

# **Perceived Influence of Treasury Single Account on The Funding of Federal Tertiary Institutions in Delta and Edo States**

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## **Abstract**

The study examined how the Treasury Single Account (TSA) affected government support for post-secondary education in Delta State and Edo, Nigeria. Three research questions and two hypotheses were tested at the 0.05 level of significance. The study employed a descriptive survey research design. The respondents were fifty-two (52) principal administrators from seven federal tertiary institutions located in the Nigerian states of Delta and Edo. Delta accounted for the respondents. The entire population served as the study's sample due to its manageable size. The instrument used to gather the data was a questionnaire, with a 5-point Likert scale rating system for the items. The instrument was validated by experts, and split-half reliability was used to administer 20 questions. After the data were analyzed using Cronbach's alpha statistics, the reliability coefficient was determined to be 0.76. The t-test statistics were used to test the two hypotheses at the 0.05 level of significance. The results of the study demonstrated that federal higher institutions have used TSA to drastically reduce cases of fund misappropriation. Furthermore, the findings showed that federal tertiary institutions could use TSA funding to hire non-academic staff in addition to academic staff. It was suggested that the federal government strengthen the TSA accounting principles to ensure greater transparency and efficiency in the utilisation of funds, ultimately enhancing the quality of education provided. By reinforcing these principles, the government could better support institutions in achieving their academic and operational goals.

## **Keywords:**

Treasury Single Account, Funding, misappropriation, cash-flow, employment

## **INTRODUCTION**

The Federal Government of Nigeria created the Treasury Single Account (TSA), which is a single bank account or a network of connected bank accounts that the government uses to handle all of its payments and receipts to receive a comprehensive daily summary of its financial status. Moreover, the intention was to maintain a distinct division between general cash management and transaction-level control, according to the International Monetary Fund (IMF, 2010). With its quick and comprehensive information, the TSA should make it easier to monitor government cash flow on a regular basis. Additionally, it opens the door for improved debt management. In 2015, the Nigerian Federal Government directed all Ministries, Departments, and Agencies (MDAs) to transfer any outstanding funds to the Federation Account TSA and close any accounts they had with commercial banks.

The TSA was established to prevent financial leaks of all types, promote transparency, and put an end to the embezzlement of public funds. When money is not embezzled, the

government will have greater resources available for capital projects and ongoing capital needs. According to Gwarzo (2016), Nigeria was able to recover about N500 billion from the government's 2012 single account trial project. Both internal and external government debts are steadily rising, and if left unchecked, they might cause major economic problems. According to Adeolu (2015), the TSA is a unified structure of government bank accounts that provides a consolidated view of government cash resources. It was formally adopted in Nigeria in 2015 under the Buhari administration to block financial leakages and ensure proper cash management. Nwaorgu (2016) adds that the TSA is designed to ensure that all government revenues are remitted into a single account, thereby eliminating multiple accounts operated by government institutions. The TSA's establishment was intended to prevent financial theft, staffing shortages, infrastructure deficiencies, and a shortage of resources for education, among other things, which can be linked to misappropriation.

The term "misappropriation of funds" describes the unlawful or illegal use of cash or assets for purposes other than those intended or for personal advantage. According to Uzochukwu, Republic, and Olohi (2017), the TSA policy has been essential in preventing potential leaks in federal tertiary institutions, preventing the government from having to borrow money to support these institutions. This can happen in a variety of settings, including companies, organizations, government or nonprofit organizations, and so on. The intentional and illegal use of resources, facilities, assets, or money for an unauthorized purpose is known as misappropriation (2009). It is practically a given that awareness of and activism around financial leaks in the Nigerian public sector, especially in the area of education, has increased.

