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## **The Implications of Accountability and Transparency on Public Sector Financial Management: A Case of Taraba State Ministry of Finance Jalingo, Nigeria**

**Haruna, Manasseh**

Lecturer, Department of Accounting, Kwararafa University, Wukari, Taraba State, Nigeria

**Makama, Lawrence Linus**

Lecturer, Department of Business Administration, Kwararafa University, Wukari, Taraba State, Nigeria

**Andokari, Akeni Paul**

Lecturer, Department of Business Administration, Kwararafa University, Wukari, Taraba State, Nigeria

### **Abstract:**

*This paper assesses the implications of accountability and transparency on Public sector financial Management: A case of Taraba State Ministry of Finance Jalingo, Nigeria. This expository survey research collected Primary data through the administration of questionnaires whereas secondary data was obtained from textbooks, Journals, magazines and internet. Standard tables, simple percentages and four point likert scales were used to present and analyze demographic data whereas Analysis of Variance popularly known as ONOVA was used to test and analyze the three hypotheses formulated to satisfy the requirement of the objectives of the study. The findings of this paper among others include the facts that Taraba State ministry of finance has well able personnel for proficiency in maintaining accounting records for the purpose of accountability, the procedure for accountability in terms of budget preparation, keeping of proper books of accounts, auditing and presentation of financial statement impacts greatly on the financial management of ministry of finance and that ministry of finance have multi dimensions of achieving accountability which truly have the capability of achieving financial management in ministry of finance. This research work recommends among others that the tenets of accountability should be properly adopted so that it can have an overall effect on financial management of ministry of finance and that the ways of achieving accountability by ministry of finance should be communicated thoroughly to all stakeholders in the temple of accountability capable of translating its management of finance to a place of prominence.*

**Keywords:** *Accountability, transparency, public sector, financial management, public sector financial management.*

### **1. Introduction**

Financial Management is concerned with making decisions about the provision and use of a firm's finances. It is that managerial activity that is concerned with planning and controlling of the firm's financial resources. It covers all organizational activities relating to sources and utilization of funds for the efficient operation of the enterprise. The preoccupation of financial management is the identification of the possible strategies capable of maximizing the net present value of the organization, the allocation of scarce capital resources between the competing opportunities and the implementation and monitoring of the chosen strategy so as to achieve stated objectives.

The Ministry of Finance is a government department responsible for managing the financial resources of the government and assist in the implementation of financial policies and programmes of government. It is therefore part of public sector that deals with money and how it is expected to be spent within the confine of budget. Public sector can be seen as part of the economy that is not privately managed but that which is managed by the government on behalf of the populace to guarantee peaceful co-existence and general supply of essentials. In the words of Inyang (2008), the Nigerian Public sector is a product of colonialism, established as an instrument of the British colonialist, from the late 19<sup>th</sup> century. Tokumboh (1990) observed that the system of state enterprises begun in 1898 when the British colonial administration undertook the rail way transport project from Iddo in the capital city of Lagos to the hinterland. This was followed by coal mining, electricity and marine ports. All these enterprises were established primarily as administrative organs for facilitating trade and commercial activities of the colonial government.

Public Accountability is the feature and assurance of modern democratic government and it remains the principal tenet of democracy. Obazee, (2006) noted that accountability in the public sector throughout the world is being given serious attention in view of the fact that the government is the highest in spending public fund. Those in authorities assume fiduciary status with the attendant responsibilities requiring them to render their stewardship accounts to those for whom the authority is held in trust. The general public is increasingly requiring public officers to be accountable by demonstrating effective use of public assets and funds in the delivery of services and pursuit of government objectives.

### 1.1. Statement of Research Problem

In Nigeria, the public sector is empowered by the statute to harness the public resources, collect all moneys and spend same for the benefit of the entire citizens. Because the principle of accountability is predicated on trust, faith and resources vested on the management of the organization, there is need for those held accountable to deliver timely, accurate, complete, adequate and relevant information to the public about the action or inaction of those entrusted with public funds. Consequently, the public service which was seen as the custodian of public resources, statutes and the machinery for the societal development has lost its reputation and distinction in the eye of the general public, tarnishing the nature of accountability.

