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Effectiveness of Internal Audit in Tanzanian Commercial Banks

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Abstract

This study aims to examine the effectiveness of internal audit function in Tanzanian commercial banks since this function is now a mandatory requirement as per the Banking and Financial Institutions Act 2006. Results of this study deliberate that, the risks management and corporate governance related activities of internal auditors are incorporated merely as statutory obligations and do not provide additional value to the stakeholders. We assert that that internal auditing in Tanzania commercial banks is still embracing the conservative approach which is primarily concerned with compliance and monitoring rather than adopting value added approach. The inference of the study is more crucial to the agency theory whereby public funds are being spent on activities which do not add value to the stakeholders. This could in turn dilute the principal agent relationship, which is already a tenacious issue due to the corporate collapses witnessed over the last decade**.** The study comes as a timely contribution to practice since, Tanzanian economy is now at a growth and development stage and the Commercial Banks of Tanzania are the major contributors to the development of Tanzanian economy. We suggest that it is time to change the outlook of internal audit system by Tanzanian Commercial Banks.

Key words: Internal, Audit, Commercial, Banks, Effectiveness.

Introduction

Arens et al. (2005) define auditing as the 'accumulation and evaluation of evidence about information to determine and report on the degree of correspondence between the information and established criteria'. The American Accounting Association (AAA) guidelines (1973) defines auditing as 'a systematic process of objectively obtaining and evaluating evidence regarding assertions about economic actions and events to ascertain the degree of correspondence between these assertions and established criteria, and communicating the results to interested parties'. Thus varied definitions for auditing are provided by different authors and professional bodies/association.

Fundamentally, these definitions imply that the primary role of external auditors is to provide an independent opinion on the state of affairs of an entity. While this was the budding idea of audit, numerous changes could be witnessed as businesses progressed. Presently, the auditors provide a galaxy of services, such as consultancy, tax, legal compliance, due diligence, forensic auditing and development of internal control system for companies accompanied by internal audit services, which are considered the ultimate money vending machines. The last decade, thence, witnessed a chain of corporate collapses, each one creating a history by itself, which triggered trepidations over the role of auditors, the effectiveness and the purpose of internal control systems in the organization. The regulatory bodies are, since, working their way to ensure that the companies are not only having tighter internal control system but they are also adequately disclosed as a part of governance compliance. As a result most listed companies have their own internal audit department as well as internal auditors.

The Professional Practices Framework in the Institute of Internal Auditors (IIA) Research Foundation (2004) defines *'Internal Auditing as 'an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes'.* Sarens and DeBeelde (2006) view internal audit as a function that is needed by senior management to *'compensate for the loss of control the management experiences as the result of increasing complexity in an organization'.* Under International Standards for Auditing (ISA) 610 in the International Auditing and Assurance Standards Board (IAASB) Handbook (2007) internal audit means '*an appraisal activity established within an entity as a service to the entity. Its functions include, amongst other things, monitoring internal control'.* From the above definitions, in a nutshell, it can be concluded that internal audit emphasizes on management control, effectiveness of operations and governance resulting in value additions for companies.

Ward and Robertson (1980) argue that external auditors are likely to rely more on internal auditors' report before expressing an audit opinion. The enhancement in internal audit activities and processes while ensuring quality of service will most likely result in less time being spent by external auditors during statutory audit. This study thus looks at the factors that contribute towards the effectiveness of internal audit in Tanzanian commercial banks for two reasons. First, many of the African countries today strive to have open markets, creating investment friendly environment to attract more foreign investors and to develop industrialized economies together (Lwiza & Nwankwo, 2002). Tanzania being part of African countries has had implementations of reformation of the political and economic systems from early 1980's which has observed a shift of the economy from socialist system to a more consumer driven system especially in bank industry. As a result, banks in Tanzania began transforming bank operations from cultural perspective to the customer-driven perspective. Secondly, Tanzanian banking sector has experienced a number of banking failures over time for example Meridian Biao Bank Limited, Tanzania Housing Bank and Delphi's Bank. Empirical evidence (Chijoriga, 1997) also indicates that National Bank of Commerce failed due to an increase in non-performing assets although it did not go into liquidation.