According to Mesterry (2020), misappropriation of funds is one of the most common frauds committed in all economic sectors, especially in Nigeria. Erhieyovwe and Andrew (2019) conducted a study to evaluate the effect of funding for postsecondary education on the national growth of Nigeria. The ordinary least squares (OLS) estimate approach was utilized in the study to evaluate the effect of the independent factors on the dependent variable. Furthermore, the findings demonstrated that government support for capital expenditures had no statistically significant impact on the growth process. Higher education institutions can build and maintain the infrastructure required for efficient teaching and learning if they are able to secure sufficient funding and make effective use of it (Ololube & Aiya, 2016). Similarly, a case study by Emore and Akpotor (2021) at the Federal University of Petroleum Resources revealed that while the TSA has helped eliminate fund diversion, it has increased bureaucratic bottlenecks and delayed critical project execution.

Insufficient funding and financial fraud in the educational system, according to Ekankumo and Kemebaradikumo (2014), have fueled dysfunctional and unethical behavior that has led to a decline in academic standards throughout Nigeria, especially in tertiary institutions. Therefore, inadequate financing, embezzlement, and inept management may have a detrimental effect on how higher education is run in Nigeria. According to Ochai and Adikwu (2018), the majority of postsecondary institutions engage in fraudulent activities such as fund misappropriation and misuse, as well as a lack of accountability. In light of this, the goal of this study was to investigate how the TSA affects funding for higher education in the states of Delta and Edo. According to Chikowore in Mapolisa, Ncue, Tshabalala, and Khosa (2014), the number of cases of financial irresponsibility is a great concern. It could lead to the organization losing money and assets.

Cash flow is the net amount of money and equivalents that enter and leave a business. An organization's ability to pay off debt, reinvest in the business, return money to shareholders, cover costs, and serve as a safety net against unforeseen expenses is demonstrated by positive cash flow. By taking idle funds out of many commercial banks, the TSA will enhance revenue

collection and payment reconciliation, as well as contribute to proper cash flow management (Adeolu, 2015). Igbokwe-Ibeto, Nkomah, Osakede, and Kinge (2016) state that the TSA policy has implemented a new system of accountability and transparency in the management of public finances; this would indirectly assist the government in managing the limited financial resources at its disposal. Cash flow is an essential component for raising any organization's financial standards and ensuring ongoing business operations. Amoako, Marfo, Gyau, and Asamoah (2013) describe it as a set of guidelines established by management to guarantee that the business consistently has the appropriate amount of cash on hand to meet its objectives. Additionally, cash flow involves having experts and skilled personnel in the industry manage the organization's finances to optimize cash availability and interest income on any idle capital (Van Horne, 2014). Effective cash flow management is the key to achieving the optimal level of cash in the company's working capital; recovered cash should be used for services to ensure that there are no unutilized cash balances (Richard & Stewart, 2011). As stated by Igbekoyi and Agbaje (2017), TSA's goal of accountability and transparency in the management of public funds improves cash flow. Underdevelopment will result from the loss of liquid assets because it will lower cash flow, income from capital expenditures, and recurring costs related to hiring academic and non-academic staff.

### **Statement of the Problem**

Tertiary institutions hire workers primarily with the intention of using them to fulfill basic activities and services that are necessary to achieve the goals and objectives of the institution. In higher education institutions, the main reason for hiring staff is to provide necessary services or perform tasks that are essential to meet the aims and objectives of the school. The phrase "academic staff" refers to those who work for educational establishments, including polytechnics, universities, and colleges of education. They work on academic projects, teach, or conduct research. In the academic community, they are essential to the creation and exchange of knowledge. They are also known as professionals who work for educational institutions and support the mission of the institution by doing research, teaching, and other relevant activities. Non-academic staff members are those who work for educational institutions in administrative, technical, or support capacities, assisting in teaching or research. Ukpong and Uzoigwe (2019) argued that it is quite unfortunate that resource availability in tertiary institutions is not effectively managed in Nigeria. As such, the institutions are filled with incomplete buildings, projects, and inadequate human and material resources.