In another dimension, it is worrisome to note that over the years, government Ministries, Departments and Agencies (MDAs) and other Institutions either partially or totally ignore the principles and procedures outlined for accountability. This is in tendon with the view of Akinbuli (2013) who averred that there have been assumptions that the duties and trust reposed on the public officers were not efficiently and effectively performed. Onochie (2002) agreed totally with the assertion of Akinbuli (op. cit) and pointed out that there has been total disregard for accountability on the part of public enterprises as most of the public enterprises do not keep adequate books of accounts, seldom produce annual reports and audited financial statement as at when expected perhaps because of inefficiency, negligence and maladministration.

Tokumboh (1990) maintained that financial mismanagement, inefficiency and ineffectiveness have been advanced by practitioners and researchers of public organizations as the bane of the Nigerian public sector. This truly made sad reading in an attempt to achieve accountability in the public realm. It is against this background that this research work tends to assess the implications of accountability on public sector financial management.

### 1.2. Objectives of the Study

The main objective of this research work is to assess the implications of accountability and transparency on financial Management in Ministry of Finance. The specific objectives are to:

- i. assess the nature of accountability in Ministry of Finance;
- ii. examine the procedures for accountability in Ministry of Finance;
- iii. identify the stages of financial management in Ministry of Finance for effective accountability;

### 1.3. Research Questions

- i. What is the nature of accountability in Ministry of Finance?
- ii. What are the procedures for accountability in Ministry of Finance?
- iii. What are the stages of financial management in Ministry of Finance for effective accountability?

### 1.4. Research Hypotheses

- H<sub>01</sub>: The nature of accountability does not have any significant implications on financial management in Ministry of Finance;
- H<sub>02</sub>: The procedures for Accountability do not impact significantly on financial management in Ministry of Finance;
- H<sub>31</sub>: The stages of financial management do not support effective accountability in Ministry of Finance;

### 1.5. Significance of the Study

This research work will be of tremendous benefit to the following: students, practicing accountants, staff of ministry of finance, financial analyst, the management and other stakeholders. The students will find this research work advantageous to them as reference materials when they are working on issues that relate to this paper. This research work will help the practicing accountants to improve on their routine work and on the event of effective management of the finances of their ministries and departments; staff of the ministry of finance will also find this research work add value to existing literature that will assist them to be accountable, financial Analyst will find the content of this work a basis for advising their clients on whether or not to make investment decision. In the same perspective, this research work will assist the management of the Ministry of Finance to improve on their policy formulation.

### 1.6. Scope and Limitation of the Study

Financial Management and accountability are concepts that have gained universal public discus both in the public as well as organized private sector domain. However, this paper captioned the implications of accountability and transparency in financial management is restricted to Ministry of Finance, Jalingo. The period to be covered is four years only between the years 2011- 2015. This period is both adequate and a good representation because the study is of "implications "in nature in which case, four years is sufficient to provide the required relevant data. In carrying out this study, the researcher had some challenges ranging from limitation of time, finances and respondent's attitude to prompt response. However, effort was made to overcome these challenges and the paper is a huge success.

### 1.7. Operational Definition of Terms

The following terms ought to be defined in order to give meaning to those who will have the opportunity of reading this research work.

### *1.8. Accountability*

Accountability is a relationship based on the obligation to demonstrate and take responsibility for performance in the light of agreed expectations.

### *1.9. Transparency*

Transparency is a characteristic of governments, companies, organizations and individuals that are open in the clear disclosure of information, rules, plans, processes and actions.

### *1.10. Ministry of Finance*

The Ministry of Finance refers to government department that is responsible for managing the revenue and expenditure of the government and assist in the implementation of financial policies and programmes of government.

