational model	8
1.9 Operational Definition of Terms	g

1.10 Structural Model of the Study	11
CHAPTER TWO: LITERATURE REVIEW	
2.0 Introduction	12
2.1 Conceptual Review	12
2.1.1 Auditing	12
2.1.2 Internal Auditing	13
2.1.3 Internal Control System	14
2.1.4 Internal Controls and COSO	18
2.1.5 Objectives of Internal Control Systems	24
2.2.6 Organizational Performance	24
2.2 Theoretical Review	25
2.2.1 Contingency Theory	25
2.2.2 Lending Credibility Theory	26
2.2.3 Theory of Inspired Confidence	27
2.2.4 Stakeholder Theory	28
2.2.5 Agency Theory	29
2.2.6 Theoretical Framework	32
2.3 Empirical Review	33
CHAPTER THREE: RESEARCH METHODOLOGY	
3.0 Introduction	35
3.1 Research Design	35
3.2 Population of Study	35

3.3 Sample Size and Sampling Technique	37
3.4 Sampling Size Determination	38
3.5 Research Instrument/ Sources of Data	40
3.6 Method of Collection	41
3.7 Validity of Research Instrument	41
3.8 Reliability of Research Instrument	42
3.9 Method of Analysis	43
3.10 Model Specification	43
3.11 <i>Apriori</i> Expectation	45
CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND DIS	CUSSION OF
CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND DISFINDINGS	CUSSION OF
	CUSSION OF
FINDINGS	
FINDINGS 4.0 Introduction	46
FINDINGS  4.0 Introduction  4.1 Demographic Characteristics of Respondents	46 47
FINDINGS  4.0 Introduction  4.1 Demographic Characteristics of Respondents  4.2 Analysis of Respondents Responses	46 47 50
<ul> <li>4.0 Introduction</li> <li>4.1 Demographic Characteristics of Respondents</li> <li>4.2 Analysis of Respondents Responses</li> <li>4.3 Test of Hypotheses</li> </ul>	46 47 50 58
4.0 Introduction 4.1 Demographic Characteristics of Respondents 4.2 Analysis of Respondents Responses 4.3 Test of Hypotheses 4.3.1 Test of Hypothesis One	46 47 50 58 58

# CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0	Introduction	68
5.1	Summary of the Study	68
5.2	Summary of the Findings	69
5.3	Conclusion	71
5.4	Recommendations	72

## REFERENCES

# **APPENDICES**

#### LIST OF TABLES

- Table 3.1 Population of consumer goods companies listed in the Nigeria stock exchange
- Table 3.2 Sample Population Table
- Table 3.3 Proportionate Distribution of Questionnaire
- Table 3.4 Test Table
- Table 3.5 Apriori Expectation
- Table 4.1 Distribution of questionnaire
- Table 4.2 Analysis of Respondents Profile
- Table 4.3 Analysis of Risk Assessment
- Table 4.4 Analysis of Control Activities
- Table 4.5 Analysis of Information and Communication
- Table 4.6 Analysis of Organizational Performance
- Table 4.7 Test of Hypothesis One
- Table 4.8 Test of Hypothesis Two
- Table 4.9 Test of Hypothesis Three
- Table 4.10 Findings

## **ABBREVIATIONS**

OP Organizational Performance

ICS Information and communication system

RA Risk assessment

CA Control activities

COSO Committee of Sponsoring Organizations of the Treadway Commission