Oriowo (2018) reported that while some federal tertiary institutions are located in rural areas, the majority of them are located in urban areas. In a similar vein, certain federal educational institutions have fully embraced TSA activities, while others have not. Hinum (2015) asserted that the quality of facilities affects both professors' and students' well-being, suggesting that lecturers could not do their jobs properly without the right infrastructure, staff development, and training. The Academic Staff Union of Universities (ASUU) claimed that the TSA policy was detrimental to universities' overall health and made it more difficult for them to conduct programs, fund staff development initiatives aimed at enhancing performance, and provide services. To stay current with the latest developments and trends in globalization, the school's staff must periodically participate in training and retraining. Like any other organization, the school needs to be efficient. The implementation of these development programs and the provision of on-the-job training are crucial to staff members but both cost money.

Increased capital and continued investments in education, health, communication, transportation, electricity, roads, and construction, among other areas, usually translate into improved academic achievement. This includes the hiring of academic staff, the growth of

emerging industries within the institutions, and a decline in financial embezzlement. Nigeria's Federal Government's recurring costs have increased uncomfortably over time, leaving just a small amount of education funding to support and complete the government's capital investment (Orgunode et al., 2023). The needs of federal tertiary institutions in Delta and Edo states call for sufficient appropriation of funds (Idehen & Edeki, 2022; Porter & Watts, 2019).

The roads have become death traps, the infrastructure of federal educational institutions in Edo and Delta States, Nigeria, appears to be in a state of deterioration and collapse, and the percentage of academic personnel is low. The power sector is also in a sad and moribund state. It is clear that the core of the problem lies in the spending structure, which allows for fund leakage. Drawing conclusions from this observation, could it be that the current status of federal tertiary institutions in Nigeria is partly related to the trend of government spending? The study was conducted because this could be a cause for alarm. In order to ascertain the actual influence of TSA on federal tertiary institution funding in Delta and Edo States, an empirical investigation was carried out.

### **Research Questions**

The following research questions were raised to guide the study:

1. What is the perceived influence TSA has on the reduction of financial misappropriation in federal tertiary institutions in Delta and Edo States?
2. What is the perceived influence TSA has on access to cash flow in federal tertiary institutions in Delta and Edo States?
3. What is the perceived influence TSA has on the employment of staff in federal tertiary institutions in Delta and Edo States?
4. Is there any significant difference between urban and rural principal officers' perceptions of the influence of TSA on the funding of federal tertiary institutions in Delta and Edo States?
5. Is there any significant difference between male and female principal officers' perceptions regarding the influence of TSA on the funding of tertiary institutions in Delta and Edo States?

### **Hypotheses**

Two hypotheses were formulated and tested at the 0.05 level of significance for research question 4 and 5:

6. There is no significant difference between urban and rural principal officers' perceptions of the influence of TSA on the funding of federal tertiary institutions in Delta and Edo States.
7. There is no significant difference between male and female principal officers' perceptions regarding the influence of TSA on the funding of tertiary institutions in Delta and Edo States.

## **LITERATURE REVIEW**

### **TSA and Reduction of Fund Misappropriation**

According to Nwaorgu (2016), the TSA is a financial policy that aims to eliminate idle funds in commercial banks by pooling all government revenues into a single account maintained by the Central Bank of Nigeria (CBN). One of the main goals of the TSA is to reduce fund misappropriation by improving transparency in public financial management. Adebisi and Okike (2016) claim that the TSA minimizes corrupt practices by removing avenues for unapproved spending and mismanagement of public funds. The adoption of the TSA significantly decreased the incidence of fund diversion and ghost accounts in Nigerian public finance (Agbo & Ocheni, 2017). TSA improves accountability and reduces waste, according to research by Yusuf and Chiejina (2019). Following TSA implementation, they discovered a significant decrease in financial embezzlement, including inflated contracts and excessive invoices. According to Eme and Chukwurah (2015), TSA offers a framework for the real-time reconciliation of government income, preventing leaks that frequently result from revenue record tampering.