### *1.11. Financial Management*

Financial Management is concerned with making decisions about the provision and use of a firm's finances. It is that managerial activity that is concerned with planning and controlling of the firm's financial resources. It covers all organizational activities relating to sources and utilization of funds for the efficient operation of the enterprise.

## **2. Literature Review**

This section takes a critical look at the body of existing knowledge that is significant to the current work and aligned it to ensure that it gives a solid foundation for the research work. This section deals with conceptual consideration, the nature of accountability in public sector, the procedures for achieving accountability in public sector and it highlights the interrelated stages of achieving accountability in public sector financial management.

### *2.1. The Concept of Accountability*

The concept of accountability according to Etzioni (1975) is as old as the existence of human being in social forms, as it has evolved in stages and closely followed political watershed. Historically, in England, in the decades 1066, all the property holders could render a count of their possessions and landowners took oaths of fealty to the crown and this evolve into a centralized auditing and semi-annual account giving, however, today it is no longer the sovereign holding their subjects to account but it is the authorities themselves who are being held accountable by their citizens (Dubnick, 2002). In a limited sense, Adefila and Adeoti (2005) maintained that accountability is usually associated with financial dealings in which those concerned are deemed to be under a duty bound to give a formal statement of monetary involvement.

In contemporary scholarly discourse, accountability often serves as a conceptual umbrella that covers various other distinct concepts and it is used as a synonym for many loosely defined political and accounting desiderata such as transparency, democracy, efficiency, responsiveness, responsibility and integrity (Mulgan 2000, Behn 2001, Dubnick 2002). Accountability has also become a necessity in the private sector today because the modern business environment is characterized by divorce between management and ownership whereby, shareholders and lenders finance the business firm while it is controlled and directed by professional management, it becomes necessary and mandatory to periodically give account of stewardship which becomes a measure for exercising control over the managers of the resources to ensure responsiveness and transparency.

It is perhaps predicated on this that Okpechi (1995) defined accountability as the process and means by which organizations, entities or persons are held responsible or answerable for resources and obligations entrusted to them. According to Asobie (1991), accountability is the obligation owed by anyone occupying a position of trust or responsibility to provide appropriate response to all stakeholders for action carried out and performance achieved in the discharge of his duties. In the same vein O'Connell (2005), asserts that accountability is present in an institution when public services have a high quality, at a low cost and are performed in a courteous manner. According to Adekanye (1986), Ovuakporie (1994) and Shongontola (1994), an effective preventive measure to reduce or eradicate fraud can be treated by diligent application of the tenets of the attributes of accountability which include responsiveness, responsibility and transparency.

Transparency according to Anyafo (2004) is the process of carrying out a task with sincerity, honesty and selflessness in order to achieve programme objective. A transparent person is open-minded, follows rules, regulations and procedures, gives information freely, and clearly, sincerely and completely is dependable. It is impossible to be transparent without being accountable and it is impossible to be accountable without being transparent, the two concepts are almost inseparable.

Public sector can be defined as part of the economy that is managed, coordinated and controlled by the government for the purpose of maintaining law and order and provision of essential and basic needs of the society (Haruna, 2013).

In the words of Premchand (1999), public financial management is the link between the aspirations of the community with resources and the present with the future which lies at the very heart of the operations and fiscal policy of government. In the same vein, Onuorah (2012) viewed public financial management to be concerned with planning, organizing, procurement and utilization of government financial resources as well as the formulation of appropriate policies in order to achieve the aspirations of members of that society.

### *2.2. The Nature of Accountability in Ministry of Finance*

Four basic criteria have been forwarded in relation to accountability in public service such as Ministry of Finance, namely: fiscal accountability, managerial accountability, programme accountability and individual accountability (Olson, 1993). By way of definition, fiscal accountability is concerned with adherence to applicable laws and regulations, consistency with appropriate accounting principles and concepts, accuracy and fairness of reports and completes legitimacy of expenditure. Managerial accountability deals with the generation of essential information for decision making and the need for economy, efficiency and effectiveness of operations.

