

The Politics of Treasury Single Account and Probity: Periscoping University of Nigeria Teaching Hospital Enugu Nigeria

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<p><i>Abstract</i></p>	<p><i>Journal of Policy and Development Studies (JPDS)</i></p>
<p><i>Financial rascality and improper accountability has bedeviled Nigeria for decades. Several efforts have been made by successive administrations and regimes to address corruption and financial rascality in Nigeria has not yielded significance fruit. When the Muhammadu Buhari led administration came on board, it quickly formulated the policy of Treasury Single Account (TSA) to stem down the tide of financial rascality. Therefore the study examines the politics of single treasury account and performance of University of Nigeria Teaching Hospital Enugu Nigeria. The study adopted survey research design. Questionnaire, face- to- face interview and focus group discussion guide were the major tools used to elicit data from respondents. Data elicited were analyzed with the aid of parametric and descriptive statistics. The study revealed among other things; that treasury single account has not significantly mitigated fund misappropriation in University of Nigeria Teaching Hospital Enugu. The study further revealed that treasury single account has not significantly enhanced performance of University of Nigeria Teaching Hospital Enugu. It is therefore the position of the study that the adoption of TSA should be rejigged</i></p>	<p>Vol. 14. Issue 2 (2023) ISSN(p) 0189-5958 ISSN (e) 2814-1091 Home page https://www.ajol.info/index.php/jpds ARTICLE INFO: Keyword: <i>Probity, financial rascality, misappropriation of fund, transparency</i> Article History Received 19th December 2023 Accepted: 8th January 2024 DOI: https://dx.doi.org/10.4314/jpds.v14i2.12</p>

and reformed to enable it achieve the intended objectives. Also Government machinery should be set in motion to rejig the implementation of TSA, especially in the area of probity and accountability. There is also need to ensure that allocation of financial resources to different units are monitored and effective feed-back mechanism established to ensure that the desired performance is achieved in University of Nigeria Teaching Hospital Enugu

1. Introduction

Before the emergence of Treasury Single Account (TSA) in Nigeria in 2012, Government Ministries, Departments and Agencies (MDA) generate revenue but had multiple accounts in deposit money which they used in running their organizations. This practice undauntedly created a system of operation that made the federal government of Nigeria to lose much fund meant for development of the key sectors to payment of salaries, operational cost and worst it was easy to syphoned government funds to private coffers. Furthermore, the model created loopholes for proper accountability and probity. Being a serious economic challenge, government came up with an accounting system known as the Treasury Single Account (TSA) that is principally to ensure accountability and probity in collection of government revenue, enhance transparency of the same and thus, reduced expropriation of such fund by the agency of government (Odiakosa and Chukwuemeka, 2023).

The importance of introducing the mechanism of treasury single account cannot be overemphasized. This is because the core mandate or significance of treasury single account is primarily to ensure accountability of government revenue, enhance transparency and avoid misappropriation of public funds. The introduction of treasury single account was also believed to enhance performance in the public sector especially in the area of service delivery and productivity. However, despite the introduction of TSA in Nigeria, cases of corruption are still prevalent in the Nigerian public sector, especially in public hospitals.. In 2016, the then Secretary to the Federal Government of Nigeria, Babachir Lawal was indicted in a N200 million contract scandal for clearing intrusive plant species in internally displaced camps in Yobe State, a North Eastern state in Nigeria. Also, in 2018 the Director General of the National Emergency Management Agency (NEMA) in Nigeria, Mustapha Maihaja was indicted for mismanaging N5.8 Billion Intervention Fund earmarked for interventions in the North Eastern part of the country (Stober 2019). Although most of these cases were investigated and actions were taken respectively, the fact that they came up in the first place indicates that the Nigerian public sector is still faced with accountability, fund misappropriation and corruption problems, and this has continued to affect the public perception of the effectiveness of government strategies to fight corruption in Nigeria. TSA as one of the prominent strategies to curb mismanagement of funds and corruption in the Nigerian public sector would have effectively mitigated some of the issues of corruption that surfaced. Therefore, the fact that these cases surfaced has given rise to doubt as to the

effectiveness of TSA in mitigating against corruption in Nigeria. It is on this premise that the study was conducted to investigate how TSA has curbed probity in University of Nigeria Teaching Hospital Enugu Nigeria.