### **TSA and Access to Cashflow**

For universities and polytechnics to run their daily activities, timely access to financial flow is essential (Khalid & Ismail, 2019). When Oluwatoyin and Eze (2018) looked at federal colleges in southwest Nigeria, they discovered that operational bottlenecks were caused by the two to six weeks' wait between income repatriation and payment under TSA. The authors pointed out that because of centralized approval procedures, such delays often occur uniformly throughout federal entities, even though their analysis did not specifically address Delta and Edo States. Financial officials at Federal University Otuoke (Delta) and Federal Polytechnic Auchi (Edo) were polled by Okafor, Nwankwo, and Adagba (2019), who found that 68% of respondents had cash flow problems as a result of processing delays caused by the TSA. Similarly, Uduak and Omoruyi (2020) discovered that TSA procedures caused Federal University Otuoke to delay wage payments and procurement, which resulted in sporadic work stoppages and supplier discontent.

### **TSA and Employment of Academic Staff**

Internally Generated Revenue (IGR) has long been used by tertiary institutions, particularly federal and state universities and polytechnics, to supplement their salary bills and fund the hiring of temporary employees. TSA's implementation has limited institutions' autonomy in hiring decisions by requiring them to submit all IGR to the CBN. According to Adebisi and Okike (2016), TSA has limited universities' financial independence, which impacts their ability to hire both academic and non-academic personnel. This has been especially noticeable in areas like Delta and Edo States, where educational institutions must deal with sizable student bodies and staffing requirements while being constrained by TSA-mandated financial restrictions. Because TSA requires centralized financial clearances, employment has been frozen, or staff recruitment has been delayed since its introduction. University administrators view TSA as a barrier to timely employment, particularly for contract employees, temporary administrative personnel, and adjunct lecturers (Nwoko, Okoh, & Ijeoma, 2018). Owenvbiugie and Ojeaga (2022) stated that the employment rate in Nigeria, especially in tertiary institutions, has shown

worrying statistics, as a high number of graduates remain unemployed after graduation. In the same vein, Ejere and Ehimen (2017) discovered that TSA has led to understaffing, delayed hiring procedures, and challenges in replacing retired or resigned employees in institutions located in Edo and Delta States. Delays in central authorities' budget disbursements and bureaucratic bottlenecks make these problems even worse. The strictness of TSA processes deters proactive employment planning and innovation in human resource management, according to Chukwurah, Ugwuanyi, and Ogbu (2016). Their study, which covered Southern Nigerian tertiary institutions, revealed an increasing dissatisfaction among institutional administrators who feel powerless to make decisions that impact institutional capacity-building and staffing.

## METHODOLOGY

A descriptive survey research design was used for this investigation. Fifty-six principal officers from the seven federally controlled postsecondary institutions in Edo and Delta States made up the research population. Ninety-three percent (52 out of 56) of the questionnaires that were distributed were returned. The census sampling technique was used because there was no sampling process, as the population was under control. The instrument used to gather data for the study was a structured questionnaire. To validate the instrument, experts verified it in relation to the purpose of the study. For the pilot study, ten copies of the questionnaire were distributed, utilizing the split-half method. The data were analyzed using Cronbach's Alpha statistics, yielding a reliability coefficient of 0.76.

Utilizing t-test statistics to assess the hypotheses at the 0.05 level of significance, the collected data were analyzed using the mean ( $\bar{x}$ ) and standard deviation (SD) to address the study's issues. A judgment rule based on the criterion mean value of 2.50 was developed for the research questions. Consequently, any computed mean value above 2.50 was deemed high, whereas any value below 2.50 was deemed low. All p-values less than 0.05 were rejected from the hypothesis, while p-values of 0.05 or higher were retained.

## FINDINGS

**Research Question 1:** What is the perceived influence TSA has on the reduction of financial misappropriation in federal tertiary institutions in Delta and Edo States?

