
TREASURY SINGLE ACCOUNT (TSA) AND FINANCIAL DISCIPLINE IN FEDERAL MINISTRY OF FINANCE, ABUJA

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Abstract

This study examined the effect of Treasury Single Account (TSA) on financial discipline in the Federal Ministry of Finance, Headquarters, Abuja (2015 – 2020). Using survey research design, data were obtained from questionnaire distributed to senior and management staff of Federal Ministry of Finance, Headquarters, Abuja. The data were analysed using the ANOVA test at 5% level of significance. Findings revealed that TSA significantly promotes accountability of public funds in Nigeria and enhances financial discipline in the Nigerian public sector. The position of the paper is that TSA has a significant and positive effect on the accountability of public fund; enhancing financial discipline. The study recommends that the federal government must demonstrate the political will to ensure the sustainability of TSA policy and also tenaciously pursue its implementation by states and local governments in the country.

Keywords: Treasury, Single account, Discipline, Financial, Abuja

Introduction

The need for a unified structure of government bank accounts to enable consolidation and optimal utilisation of government cash resources in Nigeria became fully enforced in 2015 by the President of Nigeria, Muhammadu Buhari . On the 9th of August, 2015 President Muhammadu Buhari directed all the Ministries, Departments and Agencies (MDAs) to close all their accounts domiciled in the commercial banks and transfer them to the federation account and gave September 15th, 2015 as deadline for total compliance.

This independent revenue e-collection scheme is implemented under Treasury Single Account (TSA) initiative, which requires that government revenue collection is put into a single account for proper cash management. According to Igbokwe-Ibeto, Nkomah, Osakede and Kinge (2016), TSA is a public accounting system under which all government revenue, receipts and income are collected into one single account, usually maintained by the country's Central Bank. It is a bank account or a set of linked bank accounts through which the government transacts all its receipts and payments and gets a consolidated view of its cash position at any given time. TSA is a process and tool for effective management of government's finances, banking and cash position. In accordance with the name, it pools and unifies all government accounts through a single treasury account.

TSA was introduced to reduce the proliferation of bank accounts operated by MDAs and also to promote transparency and accountability among all organs of the government. Fatile and Adejuwon (2017) averred that TSA is a useful tool to establish centralized control over government revenue through effective cash management. It also enhances accountability and enables government to know how much is accruing to its accounts on a daily basis. TSA is believed to be an efficient and effective means of managing government revenue generation and system that provide and enforce sufficient self-control mechanism on revenue generation and budget implementation using a daily return from account balances of various MDAs into a central account (Adebisi and Okike, 2016). TSA according to Ocheni (2016) also facilitates better fiscal and monetary policy coordination as well as better reconciliation of fiscal and banking data, which in turn improves the quality of fiscal information.

Some of the laudable motives behind the introduction of TSA in Nigeria is to promote accountability, financial discipline and curb corrupt practices in the Nigerian public sector. From the forgone, it is established that TSA was introduced to maximize the use of cash through concentration, accountability, reduction in float costs, corrupt practices and to enhance financial discipline in the public sector. This study was motivated to assess the extent to which TSA system has been able to handle these issues by examining the effect of treasury single account (TSA) on financial discipline taking Federal Ministry of Finance, which is a major stakeholder in the implementation the system, as a study guide.

Statement of Problem

There is a general concern about the near total absence of ethics and accountability in the conduct of public affairs in Nigeria. Operations of the Nigerian public service are often associated with stories of wrong practices such as ghost workers on payroll of ministries, extra-ministerial departments and parastatals, fraud and embezzlement of public funds (Okwoli, 2004). Treasury single account was introduced as a system of combatting corrupt practices, eliminating financial indiscipline in public finance and ensuring adequate fund flow which will be channelled to critical sector of the economy

to catalyse development. However, in practice, TSA has not significantly reduced economic injustice and engender financial discipline, transparency, and accountability in the Nigerian public service (Igbokwe-Ibeto, et al.2016).

A country with fragmented government banking arrangements pays for its institutional shortages in numerous ways. Some of these flaws include the fact that idle cash balances in bank accounts often fail to earn market related remuneration, the government, being unaware of these resources, incurs unnecessary borrowing costs on raising funds to cover a perceived cash shortage, and, idle government cash balances in the commercial banking sector are not idle for the banks themselves, and can be used to extend credit (Allison and Ndukwe, 2021).