Following banks' failures, Bank of Tanzania, the central bank of Tanzania, had taken measures and issued regulations under Banking and Financial Institutions Act (2006) requiring all commercial banks to put in place an adequate internal control system. One of the controls was to have a sound internal audit function within the banks (BFIA, Internal Control and Internal Audit Regulation, 2006). As a result, every commercial bank in Tanzania has internal audit function since the time the regulatory requirement was pronounced. This study, therefore, intends to ascertain whether the commercial banks in Tanzania have the internal audit function as a mere legal compliance, which implies additional cost without value additions or whether the internal audit function is genuinely used as a value added function, which implies that the cost is complimented by equivalent benefits. This study is crucial for the development of the Tanzanian economy since the Tanzanian economy is determined by the performance of the Commercial banks.

Literature review

The Internal audit definitions provided by the professional bodies appears to be stronger in three key areas. The definition primarily focuses on the position of the internal audit function as value addition to the organizations instead of being a mere administrative function or legal compliance that keeps organizations going (Flesher & Zanzing, 2000). Secondly, it links internal auditing to governance process, risk management and organizations control. This is important as it embraces the expanding role of internal audit, which in recent years has evolved from a narrow focus on control to include risk management and corporate governance (Nagy & Cenker, 2002). Thirdly, internal audit function takes into account organizational trends and concentrates on a consultative approach within which an organization operates, dealing with efficiency and effectiveness rather than accuracy of recording, (Karapetrovic & Willborn, 2000).

In China, academicians argue that the development of internal audit can be traced back to the Zhou Dynasty (1066-221 B.C.). During this period, there were special officers in the government to control the duties of external auditing and internal auditing (Chun, 1997). As of date, the internal audit function has grown in its importance, partly because it helps the management to compensate for the loss of control as a result of increase in organization complexity (Sarens & DeBeelde, 2006), but most importantly it helps management to detect and manage risks which is a crucial part of corporate governance process. Chun (1997) argued that internal auditing is an integrated part of the process of accountability aiming to ensure and promote effectiveness in performance, with assumed accountability in the management of the organization. This in turn is likely to bring an orderly and controlled approach to assess the usefulness and effectiveness of the plan and implementation of the system of internal controls and risk management process.

Effectiveness, on the other hand, is determined by setting the standards against which performances are compared to and secondly by ensuring that the performance and the standards are directed towards the achievement of an entity's objectives. Gregory and Ramnaravan (1983) define effectiveness as *'the ability of an organization to account successfully for its output and operations to its various internal and external constituencies'*. Ditternhofer (2001) on the other hand, views effectiveness as '*an achievement of goals and objectives using the factor measures provided for determining such achievement'*. Gregory and Ramnaravan (1983) definition includes external environment effectiveness on issues such as corporate social responsibility. For one to discern whether or not an internal audit is effective, he must recognize the primary objectives of internal auditing, be able to define the goal to be achieved, be able to put in place the procedures in relation to attaining specified goals and lastly be able to assess, as the whole, the internal auditing processes. Audit system effectiveness is a composite matter involving the capability of the auditor to carry out an audit free of errors, readiness to function when needed and identify suitable set of objectives. If any one of the three elements is missing, the effectiveness of the system will be adversely affected (Karapetrovic and Willborn, 2000).