**Table 1: Mean and Standard Deviation showing the influence of TSA on the misappropriation of funds in federal tertiary institutions in Delta and Edo States**

S/N	Item	N	Mean( $\bar{x}$ )	SD	Remarks
1	TSA, I perceived to help curb misappropriation of funds	52	3.54	.609	High Extent
2	TSA mechanism is perceived to help to reduce financial fraud	52	3.56	.574	High Extent
3	TSA has entrenched transparency in federal tertiary institution	52	3.33	.617	High Extent
4	Government agencies perceive TSA as helping to reduce deviation of funds	52	3.46	.609	High Extent

*continued*

5	TSA is perceived to have helped to reducing irregularities in fund management	52	3.29	.723	High Extent
6	TSA is perceived to reduce revenue leakage	52	3.35	.711	High Extent
7	TSA perceived helped to control in unnecessary procurement	52	3.31	.673	High Extent
8	TSA is perceived to ensure proper utilization of funds to meet staff accreditation programs.	52	3.27	.795	High Extent
9	TSA is perceived to have helped to reduce regularity of account reconciliation.	52	3.21	.800	High Extent
10	TSA is perceived to enable access to control	52	3.25	.789	High Extent
<b>Cluster</b>			<b>3.35</b>	<b>.086</b>	<b>High Extent</b>

According to the statistics in Table 1, the respondents rated the perception of TSA's help in the reduction of fund misappropriation as high, with a mean rating ranging from 3.21 to 3.56 and a standard deviation between 0.57 and 0.80. The cluster mean showed a value of 3.35. Therefore, the result indicated that the Treasury Single Account significantly influenced the misappropriation of funds. These tertiary institutions experienced a decline in financial misappropriation of resources/funds in Delta and Edo States.

**Research Question 2:** What is the perceived influence TSA has on access to cash flow in federal tertiary institutions in Delta and Edo States?

**Table 2: Mean and Standard Deviation of the Perceived Influence of TSA on Access to Cash Flow in Federal Tertiary Institutions in Delta and Edo States**

S/N	Item	N	Mean( $\bar{x}$ )	SD	Remarks
1	Do you perceive that TSA policy has affected cash flow in your institution?	52	3.12	.732	High Extent
2	TSA allows institutions access to funds for teaching materials.	52	3.25	.789	High Extent
3	Do you believe the TSA policy has affected cash flow in your institution?	52	2.94	.873	High Extent
4	Do you perceive TSA facilitate better management of public funds within your institution?	52	3.13	.768	High Extent
5	TSA helps institutions utilize funds budgeted for	52	2.94	.752	High Extent
6	How has TSA affected the funding of ongoing projects within your institution?	52	3.00	.767	High Extent
7	Has the TSA system influenced the institution's ability to meet its financial obligations	52	3.06	.725	High Extent
8	In your opinion, does the TSA enhance transparency and accountability in cash flow management?	52	2.94	.752	High Extent

*continued*

9	Treasury Single Account gives access to funds for repairs of ICT equipment used for teaching and non-teaching.	52	3.06	.639	High Extent
10	Treasury Single Account enables institutions have access to impress.	52	3.15	.638	High Extent
<b>Cluster</b>			<b>3.05</b>	<b>.068</b>	<b>High Extent</b>

The data analysis presented in Table 2 indicated that the respondents highly evaluated items 1-10 as having a high influence, with standard deviations ranging from 0.608 to 0.873 and means between 3.06 and 3.25. The cluster mean was 3.05. Thus, the allocation of funds for cash flows in federal tertiary institutions in Delta and Edo States was greatly influenced by the TSA.

**Research Question 3:** What is the perceived influence TSA has on the employment of staff in federal tertiary institutions in Delta and Edo States?