1.1 Objectives of the Study

- i. To ascertain if treasury single account has improved probity in University of Nigeria Teaching Hospital Enugu.
- ii. To examine the effect of TSA on performance of University of Nigeria Teaching Hospital Enugu.

1.2 Hypotheses

- i) Treasury single account has not significantly reduced financial recklessness in University of Nigeria Teaching Hospital Enugu.
- ii) Treasury single account has enhanced performance of University of Nigeria Teaching Hospital Enugu.

2. Review of Related Literature

2.1. Treasury Single Account

Treasury Single Account (TSA)

A Treasury Single Account is a unified structure of government bank accounts that gives a consolidated view of government cash resources. Based on the principle of unity of cash and the unity of treasury, a TSA is a bank account or a set of linked accounts through which the government transacts all its receipts and payments (Chukwu, 2015). According to the Central Bank of Nigeria (2015), The Treasury Single Account (TSA) initiative is the operation of a unified structure of Government Bank Accounts, in a single account or a set of linked accounts for ALL Government payments and receipts. The emphasis on ALL in the CBN 's definition underscores the fact that the TSA directive applies to all fully funded organs of government like the Ministries, Departments, Agencies and Foreign Missions, as well as the partially funded ones, like Teaching Hospitals, Medical Centres, Federal Tertiary Institutions, etc. Agencies like the Central Bank of Nigeria, Securities and Exchange Commission, Corporate Affairs Commission, Nigeria Ports Authority, Nigeria Communications Commission, Federal Airports Authority of Nigeria, Nigeria Civil Aviation Authority, Nigerian Maritime Administration and Safety Agency, Nigeria Deposit Insurance Corporation, Nigeria Shippers Council, Nigeria National Petroleum Corporation, Federal Inland Revenue Service, Nigeria Customs Service, Mining, Minerals and Sustainable Development, Department of Petroleum Resources are also affected. For any agency that is fully or partially self-funding, Sub-Accounts linked to TSA are to be maintained at CBN and the accounting system will be configured to allow them access to funds based on their approved budgetary provisions (Chukwuemeka and Ubochi 2017).

The whole idea of a single account for government treasury is based on the tenets of electronic governance (E-governance). Electronic governance (e-Governance) refers to the use of the Information and Communication Technology in public management and by extension, public service delivery (Ibekwe 2020). It involves the use of Information Communication Technology (ICT) in conducting government's businesses (Ugwu 2022).

2.2 Features of the Treasury Single Account

A full-fledged TSA, according to Chester (2020) shares three essential features:

- First, the government banking arrangement should be unified, to enable Ministry of Finance (or treasury) oversight of government cash flows in and out of these bank accounts. A unified structure of government bank accounts allows complete fungibility of all cash resources, including on a real-time basis if electronic banking is in place. The TSA structure can contain ledger sub-accounts in a single banking institution (not necessarily a central bank), and can accommodate external zero balance accounts (ZBAs) in a number of commercial banks.
- Secondly, no other government agency operates bank accounts outside the oversight of the treasury. Options for accessing and operating the TSA are mainly dependent upon institutional structures and payment settlement systems.
- Third, the consolidation of government cash resources should be comprehensive and encompass all government cash resources, both budgetary and extra-budgetary. This means that all public monies irrespective of whether the corresponding cash flows are subject to budgetary control or not (e.g., in the case of reserve funds, earmarked funds and other off-budget/extra-budgetary funds) should be brought under the control of the TSA. The cash balance in the TSA main account is maintained at a level sufficient to meet the daily operational requirements of the government (sometimes together with an optional contingency, or buffer/reserve to meet unexpected fiscal volatility).

Additionally, establishing a TSA usually requires a legal basis to ensure its robustness and stability. Being legally recognized is thus a precondition that is particularly important in those countries where the —presumed autonomy of some institutions is an obstacle to the implementation of a TSA.

2.3 Objectives and Benefits of the Treasury Single Account

The primary objective of the TSA is to ensure effective aggregate control over government cash balances. The consolidation of cash resources through a TSA arrangement facilitates government cash management by minimizing borrowing costs. In the absence of a TSA, idle balances are maintained in several bank accounts. Effective aggregate control of cash is also a key element in monetary and budget management. There are other objectives for setting up the TSA. They include:

- Minimizing transaction costs during budget execution, notably by controlling the delay in the remittance of government revenues (both tax and nontax) by collecting banks, and making rapid payments of government expenses.
- Facilitating reconciliation between banking and accounting data
- Efficient control and monitoring of funds allocated to various government agencies and
- Facilitating better coordination with the monetary policy implementation.