Number of theories exist which had been tested time and again by different scholars in association with accounting, management and auditing. However, three of these theories are considered important in accounting, auditing and management. These theories are contingency theory, stakeholder theory and agency theory. According to contingency theory, an organization must identify specific aspects of an accounting system which is associated with certain defined circumstances and demonstrate an appropriate matching (Otley, 1980). Stakeholder theory, however, suggests that the corporate responsibilities and duties are not only restricted to shareholders but also extended to stakeholders like employees, creditors, prospective investors and shareholders, governmental and professional bodies, environmentalists, customers and suppliers (Culpan & Trussel, 2005). It is argued that each stakeholder has a right to be treated as an end, and not solely as means to an end (Shankman, 1999). These two theories seem to discuss the operating circumstances from where the firm operates (contingency) and the primary relationship between external stakeholders and the organization as the whole. However, internal auditing seems to be more relevant in explaining the agency problems arising from within the organization, although internal auditing *indirectly* explains the relationship between internal and external environment as the result of new definition of internal auditing by IIA in 2000. The issues of business ethics as a result of agency relationship has been discussed thoroughly by Culpan & Trussel (2005) who based their study on the famous Enron case. Internal auditing is the means which can be used by the commercial banks to reduce the agency problem by monitoring the activities of the management for the benefit of all bank stakeholders.

The Banking and Financial Institutions Act (2006) in Tanzania made it mandatory for all commercial banks operating in Tanzania to have in place, among other internal control measures, an internal audit function. The Act requires each bank to have a written audit charter that enhances the standing and authority of the internal audit function within the bank. It further urges the internal auditors to ensure that risks are appropriately identified and managed through interaction with various governance groups. They are also required to ensure that significant financial, managerial and operating information is accurate, reliable and timely, in addition to compliance with policies, standards, procedures, and applicable laws and regulation. Their roles extend to check whether resources are acquired economically, used efficiently and that programs, plans and objectives are achieved and quality and continuous improvement are fostered in the banks' control process (BFIA, 2006). The unanswered question, nevertheless, remains is whether the banks' policy makers are dedicated ensuring effectiveness of their internal control systems, particularly the internal audit functioning rather than having them as statutory obligation.

Earlier researchers have documented on different attributes that are perceived to be relevant in measuring the effectiveness of internal audit function in different organizations and in different industries ranging from service to manufacturing, whether publicly owned or privately owned. Karapetrovic and Willborn (2000) modeled the audit systems effectiveness using three key concepts namely audit reliability, availability and suitability. According to this study, audit system effectiveness means the probability that the audit system will fulfill some set objectives within a given time frame when performing in specific conditions and scope. The audit system effectiveness is therefore the product of organization's audit system availability, reliability and suitability.

The research study of Otley (1980) has not considered explicitly the importance of organizational effectiveness in effective control systems design. Other studies (Xiangdong, 1997; Spraakman, 1997; Dittenhofer, 2001) focused on measuring internal audit effectiveness as the system's ability to plan, undertake and finally present findings in an objective way to the intended users. These studies convey that planning for internal audit, ensuring effective conduct of these audits and finally presenting the findings objectively and on timely basis will achieve internal audit effectiveness.

Mihret and Yismaw (2007) discuss internal audit effectiveness as the extent to which internal audit office is able to meet its pre-set objectives. Another study deliberated that internal auditors' job is not done until defects are corrected and remain corrected (Sawyer, 1995). In their study, Mihret and Yismaw (2007) presented a rather different perspective of evaluation of internal audit effectiveness from the previous studies by focusing on factors within the organization which has an impact on the effectiveness of internal audit. According to their model, there are four key factors, the interaction of which will result into internal audit effectiveness. These are internal audit quality, management support, organizational settings and attributes of the clients. On the other hand, Gansberghe (2005) argues that perception and ownership, organization and governance framework, legislation, improved professionalism, conceptual framework and resources are the key factors responsible for an effective internal audit system in the public sector.