**Table 3: Mean and standard deviation showing the influence of TSA on the employment of academic staff in federal tertiary institutions**

S/N	Item	N	Mean( $\bar{x}$ )	SD	Remarks
1	How well do you understand the impact of TSA on the employment and funding of staff salaries in your institution	52	2.96	.862	High Extent
2	Has the implementation of TSA led to delays in the recruitment of new staff in your institution?	52	3.10	.846	High Extent
3	TSA prevent delay in disbursement of funds	52	3.02	.918	High Extent
4	TSA provides funds for staff training.	52	3.08	.737	High Extent
5	TSA provides funds for recruitment of staff	52	3.06	.850	High Extent
6	TSA helps to attract quality staff.	52	3.10	.774	High Extent
7	TSA enables institutions to employ staff to meet the implementation of academic programs.	52	3.12	.784	High Extent
8	Dependency on the federal government through the TSA for staff recruitment	52	2.92	.837	High Extent
9	TSA enables internally generated revenue for human resource development.	52	2.98	.852	High Extent
10	TSA enables internal generation of revenue for human resource needs.	52	3.02	.828	High Extent
<b>Cluster</b>			<b>3.03</b>	<b>.051</b>	<b>High Extent</b>

In response to research question three, the participants ranked items 1 through 10 to a high extent. The standard deviation ranged from 0.737 to 0.918, and the mean varied from 2.92 to 3.12. The mean of 3.03 was shown as the cluster mean. According to this result, academic staffing at federal tertiary institutions in Delta and Edo States is highly influenced by TSA.



### Hypothesis One

There is no significant difference between urban and rural federal tertiary institutions in their mean ratings of the influence of TSA on the funding of tertiary institutions in Delta and Edo States.

**Table 4: T-test analysis showing the perceived mean difference between urban and rural federal tertiary institutions in Delta and Edo States**

Respondents	N	Mean( $\bar{x}$ )	SD	Df	t-value	p-value	Decision
Rural	17	2.99	0.32	50	-.996	.329	Retained
Urban	35	3.12	0.33				

The information in Table 4 provided moderate answers from male and female principal officers of federal tertiary institutions in Delta and Edo States regarding how TSA funding differed. The mean values were 2.99 and 3.12 for principal officers in rural and urban federal tertiary institutions in Delta and Edo States, respectively. The corresponding standard deviations were 0.32 and 0.33, and the t-value was -0.996 with a degree of freedom of 51. This showed that there was no significant difference, with a p-value of 0.329. Since the p-value is greater than the alpha value, the null hypothesis was retained while testing at an alpha value of 0.05. Therefore, there is no significant difference between rural and urban principal officers on the perceived TSA funding of federal tertiary institutions in Delta and Edo States.

### Hypothesis Two

There is no significant difference between male and female principal officers' responses regarding the perceived influence of TSA on the funding of tertiary institutions in Edo and Delta States.

**Table 5: T-test analysis showing the perceived mean difference between male and female federal tertiary institutions' funding in Delta and Edo States**

Respondents	N	Mean( $\bar{x}$ )	SD	Df	t-value	p-value	Decision
Female	24	3.02	.373	50	-2.54	0.01	Not retained
Male	28	3.24	.232				

The data in Table 5 showed that there is no discernible difference between male and female principal officers with respect to the perceived influence of the TSA on the funding of federal tertiary institutions in Delta and Edo States. The perceived mean for female principal officers was 3.24, while the perceived mean for males was 3.02. The standard deviations were 0.23 and 0.37, respectively. With a degree of freedom of 51, the t-value of -2.54 revealed a significant p-value of 0.01. The null hypothesis was not retained when testing at an alpha value of 0.05, since the p-value was lower than the alpha value. As a result, the perceived influence of the Treasury Single Account on funding by males and females in federal tertiary institutions in Delta and Edo States differs significantly.