The benefits of the TSA, which flow from its objectives, are as follows:

- **Allows complete and timely information on government cash resources.** In countries with advanced payment and settlement systems and an Integrated Financial Management Information System (IFMIS) with adequate interfaces with the banking system, this

information will be available in real time. As a minimum, complete updated balances should be available daily

- **Improves appropriation control.** The 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.
- **Improves operational control during budget execution.** 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.
- **Enables efficient cash management.** The TSA facilitates regular monitoring of government cash balances. It also enables higher quality cash out turn analysis to be undertaken (e.g., identifying causal factors of variances and distinguishing causal factors from random variations in cash balances).
- **Reduces bank fees and transaction costs.** 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.
- **Facilitates efficient payment mechanisms.** TSA 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 the TSA.
- **Improves bank reconciliation and quality of fiscal data.** 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.
- **Lowers liquidity reserve needs.** TSA reduces the volatility of cash flows through the treasury, thus allowing it to maintain a lower cash reserve/buffer to meet unexpected fiscal volatility.

2.4 TSA and Nigeria Economic woes: The Nexus

Government sees Treasury Single Account as a useful tool to establish centralized control over its revenue through effective cash management. It enhances accountability and enables government to know how much is accruing to its accounts on a daily basis (Akande, 2015). In Nigeria, it is expected that the implementation of TSA will help tame the tide of corruption, financial leakages and embezzlement.

The implementation of Treasury Single Account (TSA) is expected to block revenue leakages within the MDAs as the Ministry of Finance will be able to monitor the inflows and outflows, hence, augment the reduction in oil revenue due to falling oil prices. CBN (2015) reasoned in the same direction and said that the implementation of TSA will enable the Ministry of Finance to monitor fund flow as no agency of government is allowed to maintain any operational bank

account outside the oversight of the Ministry of Finance. The implementation of the TSA will have a positive effect on the National Economic Planning, swift and full budgetary implementation; reduce leakages and other irregularities in the MDAs, aid appropriate planning, data collection, analysis and timely aggregation of Federal Government Revenue. Realization of the government revenue on time causes its effective allocation.

The primary benefit of a Treasury Single Account is to provide for proper monitoring of government receipts and expenditure. In the Nigerian case, it will help to block most, if not all, the leakages that have been the bane of the economy. We have a situation where some Ministries, Departments, and Agencies manage their finances like independent empires and remit limited revenue to government treasury. But, under a properly run Treasury Single Account, it can no longer be possible, as agencies of government are meant to spend in line with duly approved budget provisions (Yusuf and Chiejina, 2020). Oyedele (2015) said that “Government should make banking arrangements for efficient management and control of government's cash resources”. It should be designed to minimize the cost of government borrowing and maximize the opportunity cost of fund. TSA ensures that all money received is available for carrying out government's expenditure program and making payments on time. Many low-income countries have fragmented systems for handling government receipts and payments. In these countries, the ministry of finance/treasury lacks a unified view and centralized control over government's cash resources. As a result, this fund lies idle for extended periods in numerous bank accounts held by spending agencies while the government continues to borrow to execute its budget.

Udoma (2016) opines that maintenance of TSA will enhance funding government budget rather than depend on Federal allocation. In any economy where the budget is fully funded, the aim certainly will be accomplished. The consequence should be; improved economic system, political and social development. It is clear that a government that lacks effective control of its cash resources can pay for its institutional deficiencies in multiple ways. Some of which are as follows:

1. Idle cash balances in bank accounts often fail to earn market-related remuneration.
2. The government, being unaware of these resources, incurs unnecessary borrowing costs on raising funds to cover a perceived cash shortage.
3. Idle government cash balances in the commercial banks are not idle for the banks themselves, and can be used to extend credit (Oyedele, 2015).
4. These have been the case with Nigerian economy. Nigeria still owes a huge amount in both external and internal debts. Therefore, the implementation of TSA will promote a healthy economic system.