Programmed accountability is broadly concerned with overall evaluation of programme impact and the extent to which intended goals and aspirations are attained. Individual accountability is related to the personal qualities and conducts demonstrated by accounting officers. It involves such attributes as commitment, honesty, trust, probity and integrity. It is worthy of note that individual accountability enhances the required overall transparency.

### *2.3. The Procedures of Accountability in Ministry of Finance*

The responsibility of collecting or sourcing and utilization of resources meant for the entirety of the populace is a duty that deserved to be explained adequately to the satisfaction of the stakeholders at a particular point in time. It is not out of place to have a laid down procedure, for the purpose of consistency, the act of accountability. From the foregoing, the procedure for accountability in Ministry of Finance is documented below:

#### *2.4. Budget Preparation*

A budget is a financial and quantitative document prepared and presented prior to a period of time, usually one-year stating clearly the revenue sources and expenditure. Horngren and George, (1990) defined budget as a quantitative expression of a plan of action and an aid to coordination and implementation. Thompson (2003) observed that budget preparation is the inception of accountability circle.

#### *2.5. Keeping of Proper Books of Accounts*

Haruna (2013) maintained that proper books of accounting records such as cash books, receipts vouchers, payment vouchers, local purchase orders, store receipts vouchers, store issue vouchers etc. are expected to be kept in the public sector to record all transactions as they take place regularly since these books of accounting record form the basis for the preparation of financial statement. Onojah, (2010) opined that proper books of accounting records must be kept for proper accountability.

#### *2.6. Preparation of Financial Statements*

In the words of Muhammed (2005) financial statements are prepared at the end of the organization's financial year using information extracted from the books of accounts. The financial statements present a summary of the results of operations of an organization for a particular period and its financial position as at a given date. Mayo (1993) asserts that for published financial statements to fulfill the requirements of accountability, they should provide evidence of stewardship of financial resources; faithful compliance with legal requirements and economy and efficiency of operations.

#### *2.7. Auditing Financial Statements*

Financial statements of any entity need to be audited in order to gain credibility and acceptance. This is an exercise carried out by an independent professional accountant to form an opinion of the truth or otherwise of the financial statement (Labaran (2011), Kida (2010) and Damagum (2005)). In the public sector, ministries and departments have internal audit departments manned by an auditor who is an employee of the organization to check and monitor the operations of internal control. He is accountable to the management and is never independent of their opinion thus the financial statement needs to be verified by an independent auditor.

#### *2.8. Presentation of Financial Statements*

It is worthy of note that once financial statement is prepared and audited, then it can be presented and communicated to the general public for perusal and informed decision making and economic judgment. In attempts to achieve these, there is need for a fair presentation in order to satisfy the diversified information need and interest of the multifarious users of financial statement. Financial statement presentation therefore, occupies an important segment of the procedures for accountability in the public sector.

#### *2.9. How to Achieve Accountability in Ministry of Finance*

Accountability in the public domain in relation to the management of finance is an antidote to corruption, impropriety and indecorum. Because accountability gives credence to performances in the arena of finance, it is inevitable if government must perform its functions transparently. It is perhaps, in line with this background that Onuaha, (2012) highlights the following interrelated stages of actualizing accountability when it is associated to public sector financial management.

#### *2.10. Legislative Functions*

The legislative arm of government is responsible for making laws and to serve as a check against the excesses of the executives. The executives are expected by law to give stewardship of their dealings to the general public because all transactions are done on behalf of the public whom they owe explanations. The legislatures have the constitutional responsibility to ensure that the executives give

accounts to the populace as at when due in respect to how the resources of the people were utilized. This can be achieved through the formulation of enabling laws and bye- laws.

#### *2.11. Revitalization and Reorientation of Value System*

The main stay of any community is their ability to sustain the value system of that society which spells clearly the desirable attitude that must be exhibited by the inhabitants of that region to leave in harmonious relationship. However, when these values and attributes are not adhered to religiously, these cherished heritages deteriorate and the consequences are enormous ranging from high level of criminality, fraud, corruption, conspiracy, theft and horrendous level of bribery (Adegite (2010), Alatas (1990), and corner (1977)).