Arena and Azzone (2009) view internal auditing as a value adding function to an organization as this function now incorporates a new link to internal control i.e. risk management. According to this study, internal auditors have embraced value addition approach by transforming their functions and extending their involvement areas to risk management, control and governance processes. Internal audit effectiveness is seen as a function of three key variables namely the characteristics of the internal audit team, the audit processes and activities, and the organizational links. Internal audit effectiveness will result into the effectiveness of each auditee and the company at large (Ditternhofer, 2001). Further, where the internal audit quality is ensured, there will be appropriateness in procedures and operations of the auditee, resulting into auditees' effectiveness and the company as the whole (Ditternhofer, 2001). Also, where the internal audit is effective, it has an advantage over external audit as it helps to accumulate quickly, the information needed in solving a particular problem and facilitate solving the problems at an early stage (Xiangdong, 1997).

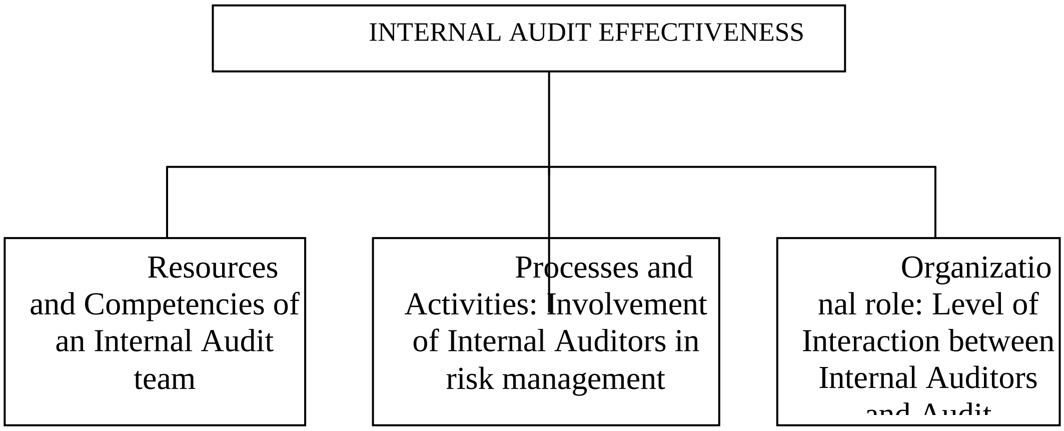
In this study, the Arena and Azzone 2009 model for measuring internal audit effectiveness in Tanzania commercial banks has been adopted for a couple of reasons. Firstly, as compared to the other models discussed earlier, this model is more suitable as it is most current and it also extends the traditional approach of internal auditing to include effective risk management activities. Secondly it recognizes the fact that individuals may sometimes have interests which are different from organization goals, and this causes conflicts of interests among the concerned parties. Finally, the model also recognizes agency problems arising from agency relationships in the organization.

Research methodology

This research study was carried out through structured questionnaires survey administered to different respondents in commercial banks in Tanzania. Survey is most preferred techniques because it provides more generalized outcomes of the population area unlike other methods such as case studies (Sarens & DeBeelde, 2006) and therefore more generalized conclusions can be drawn from surveys. Further it would be cost effective and saves both respondents' and researchers' time as the questions are short in nature and require almost no prolonged explanations unless warranted.

Using Arena and Azzone (2009) model, three independent factors i.e. resources and competencies of internal audit teams, processes and activities of internal auditors and the level of interaction between internal auditors and audit committees were identified as having an impact on the internal audit effectiveness, which is the dependent variable (Figure 1).

Figure 1: The Research Framework



Source: Arena & Azzone, G. (2009), *'Identifying Organizational Drivers of Internal Audit Effectiveness'*, International Journal of Auditing, Vol. 13, pp. 43-60.