2.5 TSA and Probity

The concept of accountability in the public sector organizations is premised on the fact that public servants and office holders hold their positions and everything connected thereto as trusts for the people (the true and general public) who are expectedly their masters, and they must render proper, accurate and timely accounts of successes or failures to the public. Transparency is therefore very cardinal to accountability and it stands to good reasoning that all forms of secrecy and shady dealings detract from effective and proper practice of accountability. Accountability can be classified into: financial; administrative, political and social. But here, we are concerned with finance. Financial accountability translates to obligation on the part of an official handling resources, public office or other positions of trust to report on the intended and actual use of the resources. This calls for transparent processes and procedures to attain it (Agwu, 2021). The old style was a financial management system that allows government agencies to operate more than

17,000 poorly monitored bank accounts. Such systems allow for financial recklessness to fester and permit a lack of accountability to go unchecked. But in a critical era like now when Nigeria clamour for transparency, probity and accountability in government financial dealings, TSA should be seen as a good instrument and an effective alternative (Braithwaite, 2016).

Transparency is the availability of information to the general public and clarity about government rules, regulations and decisions, but when the center has hands that are not clean, they don't have the moral authority to give instructions to other people. However, the full implementation of TSA is a strong political will from the presidency to curb the excesses of these unscrupulous individuals (Eme, Chukuwurah, & Emmanuel, 2015). Besides, TSA is a technological driven system and by that, technological advancement has played an important role in changing governments' banking practices over recent times. According to Larson & Corinne (2007) 'the banking industry has created new products that allow depositors' access to real-time account balance information and the ability to move funds electronically'. Check processing has been accelerated, and electronic payment systems expanded; the availability of electronic banking networks at commercial banks allows for very effective, virtually cost-free sweeping of balances on a daily basis.

TSA engenders relative improvement on the budget performance monitoring and evaluation which on the other hand depends on the openness of government agencies. However, the budget performance monitoring and evaluation reporting in Nigeria is exclusively on resource input and makes no attempt to assess the output and outcome of resource utilization, let alone the impact of the expenditures. But TSA has moved forward the process of Budget Performance Monitoring and Evaluation to include value for money assessment and specific outcomes with respect to progress being made for the achievement of common welfare.

TSA is principally a cash management tool for efficient management of the Government's cash position. Prior to the implementation of TSA, government was incurring finance cost on debit balances in some MDA's accounts while it was earning close to nothing on the credit balances of other MDAs. With the TSA, the net balances on all the MDA accounts will now reside with the Central Bank; hence, the government will avoid incurring interest costs when it has positive net position (Eme, Chukuwurah, & Emmanuel, 2015).

2.1.4 TSA and Corruption

The FG ordered all agencies generating revenue to shut their accounts with commercial banks by February 28th 2015 and relocate the revenue into a CRF of the Federation and TSA (Eme, Chukuwurah, and Emmanuel 2015). The Office of the AG of the Federation (OAGF) directed all MDAs of the FG yet to comply with the TSA domiciled at the CBN to embrace the policy not later than 28th February 2015. By implication, the MDAs ordered to close all accounts they maintain in different Banks. Obinna (2015) asserted that the fundamental goal of TSA is to ease implementation of the FG's Cash Management Policy (CMP) and to achieve accountability for government expenses. TSA control aggregate cash flow. Otunla added that the policy had instilled financial discipline and prudence Eme, Chukuwurah, and Emmanuel (2015) noted that aside from the NNPC that directly sell crude oil on behalf of the FG, other MDAs are equally on the list of revenue generating agencies. These include the FIRS, Nigeria Ports Authority (NPA), Nigerian Maritime Administration and Safety Agency (NIMASA), National Communications Commission (NCC), the Nigeria Customs Service (NCS), and others. This singular absence had made it feasible

for revenue generating agencies to have generated N3.06tr in 2009 but remitted N46.80b to the government account. Also, generated N3.07tr in 2010 but submitted N54.10b, and earned N3.17tr in 2011 and remitted N73.80b. The NNPC and its subsidiaries generated N6.132tr between 2009 and 2011 but remitted N00.0 to the government treasury (Okwe, et al., cited in 2015 Eme, Chukwurah, and Emmanuel 2015).