In Nigeria, the idea of treasury single account came into being when some agencies refused to declare and remit the 25 percent of their annual revenue they generated to the treasury as demanded by law. In 2012 about N120 billion was forcefully collected by government from MDAs being 25 percent of their gross revenue to the treasury with another N34 billion collected in 2013. Before then, most of the MDAs were reluctant to remit the requested amounts by law to the treasury. (Daily Trust Editorial, 2015) in (Yusuf, 2016). Obinna (2015) citing A.G.F (2012) "prior to TSA, Nigeria had fragmented banking arrangements for revenue and payment transactions". He further noted that "there were more than 10,000 bank accounts in multiple banks, which made it impossible to establish government consolidated cash position at any point in time". It led to pockets of idle cash balances held in MDAs accounts when government was out borrowing money." There were cases of some of the MDAs failing to remit their revenues into the Consolidated Revenue Fund (CRF) in line with S.80 of the 1999 Constitution of Nigeria and thus, spent the funds without appropriation (Obinna, 2015). Government borrowings were done in complete ignorance of actual government cash position leading to borrowing and incurring interest when there was no need to do so. Excess cash balances that should ordinarily be invested to earn interest were left idle because the Treasury was unaware of their existence. To this end, financial indiscipline through the management of multiple bank accounts was unachievable and accountability by the remittance of revenue to CRF could not be properly monitored. This unfortunate turn of event is defeating the purpose of Treasury Single Account five years after the introduction of the TSA policy observably in the Ministry of Finance where some of the revenue functions are subcontracted and under-the-desk payments are often unlawfully requested. This study is therefore faced with the task of examining how TSA has improved financial discipline and enthroned accountability in Federal Ministry of Finance.

Objectives of the Study

The general objectives of the study is to assess the extent to which implementation of the TSA has engendered financial discipline in Federal Ministry of Finance Headquarters, Abuja. The specific objectives of the study are to;

- i. Determine the extent to which implementation of Treasury Single Account has enthroned financial discipline in the Federal Ministry of Finance.
- ii. Ascertain the extent to which implementation of Treasury Single Account has reduced the cost of doing business in the Federal Ministry of Finance.

Methodology

This study is designed to examine the effects of TSA on accountability and Financial Discipline in Federal Ministry of Finance Headquarters, Abuja. The study adopts a survey approach in order to gather data from every study unit. There are 537 personnel in the Federal Ministry of Finance (Federal Ministry of Finance Headquarters, 2021). The staffers consist of 54 management personnel and 483 staff. Taro Yamane formula was used, at 5% confidence level, to sample 229 persons- management (23) and staff (206) of the Federal Ministry of Finance and the sample was spread using proportional stratification sampling procedure. Data were generated using structured questionnaire that was designed in 5-point Likert Scale. Analysis of data were done percentage frequencies, Mean, and Standard Deviation. Hypotheses were tested using analysis of variance (ANOVA).

2.0 Conceptual Review

2.1 Treasury Single Account (TSA)

Treasury Single Account (TSA) can be defined as a unified structure of government bank accounts enabling consolidation and optimum utilization of government cash resources (Sailendra and Israel, 2011). Thus, TSA separates transaction- level control from overall cash management. It therefore implies that TSA is a bank account or a set of connected bank accounts through which the government transacts all its receipts and payments and gets an amalgamated view of its cash position at the end of each day. In the words of Onyekpere (2015) cited in Igbekoyi and Agbaje (2017), Treasury Single Account (TSA) is a unified structure of government bank accounts enabling consolidation and optimal utilization of government cash resources. It is a bank account or a set of linked bank accounts through which the government transacts all its receipts and payments and gets a consolidated view of its cash position at any given time.

Adeolu (2015) supports this view as he sees treasury single account as a public accounting system under which all government revenue, receipts and income are collected into one single account, usually maintained by the country's Central Bank and all payments done through this account as well. Treasury Single Account or TSA, for short, is a unified banking arrangement that allows for centralized management of all cash resources. It can be a single bank account or a set of linked bank accounts provided there is central control and oversight. Centralization makes for ease of consolidation of all cash balances and therefore earns TSA its place as a powerful cash management tool. Although TSA can be maintained in one or more commercial bank(s), the Federal Government of Nigeria opted for a Central Bank domiciled TSA.

Leveraging on technology, TSA is being implemented in Nigeria concurrently with a multi-channel online electronic collection (e-collection) system that sweeps all receipts to relevant accounts at Central Bank of Nigeria (CBN) in real time.