Based on the research framework, a regression model was framed with three independent variables and one dependent variable .

$$IAE = \beta_1 + \beta_2 IAC + \beta_3 IAA + \beta_4 IAI + \varepsilon$$

Where:

IAE = Internal audit effectiveness in Tanzanian commercial banks; IAC= Internal audit resources and competencies; IAA= Internal audit activities i.e. involvement in risk management; IAI= Internal audit level of interactions with audit committees; ε = error term; β_2 to β_4 = coefficients of independent factors and β_1 = constant term

Based on the literature review and model the following three hypotheses were formed

H_1: Competencies of members in the internal audit team has a positive relationship to internal audit effectiveness in Tanzanian commercial banks

H_2: Internal audit activities has a positive relationship with internal audit effectiveness in Tanzanian commercial banks,

H_3: The level of interaction between internal auditors and audit committees has a positive relationship to internal audit effectiveness in Tanzanian commercial banks.

In Tanzania there are twenty eight commercial banks registered and operating, out of which twenty banks were selected for the purpose of this study. Since most of the banks have similar features and requirements, the results of the data can be generalized to the other eight banks which were not covered in this study. One hundred and twenty questionnaires were administered to employees using a convenience sampling technique, which is a technique used in selecting subjects on the basis of the ease of access by the researcher (Saunders et al. 2009). The employees selected included internal auditors, line managers, and members of the management team and also audit committee members and/or external auditors of the selected bank. From the questionnaires administered, 81 usable responses were received, which account for about 67.5 per cent response rate. The questionnaire used in this study followed the five point likert-scale where 1 indicated strongly agree and 5 indicated strongly disagree. Respondents were also encouraged to provide open comments on the challenges faced by internal auditors in the commercial banks in Tanzania.

Descriptive data results indicated that male respondents were 56.8% and female were 43.2% and they were in the age group of between 25 years and 45 years. In respect of position of the respondents, most responses were received from managers (19.8%), followed by audit managers (14.8%) and supervisor and audit committee members representing 12.3% each. The remaining respondents were directors, chief internal auditors, principal auditors, senior auditors and others. Out of 81 respondents 45 were professionally qualified and 20 were having masters and 16 were post graduates. The normality tests results indicated that the mean score ranges between 3.33 to 4.43 and the standard deviation ranges between 0.758 and 1.11. The skewness and kurtosis tests results were within the permissible limit of ±2 and ±1 respectively. The Cronbach's alpha at 0.964 was very good indicator of data reliability. A rotated factor matrix generated revealed four factors with acceptable KMO indicating that the data was valid for further testing (Refer Table 1)

The initial data analysis for reliability and validity was followed by the regression analysis to test the relationship between the predictors and criterion using. (Refer Regression results in Table 2 and Table 3).

The test result in Table 2 shows the significant (p value < 0.001) relationship of predictors with the criterion. The R value of 0.908 indicates that internal audit resources and competencies, internal audit activities and internal audit level of interactions with audit committees predict internal audit effectiveness very well. More often, R^2 is used instead of R. In this study R^2 0.825 indicates 82.5% of the variance explained in the internal audit effectiveness, which can be predicted by the combination of the internal audit resources and competencies, internal audit activities and internal audit level of interaction with audit committees. The Adjusted R^2 0.818 is good and takes into consideration the number of observations (81 in this study) and the number of predictive factors.

The ANOVA table is useful in explaining how well the model fits by looking at the significance test value. The value less than critical value will mean that the model fits well in explaining the relationship among factors. In this study, the significance test value from ANOVA table is less (<0.001) than the critical value (0.05) which mean that at 5% type I error rate or at 95% confidence interval, the model fits well in explaining the relationship that exist among the factors. The Regression model which is used to explain the relationship between IA effectiveness and IA resources and competencies, IA activities and IA level of interaction with audit committees is as follows:-

IAE = -8.430E-17 + .632 IAC + .019 IAA + .360 IAI + .42671435ε….equation

The coefficient of correlation explains that IA resources and competencies has a positive association (unstandardized β 0.632, p-value less than 0.001) followed by IA interactions (unstandardized β 0.360, p-value less than 0.001). However, the IA activities were not significant indicated that it does not influence IA effectiveness. IA resources and competencies have the highest influence of 63 per cent while IA interactions influences only to extent of 36 per cent. The regression test results indicated a positive significant relationship between IA resource and competence and IA effectiveness, and IA Interaction and IA effectiveness, thereby supporting hypothesis 1 and hypothesis 3. Hypothesis 2 was not supported (p- value > 0.05) indicating that IA activities did not have an influence on IA effectiveness.