#### *2.12. Management Accountability Framework*

A well-articulated accountability structure expects that government should set in motion bureaucracy for preparing and approving work plan, the procedure for monitoring plans as well as reporting performance of the management. This structure spells clearly who is responsible for every activity and who gives final approval for transactions in public domain.

#### *2.13. Protection of Whistle Blowers*

Whistle blowing in the public domain refers to the act of communication the transaction and related activities of the government in an informal way especially those issues that were expected to be kept as secrecy because of the nature in which the transaction was carried out. This help those who are in position of checking the excesses of government to have access to information which becomes a tool in their hand in the form of facts and figures which could have been otherwise concealed. It is imperative to mention that for full flesh accountability to be achieved in the public sector there is need to have legislation that protects the life and service of the whistle blowers.

#### *2.14. Creating Enabling Environment for Accountability*

Accountability does not thrive in a hostile and autocratic environment; however, it ethics and the existence of a formalized code of conduct and adequate training to all employee and those officers that could not give adequate briefing on their inability to render a good count of their stewardship should be dealt with adequately. The State Assembly need to ensure that their oversight functions related to finance should be given premium such that the management of public fund should be adequately accounted for (Adams, 2005).

#### *2.15. Implementation of Public Sector Accounting Standards*

The implementation of public sector accounting standards both national as well as international gives assurances to the success of accountability. Haruna (2013) noted that the public sector organizations in Nigeria adopt the use of cash basis in contrast to the private sector organizations which uses accrual basis in the record of business transactions. Onuorah, (2012) asserts that a complete accrual basis of accounting would make public managers accountable for recording and safeguarding of public assets, managing cash flows and disclosing and discharging public liabilities. Adegite (2010) also observed that to attract foreign direct investments to Nigeria, the financial reporting processes must be aligned with international standards.

#### *2.16. Public Performance Reporting*

Because the management team of the public sector organizations undertakes transactions that provide essential goods and services which affect everyone in the society using public funds, they therefore, owe the public some explanations on the running of those enterprises. This makes it necessary for adequate laws and legislation to be made to ensure that public accountability is not only needful but mandatory.

#### *2.17. Ascertainment of the Overall Cost of Government Activities*

In Taraba state and Nigeria in general, prices of commodities are always on the increase leading to inflation; which is a general persistent rise in price of goods and services resulting to a devaluation of the currency of Nigeria. This is responsible for the increase in the cost of government operation. In government account, the cash basis is adopted; this implies that the costs of assets are written off in the year of purchase and current assets such as stock and debtors are not adequately reflected (Adams, 2005). This means that the costs of administration in government are not always properly accounted for.

#### *2.18. Establishment of Benchmark for Efficiency*

Bench marking is a concept that has to do with setting target to be met for the purpose of efficiency and accomplishment. It is a standard or yardstick for activities. This does not seem to exist in the Nigerian public sector which adversely affects budgets and accountability. To ensure public accountability, benchmarks should be set up for public sector organizations.

#### *2.19. Strengthening the Public Accounts Committee*

Public accounts committee is an arm of the legislature that have the assignment of ensuring that public funds are spend on a budgetary platform. They also ensure adequate accountability and transparency of government resources at the disposals of public officers and executives.

### 2.20. Advancement in the Structures of Government Accounting and Auditing

The world over, there is a sudden change on the ways everything is done and this changes is ushered in by revolution in the Information Technology. This fact is supported by Laudon and Laudon, (1991) who contends that managers cannot ignore Information Systems because they play a critical role in contemporary organization. They point out that the entire cash flow of most fortune 500 companies is linked to Information System. Unfortunately, the financial rules and memoranda in Nigeria is as old as Nigeria itself demanding for update and upgrading to meet with the requirement of daily economic realities that happened beyond geographical borders because the world has become a global village economically. Adegite (2010) maintained that the rapid development and changes that have taken place in the nation's public sector makes it urgently necessary for a comprehensive revision of the entire accounting and audit laws with a view to aligning them with current realities and demands of globalization. It is worthy of note that Ministry of Finance is still confined to the old accounting system that is more of analogue than digital in nature.