TSA applies to all funds of all entities of the federal government be it proceeds of debt, donations, budgetary allocation, fees, charges, earmarked funds. The consolidation of cash flows from all these sources gives government a clear picture of its cash position and increases liquidity. In the words of Sailendra and Israel (2011), an effective TSA system is founded on three key principles; the government banking arrangement should be unified, to enable ministry of finance/treasury oversight of government cash flows in and out of these bank accounts and allow complete fungibility of all cash resources, including on a real-time basis if electronic banking is in place; no other government agency should operate bank accounts outside the oversight of the treasury as the treasury is the chief financial agent of the government.

Accountability

Adegite (2010) defines accountability as the obligation to demonstrate that work has been conducted in accordance with agreed rules and standards and the officer reports fairly and accurately on performance results vis-à-vis mandated roles and or/plans. It means doing things transparently in line with due process and the provision of feedback. Johnson (2004) states that public accountability is an essential component for the functioning of our political system, as accountability means that those who are charged with drafting and/or carrying out policy should be obliged to give an explanation of their actions to their electorate. Okoh and Ohwoyibo (2010) opine that accountability reflects the need for government and its agencies to serve the public effectively in accordance with the laws of the land.

Public accountability means that government and its employees are accountable and their activities are open to the public Adejuwon (2017). In principle, records of government activities should be open to the people unless it such records would pose a security threat to the country. Thus, public accountability implies that the public entities that manage public resources have an avowed obligation to account for the way these resources are allocated, used and the outcomes these spending have accomplished. In other words, public accountability aims at ensuring that public fund is spent in the most economical and efficient way so as to achieve minimum of wastage or theft and that the general public really benefit from public money. Public accountability therefor rests both on giving an account and on being held to account. Therefore, in the words of Adejuwon (2017), "a public officer may not only be required to present his „doctored account but may face the challenges of a certain compelling expectable stewardship from the authorities whose office he manages, or enjoys". Public accountability requires a measure of trustworthiness, dutifulness, justice, clarity, and adherence to ethical principles by public officials in order that the society gets value for its money and that public wealth are not diverted to private use.

Financial Discipline

Public financial discipline is concerned with the planning, organizing, procurement and utilization of government financial resources. Premchand (1999) sees public financial discipline as the link between the community's aspirations with resources, and the present with future. It lies at the very heart of the operations and fiscal policy of government. Financial discipline in the public sector has to do with adequate public financial management. Public. Adequate financial management according to Onuorah and Appah (2012) involves budget formulation, budget structures, payment system, government accounting and financial reporting and audit.

The budget formulation is the step that involves the allocation of resources before the submission to the legislature for review and final approval. According to Onuorah and Appah (2012), in Nigeria, the budget formulation involves the articulation of the fiscal, monetary, political, economic, social and welfare objectives of the government by the President; based on; (i) the department issues policies and guidelines which form the basis of circulars to Ministries/Departments requesting for inputs and their needs for the ensuring fiscal periods; (ii) accounting officers of responsibility units are required to obtain and collate the needs of their units; and (iii) accounting officers of ministries, in this case the Permanent Secretaries, are required to collate these proposals which would be defended by unit heads before the supervising minister. From the foregone, it is established that financial discipline is how well funds are being spent in line with budgets and clearly spelt out financial policies.

Effect of TSA on Accountability and Financial Discipline

The primary objective of a TSA is to ensure effective aggregate control over government cash balances. Sailendra and Israel (2011) opine that the benefits of a TSA flow from its objectives. They therefor maintain that implementation of TSA; allows complete and timely information on government cash resources, improves appropriation control, improves operational control during budget execution, enables efficient cash management, reduces bank fees and transaction costs, facilitates efficient payment mechanisms, improves bank reconciliation and quality of fiscal data, and lowers liquidity reserve needs. Thus, a TSA system helps consolidate government cash balances, gives the ministry of finance/treasury oversight of all government cash flows, and brings improvements in budget control and monitoring. It enables regular and effective monitoring of government cash resources by providing complete and timely information. A TSA also facilitates better fiscal, debt management, and monetary policy coordination as well as better reconciliation of fiscal and banking data, which in turn improves the quality of fiscal information. Also, the establishment of a TSA significantly reduces the government debt servicing costs, lowers liquidity reserve needs, and helps maximize the return on investments of surplus cash.