Discussion and conclusion

The regression results reveal a *positive* relationship between internal audit resources and competencies and internal audit effectiveness in Tanzania commercial banks. This implies that increase in the level of internal audit resources and competencies will also result in an increase in the level of internal audit effectiveness in these banks, while the decrease in the former will also result into a decrease in the latter *significantly*, the findings of this research are similar to the study conducted by Arena & Azzone, 2009. The study results also suggest that an increase in the level of internal auditors' resources, such as human capital i.e. proportion of the number internal auditors to the total number of employees, will bring better internal audit effectiveness in Tanzanian commercial bank. Earlier studies (Al-Twaijry, 2004 and Felix *et al*, 2001) established the relevance of the competencies of internal auditors for different purposes. Their studies purported that the statutory auditors have to decide on the extent to which they can rely on the information provided by internal auditors prior to planning their audit procedures. Therefore internal auditors' competencies play an important part in enhancing the quality of external auditors' report. The findings of this study are thus consistent with the findings of earlier studies re-emphasizing the importance of internal audit resource and competencies in ensuring effectiveness of internal audit function.

It was also observed that there is no significant relationship between internal audit activities and internal audit effectiveness in commercial banks in Tanzania. This signifies that the internal audit activities i.e. the level of involvement of internal auditors in risks management activities are not perceived to be very important. It could be construed that the internal auditing activity in Tanzanian commercial banks is still based on the traditional approach, which is primarily concerned with compliance with regulations and monitoring, rather than using value added approach, which incorporates risks management and corporate governance (Bou-Raad, 2000). The results can also be used to highlight that internal auditors in Tanzanian commercial banks are undertaking internal audit just because it is a statutory requirement (under BFIA, 2006) rather than providing quality service.

Finally, it was observed that there is a significant relationship between level of interaction by the internal auditors with audit committee and internal audit effectiveness in commercial banks in Tanzania. This indicates that higher interaction between the internal auditors and members of the audit committee does contribute to internal audit effectiveness in Tanzanian Commercial Banks. Arena & Azzone, (2009) and Cooper et al. (1996) had concluded that the effectiveness of internal auditing depended on the number times the chief internal auditors met with the audit committee members as well as the extent of involvement of audit committee in the internal auditors' activities. The findings of this study are, thus, consistent with that of the earlier studies.

Overall, out of the three hypotheses developed, two were supported and one was rejected implying that IA resources and competencies and IA level of interactions with audit committees, were the major influence on the internal audit effectiveness in commercial banks of Tanzania. This signifies that the banks in Tanzania must focus on improving human resources and their competencies to improve internal audit effectiveness. As far as the commercial banks in Tanzania are concerned this finding highlights the importance of investing in human capital purely for internal audit and risk management activities. This can be justified only if investing in human capital is recognized as value additions. However, the results of this study indicate that internal audit activities are viewed only as compliance of legal regulations which could result in fewer resources allocated for recruitment of qualified staff for internal audit function. Past studies like that of Siddiqui and Podder, 2002 has emphasized the importance of commercial banks in the development of any financial system or economy. Development of internal audit and viewing them as value added function will enhance the governance system contributing to the growth and development of the economy (IIA code, 2000: 2004; Nagy & Cenker, 2002 and Gendron & Bedard 2010). A strong system of internal control ensures proper management of risks which are less likely to result into banks failures or collapse of economy (Richard et al. 2008; Chijoriga, 1997; PriceWaterHouseCoopers survey report, 2011). This study has re-emphasized the past research and has justified the need for value added services in Tanzanian commercial Banks