2.6. The concept of performance

Performance is an intangible good provided by organizations or individuals to those that need them. Some of these services could be in the forms of education and training, financial advisory services, haulage services, among others. Therefore, the way and manner that these services are provided is what is known as service delivery. Also, service delivery is the process of providing intangible goods to customers or clients of an organization. It typically includes the procedures leading to the design, development, deployment and operation of services. Beyond the way and manner of delivery, service delivery refers to the actual conveyance of products and services to the customer or clients (Lovelock & Wright, 2009). It is therefore concerned with the where, when, and how a service or product is delivered to the customer and whether this is fair or unfair in nature.

The term public service performance has to do with the delivery of goods and services to the larger society as against individuals and select groups. Public as used here is an adjective qualifying service, 'public service'. It distinguishes the public service which is the main concern of this section from that which is strictly private. In other words, which public or what constitutes the public that provide public service? Here, the focus is on the organized public sector of the economy in contrast to the private sector. In Nigeria, the public service is the nerve center on which policy implementation hinges, apart from its strategic advisory role in policy formulation. It is the public service that provides the substantial public goods and services needed as catalyst for development by both public and private sectors of the economy. Here lies the place of public service delivery.

The concept "public service delivery" cannot easily be pinned down to a universally acceptable definition. Simply put, public service delivery is getting public goods and services as expected and as quick as possible by (recipients) citizens (Ude 2020). In the view of Nwankiwo (2021), public service performance refers to the achievement of public programs and organizations in terms of output and outcomes that they produce. According to Johnpaul (2022), public service delivery is synonymous to performance and it entails the provision of goods and other life support amenities by government to maximize the welfare and well-being of the people. Indeed, to Franz (2011), it involves considerable human activity, hence human resource management is important as human element is often the key ingredients of service industries. In essence, public service delivery entails the provision and implementation of government policies and programmes that will enable the citizens to improve their living conditions.

The above definitions of public service delivery are all encompassing and a close examination of the definitions suggests that public service delivery is the degree and hallmark of excellence in the public service. Public service delivery is one of the major challenges facing developing countries Nigeria inclusive. This should be a top priority of the government if the country is to make substantial progress in socioeconomic development.

Public service delivery can also be seen from the light of its key features as “doing more with less, empowering citizens, enhancing transparency and holding public servants accountable.” Corroborating this further, the following are seven core objectives for public service delivery:

- ✓ Speed – The time taken to deliver a service should be the shortest possible for both the customer and the organization delivering the service, right first time.
- ✓ Engagement – The manner in which services are delivered should be seen as customer centric (i.e., participatory and trustworthy with the customer’s needs at the core).
- ✓ Responsiveness – There should be an ‘intelligent’ mechanism in place to address any variation in meeting service levels and to drive changes in the service delivery organization.
- ✓ Value – The customer needs to believe that the service delivery mechanism is cost effective, and value is driven by customer outcomes, not organisational processes.
- ✓ Integration – The service delivery mechanism should be integrated. There should be no ‘wrong door’ policy for the customer.
- ✓ Choice – There should be multiple channels for service delivery, so that customers can have ‘channels of choice’, depending on specific needs at specific times.
- ✓ Experience – Personalization of service is necessary to ensure that customers’ experiences are on a par with what they are used to receiving from the private sector. Arising from the above, it can be concluded that there is a relationship between e-governance adoption and enhanced public service delivery in a country.

The delivery of public service by public sector organizations cannot be achieved in a vacuum. It takes the efforts, commitment and productivity of the public servants in public institutions to deliver on the mandate of the organization through the provision of public goods and services. The measurement and assessment of the performance of these public officials, constitute the focus of this study.

3. Methodology

3.1 Research design

The researcher adopted survey research design because it is most appropriate to guide this study

3.2 Methods of data collection

The researchers used questionnaire, face to face and focus group discussion guide (FGD) as tools for data collection.

3.3 Population of Study and sample size

The population of the study is 287 staff of the selected ministries. Since the population is manageable, the researcher studies the entire population.

Table 3.1 Population of principal and senior officers of UNTH

Ckass	Number of Staff
Principal Officers	89
Senior Officers	198
Grand Total	287

Source: *UNTH Personnel Unit (2021)*

3.4 Method of Data Analysis

The data collected was analyzed using parametric statistics

4. Data Analysis

4.2 Test of Hypotheses

4.2.1 Test of Hypothesis One

i) Treasury single account has not significantly reduced financial recklessness in University of Nigeria Teaching Hospital Enugu.