TSA ensures that the Ministry of finance has full control over budget allocations, and strengthens the authority of the budget appropriation. When separate bank accounts are maintained, the result is often a fragmented system, where funds provided for budgetary appropriations are augmented by additional cash resources that become available through various creative, often extra-budgetary measures. When the treasury has full information about cash resources it can plan and implement budget execution in an efficient, transparent, and reliable manner. The existence of uncertainty regarding whether the treasury will have sufficient funds to finance programmed expenditures may lead to sub-optimal behavior by budget entities, such as exaggerating their estimates for cash needs or channeling expenditures through off-budget arrangements. Therefore, TSA facilitates regular monitoring of government cash balances. It also enables higher quality cash outturn analysis to be undertaken Sabo, Muhammad and Ka Oje (2019).

Reducing the number of bank accounts results in lower administrative cost for the government for maintaining these accounts, including the cost associated with bank reconciliation, and reduced banking fees. TSA therefore ensures that there is no ambiguity regarding the volume or the location of the government funds, and makes it possible to monitor payment mechanisms precisely. It can result in substantially lower transaction costs because of economies of scale in processing payments. The establishment of a TSA is usually combined with elimination of the “float” in the banking and the payment systems, and the introduction of transparent fee and penalty structures for payment services. Many governments have achieved substantial reductions in their real cost of banking services by introducing a TSA. CBN (2016).

Eme, Chukwurah and Emmanuel (2015) have added that TSA allows for effective reconciliation between the government accounting systems and cash flow statements from the banking system. This reduces the risk of errors in reconciliation processes, and improves the timeliness and quality of the fiscal accounts. Hence, it reduces the volatility of cash flows through the treasury, thereby allowing it to maintain a lower cash reserve/buffer to meet unexpected fiscal volatility.

TSA is built on the principles of the unity of cash and of the treasury. This is the reason why Eme, Chukwurah and Emmanuel (2015) opined that prior to the implementation of the TSA, government was incurring finance cost on debit balances in some MDAs accounts while it was earning close to nothing on the credit balances of other MDAs. Thus, with the TSA, the net balances on all the MDA accounts now reside with the Central Bank; hence, the government avoids incurring interest costs when it has positive net position (Eme etal 2015).

The TSA is primarily designed to bring all Government funds in bank accounts within the effective control and operational purview of the Treasury, through the institutionalization of centralized, transparent and accountable revenue and cash

management which is effective and assures cash availability in the system (Pattanayak and Fainburn, 2010) in (Mboto, Offiong and Ibor, 2017). This promotes efficient management of domestic borrowing at minimal cost, allow optimal investment of idle cash, block loopholes in revenue management, establish an efficient disbursement and collection mechanism for public funds, improve liquidity, and eliminate operational inefficiency and costs associated with maintaining multiple accounts across a plethora of financial institutions (CBN, 2016).

Empirical Review

Nwaorgu, Ezenwaka and Onuorah (2017) wrote on Treasury Single Accounting (TSA) and Public Sector Accountability in Nigeria. The study tried to ascertain the effect of treasury single account and accountability in the Nigeria Public Sector. Two specific objectives guided the study, while two research questions and two hypotheses were formulated in line with the specific objectives and tested at 0.05 level of significance. A descriptive survey research design was used. The population of the study consisted of 600 staff of the four federal health tertiary institutions drawn from Account Departments while a sample size of 250 Account Department staff were selected using the proportionate random sampling technique. A structured 25-item validated questionnaire was used for data collection. The reliability of the instrument was ensured using pilot test technique, which was analyzed using Cronbach alpha method and yielded an overall reliability co-efficient of 0.85 with the aid of statistical package for social science (SPSS) 20.0. Data were analyzed using descriptive statistics and one regression models for the research questions and for test of hypotheses at 0.05 level of significance. Findings of the study showed that adaptation of a treasury single account and accountability (TSA) in the Nigeria Public Sector is capable of plugging financial loopholes, promoting transparency and accountability in Federal Health Tertiary Institutions in South-East Nigeria. The study concluded that TSA policy would go a long way in blocking the identified financial leakages in revenue generation and promote transparency and accountability in the public sectors financial system if it is fully implemented. The study therefore recommended among others, that government should engage in massive public enlightenment about the importance of the TSA policy.