## **DISCUSSION OF FINDINGS**

The first finding showed that the TSA has a significant influence on the decrease in money theft in federal tertiary institutions in Delta and Edo States. This result is consistent with Mestery's (2020) assertion that the intentional or unlawful use of funds for personal gain or other unapproved uses, especially by public officials, constitutes misappropriation of funds. This result aligns with that of Ekankumo and Kemebaradikumo (2014), who contended that inadequate funding and fund misappropriation within the educational system have resulted in dysfunctional and unethical practices that have created restrictions throughout Nigeria's educational system, particularly in tertiary education. The savings realized from the implementation of TSA are intended to be reinvested in the economy to assist with debt settlement and fund tertiary institution infrastructure. When this is successfully completed, both the federal tertiary institutions and the nation as a whole will expand and flourish.

The second finding's data output demonstrated how much the TSA influences federal tertiary institutions in Delta and Edo States' ability to access cash flow. This result corroborates the assertion that effective cash flow management is the key to achieving the optimal level of cash in a company's working capital; recovered cash should be used for services to guarantee that there are no unutilized cash balances (Richard & Stewart, 2011). Similarly, this finding is supported by Igbekoyi & Agbaje (2017), who opined that cash flow is enhanced when there is accountability and transparency in the management of government funds, which is the aim of TSA.

The third finding indicated that the Treasury Single Account (TSA) influenced access to resources for accreditation in federal tertiary institutions in Edo and Delta States to a high degree. This finding is in agreement with that of Akinpeju (2013), who postulated that the process of training and development is a continuous one and requires resources to accomplish. The need to perform one's job efficiently and the need to know how to lead others are sufficient reasons for training and development. This finding is also in disagreement with the work of Eshemogie and Obiweluzor (2023), who asserted that the TSA policy is inimical to the well-being of universities and that the policy made it difficult for universities to fund research, run programs, and finance staff development exercises meant to improve performance and service delivery. The desire to meet an organization's objectives of higher productivity makes it absolutely necessary for both academics and non-academics to be employed in federal tertiary institutions. When the right mix of staff is available, quality can be assured; otherwise, half-baked graduates will be produced.

According to the first hypothesis, males and females perceive the TSA's influence on their ability to acquire funds at federal higher institutions differently. This may be due to men being more assertive when it comes to demanding what is rightfully theirs, while females may face obstacles such as gender bias at the ministry and obligations to their families.

The second hypothesis demonstrated that evaluating TSA according to location does not significantly alter the results. This may be because government funds are distributed based on institutions rather than considering the location of the schools. Consequently, the federal government provides funding to federal institutions in both rural and urban areas equally.

## CONCLUSION

The study's conclusions indicate that the TSA has had a significant impact on funding for federal tertiary institutions in Delta and Edo States. This impact has been observed in the areas of reduced fund misappropriation, hiring of academic staff, and cash flow at the various educational institutions located in Delta and Edo States. The federal government should continue operating under the Treasury Single Account (TSA) principles, as they have a positive impact on federal tertiary institutions in terms of reducing financial misappropriation and ensuring accurate accounting. Therefore, to operate federal tertiary institutions effectively and efficiently, particularly with regard to cash management, the federal government should make an effort to fully implement the TSA system. The federal government should invest in more reliable technology to enable easy access for academic and non-academic staff to post-secondary institutions. In this manner, there would be a standardised operating system and process for obtaining funding, thereby preventing any discrepancies or shortages in staffing levels across institutions. The successful implementation of the Treasury Single Account (TSA) system within federal tertiary institutions promises a transformative impact on cash management, ensuring that funds are utilised more effectively and transparently. By investing in reliable technology, these institutions can facilitate seamless access to financial resources for students and staff alike, thereby enhancing the overall educational experience. Furthermore, standardising operating systems and funding processes will not only streamline operations but also mitigate the risk of staffing shortages that often hinder institutional progress. Collectively, these strategies represent a crucial step towards fostering a more efficient and sustainable higher education landscape in Nigeria, ultimately benefiting all stakeholders involved.

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