Recommendations

After issuing new policies and regulations, the regulatory bodies must formulate periodic policy efficiency review plans to ensure that the policies are properly undertaken on timely basis by suitably qualified reviewers. Secondly, other financial institutions apart from commercial banks can also use the findings of this study to design and implement a tighter system covering risk management and corporate governance reporting. Thirdly, the Tanazanian commercial banks must focus on improving internal audit resources and competencies as well as level of interaction with audit committee, in order to improve the overall effectiveness of internal auditing in these banks. Further the open ended comments revealed that internal audit staff in the banks perceived internal auditing as an important function in commercial banks in Tanzania. This is true since even the regulatory bodies such as Bank of Tanzania has made internal audit function as a mandatory requirement, but the critical area of focus ensuring effectiveness of internal auditing remains a dilemma.

Internal audit staffs in commercial banks suggest that among other things, improving internal auditor's independence, timely and adequate information access, sufficient management support on education and on job training to expose internal auditors to new developments could help in improving the effectiveness of internal auditing in these banks. More specifically, this means there is a challenge on the bank managements' part to ensure internal audit effectiveness. Finally, internal auditors are advised to improve their communication skills so that the presentations they make are clear and understandable to their clients. It seems that the clients view internal auditors as investigators due to the ineffective way in which the internal auditors approach their clients. Internal auditors must spend time in explaining to their clients what the internal audit is expected to achieve and how important contributions from the client are to that process.

Contributions

The findings of this study significantly contributes to stronger understanding of the agency theory, which explains the relationship between the owner and the agent (Culpan & Trussel, 2005), by underscoring the degree of independence the internal auditors must have in Tanzanian commercial banks. It was observed that the low independence of internal auditors in Tanzanian commercial banks poses a threat to the owner-agency relationship. Finally, the study contributes to stakeholder theory, which states that the duties of corporations extend to all stakeholders and not only shareholders (Culpan & Trussel, 2005). The study provides insights to improve the internal audit function in commercial banks which is an integral part of corporate governance reporting since it directly affects the interests of all stakeholders such as customers, suppliers, employees, creditors and government agencies. The major contribution of this study is that the researchers highlight the need to change the outlook of the bank staff towards the internal audit function bearing in mind the importance of strong internal audit function for the growth of Commercial Banks which are beneficial for the development of Tanzanian economy. Viewing the internal audit function as mere compliance could be detrimental to the development of the economy as it could dilute the principal agent relationship.

Limitations

The responses received from the Tanzanian commercial banks were not encouraging. A wider response could have made a difference in the study results. The results from survey in other industries could give a different outlook on internal audit issues which would have made it more effective in generalizing the findings which is a country specific. Therefore some of the factors which were used to assess internal audit effectiveness in this study might not be relevant in other legal and professional frameworks or in countries where the level of development in internal auditing is higher than in Tanzania.

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Table 1: Validity, factor loading and Eigen values

Variables	Sig	KMO	Loading	Eigen values
Internal audit effectiveness in commercial banks	<0.00	0.815	0.704	58.68
Internal audit resources and competencies	<0.00	0.750	0.750	60.31
Internal audit activities i.e. involvement in risk management	<0.00	0.794	0.784	71.65
Internal audit level of interactions with audit committees	<0.00	0.761	0.782	73.13

Table 2: Multiple Regression Results

R	0.908
R square	0.825
Adj. R square	0.818
Std error of the estimates	0.426
Sig	.000
F value	120.78

Table 3: Multiple Regression Coefficient Results between the independent variables and dependent variable

Model	Unstandardized Coefficients		Standardized Coefficients		
	β	Std. Error	Beta	t	Sig.
1 (Constant)	-1.973	.664		-2.970	1.00
IA resources and competencies	.632	.063	.632	10.060	.000
IA activities	.190	.060	.019	0.317	.752
IA interactions	.360	.063	.360	5.692	.000

Dependent variable: IA effectiveness

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