Adejuwon (2017) in a separate study on Enhancing Public Accountability and Performance in Nigeria: Periscoping the Impediments and Exploring Imperative Measures. The paper examined the impediments to public accountability and performance in Nigeria. The article adopted qualitative method in gathering data from various sources. The article contends that unless good governance is in place with public accountability carefully observed, effective public sector performance cannot be realized.

Similarly, Lodikero, Fagbayimu, and Olateru (2018) studied Treasury Single Account: A Tool for Accountability and financial discipline in Ondo State, Nigeria. The study

examined the implication of Treasury Single Account on the accountability and financial discipline of Nigeria Public Sector in order to ensure a responsible governance system. Survey research design was adopted for the study. The population of the study consisted of 150 Ministries, Department and Agencies (MDAs) operating in Ondo State as at 2017. Purposive sampling technique was used to select the respondents. The data obtained from the questionnaire administration were analyzed using the descriptive and inferential statistical tools. The finding revealed that Treasury Single Account is an effective tool in combating financial leakages in Nigeria public sector. The study recommended that government should engage in massive public enlightenment about the importance of the policy and the need for legislation to mandate all the states and local government to implement this policy.

It has been established that majority of the studies focused on the effect of TSA on financial management in the public sector with few studies specifically addressing its effect on accountability and financial discipline especially from the Federal Ministry of Finance perspective. The focus of this paper is to examine the effect of TSA on accountability and financial discipline in the Nigerian public sector from the purview of Federal Ministry of Finance.

Theoretical Framework

This study is hinged on the stakeholder theory. The stakeholder theory was popularized by Richard Edward Freeman in 1970. The main idea behind Freeman's Stakeholder Approach, was

to build a framework that was responsive to the concerns of managers who were being confronted with unprecedented levels of environmental turbulence and change. The theory holds that the purpose of the firm is to create wealth or value for its stakeholders by converting their stakes into goods and services or to serve as a vehicle for coordinating stakeholder interests.

The word Stakeholder was chosen on the basis of the traditional term – stockholder, which takes only a look at the economic point of view, where the stakeholders are defined as any group of individual who is affected by or can affect the achievement of an organization's objectives (Freeman, 1984). Freeman (1984) further states that stakeholder approach suggests that managers must formulate and implement processes which satisfy all and only those groups who have a stake in the business. The implication of stakeholder approach as a framework of analysis evolve from a very much concerns about active management of the business environment, relationships and the promotion of shared interests in order to develop business strategies.

The theory assumed that adoption of Treasury Single Account by the federal government is as a result of the pressure from stakeholders/citizens majorly against corruption. It suggested that the government will responds to the concerns and expectations of powerful stakeholders/citizens and some of the responses will be in

the form of strategic opinions. The factors that encouraged government in relation to the adoption and implementation of Treasury Single Account in Nigeria can said to be motivated by Stakeholders' theory.

Data Analysis

Hypothesis 1: The implementation of TSA has not enthroned financial discipline in the Federal Ministry of Finance.

Table 1 Responses relating to treasury Single Account and accountability of public funds in Nigeria

Item No.	Item Description	SA	A	U	D	SD	Mean	SD
1	Treasury Single Account encourages good accountability of funds in Federal Ministry of Finance	76 (40.00%)	64 (33.68%)	50 (26.32%)	0 (0.0%)	0 (0.0%)	4.14	0.81
2	Treasury Single Account compels public administrators to give proper account of their performance.	82 (43.16%)	84 (44.21%)	24 (12.63%)	0 (0.0%)	0 (0.0%)	4.31	0.69
3	There are no positive relationships between Treasury Single account and accountability of public sector funds in Federal Ministry of Finance.	0 (0.0%)	0 (0.0%)	60 (31.58%)	66 (34.74%)	64 (33.68%)	1.98	0.81
4	Accountability in the Federal Ministry of Finance has improved with the advent of TSA.	0 (0.0%)	80 (42.11%)	10 (5.26%)	28 (14.74%)	72 (37.89%)	2.52	1.37
5	Before the introduction of TSA in Federal Ministry of Finance, accountability was at a satisfactory level.	0 (0.0%)	12 (6.32%)	20 (10.53%)	78 (41.05%)	80 (42.11%)	1.81	0.87

Source: Filed Survey, 2023

In relation to whether Treasury Single Account encourages good accountability of funds in Federal Ministry of Finance, 76(26.32%) of the respondents strongly agreed, 64(33.68%) agreed and 50(26.32%) were undecided. The mean of their responses stood at 4.14 with a standard deviation of 0.81, indicating that majority of the respondents agreed that Treasury Single Account encourages good accountability of public funds in Federal Ministry of Finance. In relation to whether Treasury Single Account compels public administrators to give proper account of their performance, 82(43.16%) of the respondents strongly agreed, 84(44.21%) agreed and 24(12.63%) were undecided. The mean of the responses supplied by the respondents stood at 4.31 with a standard deviation of 0.69, indicating that majority of the respondents agreed that Treasury Single Account compels public administrators to give proper account of their performance.