Presentation and Analysis of Result

Dependent Variable: Fund
Misappropriation
Method: Least Squares
Date: 01/10/22 Time: 19:26
Sample: 268
Included observations: 268

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	3.350808	3.400219	0.985468	0.3254
TSA	0.621192	0.032170	19.30944	0.5567
R-squared	0.609384	Mean dependent var		20.7261
Adjusted squared	R-0.607750	S.D. dependent var		81.2769
S.E. of regression	50.90364	Akaike info criterion		10.7060
Sum squared resid	619292.2	Schwarz criterion		10.7349
Log likelihood	-1288.074	Hannan-Quinn criter.		3
F-statistic	372.8547	Durbin-Watson stat		6
Prob(F-statistic)	0.445874			1.82580

Source: Author's Computation Using E-views

Model Line: $FMISAP = b_0 + b_1TSA + U$

Regression Line: $FMISAP = 3.350808 + 0.621192TSA$

Where; FMISAP = Fund Misappropriation, TSA = Treasury Single Account and U = stochastic error term.

Decision Rule

The decision rule is to reject the null hypothesis (**H₀**) if the probability is less than 0.05 and to accept the null hypothesis (**H₀**) if the probability is greater than 0.05.

Decision

From the above analysis, it is clearly seen that the probability value = 0.5567 is greater than 0.05. This compels the acceptance of the null hypothesis (H₀) and the rejection of the alternative (H_a). Hence; Treasury single account has not significantly reduced financial recklessness in University of Nigeria Teaching Hospital Enugu.

4.2. Test of Hypothesis Two

Treasury single account has enhanced performance of University of Nigeria Teaching Hospital Enugu.

Step Two: Presentation and Analysis of Result

Dependent Variable: PRF

Method: Least Squares

Date: 01/10/22 Time: 19:55

Sample: 268

Included observations: 268

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	4.165906	3.381851	1.231842	0.2192
TSA	0.622225	0.032069	19.40296	0.8740
R-squared	0.611682	Mean dependent var		21.0124
Adjusted squared	R-0.610057	S.D. dependent var		81.2561
S.E. of regression	50.74070	Akaike info criterion		10.6996
Sum squared resid	615333.7	Schwarz criterion		10.7285
Log likelihood	-1287.302	Hannan-Quinn criter.		10.7112
				5

		1.83672
F-statistic	376.4749	Durbin-Watson stat 0
Prob(F-statistic)	0.990231	

Source: *Author's Computation Using E-views*

Model Line: $EP = b_0 + b_1TSA + U$

Regression Line: $PRF = 4.165906 + 0.622225TSA$

Where; PRF = Prompt Release of Funds, TSA = Treasury Single Account and U = Stochastic Error Term.

Decision Rule

The decision rule is to reject the null hypothesis (**H₀**) if the probability is less than 0.05 and to accept the null hypothesis (**H₀**) if the probability is greater than 0.05.

Decision

From the above analysis, it is clearly seen that the probability value = 0.8740 is greater than 0.05. This compels the acceptance of the null hypothesis (H₀) and the rejection of the alternative (H_a). Hence; Treasury single account has enhanced performance of University of Nigeria Teaching Hospital Enugu.

5. Summary of findings, Conclusion and Recommendations

5.1 Summary of findings

1. Treasury single account has not significantly reduced financial recklessness in University of Nigeria Teaching Hospital Enugu.
2. Treasury single account has not significantly enhanced the performance of University of Nigeria Teaching Hospital Enugu.

5.2. Conclusion

Based on the findings of this study, it was seen that the introduction of treasury single account (TSA) has not significantly reduced financial recklessness and fund misappropriation and also did not significantly improve the expected performance and service delivery in the Institution. Hence, in conclusion, TSA implementation policy requires some reformation to enable it achieve the intended objectives.

5.3. Recommendations

- (1) Government machinery should be set in motion to rejig the implementation of TSA, especially in the area of probity and accountability.
- (2) There is also need to ensure that allocation of financial resources to different units are monitored and an effective feed back mechanism established to ensure that the desired performance is achieved in University of Nigeria Teaching Hospital Enugu

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