In relation to whether there is no positive relationship between Treasury Single account and accountability of public sector funds in Federal Ministry of Finance, 60(31.58%) of the respondents were undecided, 66(34.74%) disagreed and 64(33.68%) strongly disagreed. The mean of their responses stood at 1.98 with a standard deviation of 0.81, indicating that majority of the respondents disagreed that there is no positive relationship between Treasury Single account and accountability of public sector funds in Nigeria. In relation to whether accountability in the Federal Ministry of Finance has improved with the advent of TSA, 80(42.11%) of the respondents agreed, 10(5.26%) were undecided, 28(14.74%) disagreed and 72(37.89%) strongly disagreed. The mean of the responses supplied by the respondents stood at 2.52 with a standard deviation of 1.37, indicating that majority of the respondents disagreed that accountability in the Nigeria public sector has improved with the advent of TSA.

In relation to whether before the introduction of TSA in Federal Ministry of Finance accountability was at a satisfactory level, 12(6.32%) of the respondents agreed, 20(10.53%) were undecided, 78(41.05%) disagreed and 80(42.11%) strongly disagreed. The mean of their responses stood at 1.81 while the standard deviation stood at 0.87, indicating that majority of the respondents disagreed that whether before the introduction of TSA in Federal Ministry of Finance accountability was at a satisfactory level.

Test of Hypothesis One

The implementation of TSA has not enthroned financial discipline in the Federal Ministry of Finance.

Table 2 ANOVA results for Hypothesis One

TSA and Accountability	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	539.15	4	134.79	153.15	0.0001
Within Groups	413.64	470	0.8801		
Total	952.79	474			

Source: *Graphpad INSTAT Output, Version 3.05*

Decision

Given that the p-value as presented in Table 2 is less than the 0.05, the study rejects the null hypothesis and concludes that The implementation of TSA has enthroned financial discipline in the Federal Ministry of Finance.

Hypothesis 2: The implementation of TSA has not reduced the cost of doing business in the Federal Ministry of Finance

Table 3 Responses relating to Treasury Single Account and reduction of cost of doing business in Federal Ministry of Finance Headquarters, Abuja

Item No.	Item Description	SA	A	U	D	SD	Mean	SD
1	Treasury Single Account ensures proper cash management for collection of government revenue	80 (42.11%)	68 (35.79%)	26 (13.68%)	16 (8.42%)	0 (0.0%)	4.12	0.94
2	Efficient allocation of public funds is enhanced through the adoption of Treasury Single Account	76 (40.00%)	78 (41.05%)	20 (10.53%)	16 (8.42%)	0 (0.0%)	4.13	0.91
3	Treasury Single Account greatly enhances financial discipline in the Federal Ministry of Finance	82 (43.16%)	78 (41.05%)	24 (12.63%)	6 (3.16%)	0 (0.0%)	4.24	0.80
4	Treasury Single Account ensures the spending of funds in line with approved budgets and financial plans of Federal Ministry of Finance.	78 (41.05%)	74 (38.95%)	28 (14.74%)	10 (5.26%)	0 (0.0%)	4.16	0.87
5	There is no improvement in financial discipline after the introduction of TSA in Federal Ministry of Finance	0 (0.0%)	12 (6.32%)	24 (12.63%)	78 (41.05%)	76 (40.00%)	1.85	0.87

Source: Filed Survey, 2023

In relation to whether Treasury Single Account ensures proper cash management for collection of government revenue, 80(42.11%) of the respondents strongly agreed, 78(35.79%) agreed, 26(13.68%) were undecided and 16(8.42%) disagreed. The mean of their responses stood at 4.12 with a standard deviation of 0.94 indicating that majority of the respondents agreed that Treasury Single Account ensures proper cash management for collection of government revenue. In relation to whether efficient allocation of public funds is enhanced through the adoption of Treasury Single Account, 76(40.00%) of the respondents strongly agreed, 78(41.05%) agreed, 20(10.53%) were undecided and 16(8.42%) disagreed. The mean of their responses stood at 4.13 with a standard deviation of 0.91, indicating that majority of the respondents agreed that efficient allocation of public funds is enhanced through the adoption of Treasury Single Account.

In relation to whether Treasury Single Account greatly enhances financial discipline in the Federal Ministry of Finance, 82(43.16%) of the respondents strongly agreed, 78(41.05%) agreed, 24(12.63%) were undecided and 6(3.16%) disagreed. The mean of their responses stood at 4.24 with a standard deviation of 0.80, indicating that majority of the respondents agreed that Treasury Single Account greatly enhances financial discipline in the Federal Ministry of Finance. In relation to whether Treasury Single Account ensures the spending of funds in line with approved budgets and financial plans of MDAs in Federal Ministry of Finance, 78(41.05%) of the respondents strongly agreed, 74(38.95%) agreed, 28(14.74%) were undecided and 10(5.26%) disagreed. The mean of their responses stood at 4.16 with a standard

deviation of 0.87, indicating that majority of the respondents agreed that Treasury Single Account ensures the spending of funds in line with approved budgets and financial plans of Federal Ministry of Finance. In relation to whether there is no improvement in financial discipline after the introduction of TSA in Federal Ministry of Finance 12(6.32%) of the respondents agreed, 24(12.63%) were undecided, 78(41.05%) disagreed and 76(40.00%) strongly disagreed. The mean of their responses stood at 1.85 with a standard deviation of 0.87. This indicates that majority of the respondents disagreed that there is no improvement in financial discipline after the introduction of TSA in Federal Ministry of Finance.

Test of Hypothesis Two

The implementation of TSA has not reduced the cost of doing business in Federal Ministry of Finance.

Table 4 ANOVA results for Hypothesis Two

TSA and Financial Discipline	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	405.74	4	101.43	130.90	0.0001
Within Groups	364.21	470	0.7749		
Total	769.95	474			

Source: Graphpad INSTAT Output, Version 3.05

Decision

Given that the p-value as presented in Table 4 is less than the 0.05, the study rejects the null hypothesis and concludes that Treasury Single Account has reduced the cost of doing business in Federal Ministry of Finance.

4.3 Discussion of findings

Results from the study revealed that Treasury Single Account significantly promotes financial discipline in Federal Ministry of Finance. TSA presents a unified accounting system for public sector funds and therefore it is easier for accountability to be maximized. This is consistent with the findings of Yusuf and Mohammed (2016), Igbokwe-Ibeto, et al (2016) and Igbekoyi and Agbaje (2017). The results also revealed that Treasury Single Account significantly reduces the cost of doing business in the Federal Ministry of Finance. No doubt, the cash liberty of government ministries, departments and agencies can easily lead to corrupt practices. Hence the advent of TSA which aims to control these cash federally will reduce or mitigate corruption in the public sector. This agrees with the findings of Igbekoyi and Agbaje (2017), Fatile and Adejuwon (2017) and Akujuru and Enyioko (2017). The results finally revealed that Treasury Single Account significantly enhance financial discipline in the Nigerian public sector. This is similar to the findings of Adebisi and Okike (2016), Oti, Igbeng and Obim (2016) and Nwaorgu and Ezenwaka (2017).

5.0 Conclusion

The idea of the Federal Republic of Nigeria to have control of all her financial assets is not in contention. This study was set to examine the effect of Treasury Single Account on accountability and financial discipline in the Nigerian public sector. In line with the findings, it is concluded that Treasury Single has a significant and positive effect on the accountability of public funds and enhancing financial discipline.

Recommendations

In line with the findings of the study, it is recommended that;

- i. In improving accountability of public sector funds, there should be appropriate sanctions where financial irregularities are discovered. This will strengthen the goal of the TSA system in Nigeria thereby by instilling discipline and accountability of public sector funds.
- ii. In maintaining financial discipline through TSA, the federal government should ensure that the TSA system does not create unnecessary bottleneck and clog in the financial operations of the concerned MDAs.
- iii. The institutions of governance - including the police, judiciary, the media and anti - graft agencies must be strengthened to tackle the issues of corruption and ensure transparency, probity and accountability in public finance and expenditure management.
- iv. In order ensure the success of the TSA policy, the federal government must demonstrate the political will to ensure the sustainability of the TSA policy and also tenaciously pursue the implementation of TSA by state and local governments in the country.

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