## 3. Methodology

### 3.1. The Study Area

Taraba state was created on 21<sup>st</sup> August, 1991, it covers a land area of 59400 sq. km, comprised sixteen local government area and lies roughly between latitude 6.3N and 9.66N and longitude 9.10E and 11.50E. It is bounded by Bauchi and Gombe states in the North East and Adamawa on the East, by Plateau state in the North West. The state is further bounded to the West by both Nasarawa and Benue states, while it shares international boundary with Republic of Cameroun to the South and South East. It comprised of sixteen Local Government Areas and according to the 2006 Census figures released by the National Population Commission (NPC, 2007) the state has about 2,300,736 populations.



Figure 1: The Map of Taraba marked in black.

### 3.2. Research Design

This research employed survey designed to assess the implications of accountability and transparency on public sector financial management. This method was used because as observed by Babbie, (1973) who says" survey method is probably the best method available to a social scientist interesting in collecting original data for describing a population too large to observe directly". In the same vein Adefila, (2008) opined that survey research focuses on populations or the universe. Data are collected from the population for intensive study and analysis. This type of research is based on information gathered through questionnaires, interviews, rating scales, inventories, self-report and observation.

### 3.3. Study Population

The population for this study comprised of the staff of Taraba State Ministry of Finance Jalingo which is made up of accounts department, sub treasury, internal audit, computer unit (ICT) and stores. Jalingo was chosen because of its cosmopolitan nature, being the state headquarters and commercial centers, their workforce population are representatives of the local government areas of the state. Ministry of Finance was chosen because it is expected to champion the campaign or rather crusade for accountability of public funds at the state level. Table 1 presents the table as follows:

Departments	Accounts	Sub treasury	Internal Audit	ICT	Stores	Total
No. of Respondents	60	10	35	15	08	128
Total	60	10	35	15	08	128

Table 1: Break down of Population of the Study  
Source: Researchers' Design, 2014.

### 3.4. Sampling Technique

Researchers usually cannot make direct observations of every individual in the population they are studying; instead, they collect data from a subset of individuals called a sample and use those observations to make inferences about the entire population (Ogumbameru

and Ogumbameru, 2010). Sampling was used because it reduces cost, has greater speed, greater scope and more accurate because the data is easier to manage, (Osuala, 2007, Ogboru, 2007). Thus, the study will employ simple random sampling in selecting one state out of the six states in North East Geopolitical Zone. For the purpose of this work, one hundred and four questionnaires which formed the sample size were administered in the following order:

Departments	Accounts	Sub treasury	Internal Audit	ICT	Stores	Total
No. of Respondents	50	07	32	10	05	104
Total	50	07	32	10	05	104

Table 2: Breakdown of Sampling Size  
Source: Researchers’ Design, 2014. Sources of Data

This study used primary data so that the exact information will be obtained (Adefila, 2008). Secondary data was also utilized to augment the primary data.

3.5. Methods of Data Collection

Primary data for this research work was obtained through questionnaire to realize the objectives of the study while the secondary data was collected through documentary sources such as text books, newspapers and magazine, journals, unpublished materials and internet.

3.6. Methods of Data Analysis

The researcher used both descriptive and inferential statistic to analyze the data intended for this research work. The descriptive statistics consists mainly of tables, percentages and five point Likert scale which was used to obtain the view of the respondents as described by Babbie (2005), An illustration of the scores of the instrument will be:

Item	Score
Very relevant	4
Relevant	3
No Effect	0
Irrelevant	2
Very irrelevant	1

Table 3

Whereas, Analysis of Variance (ANOVA), an inferential statistic was employed to test the data collected and hypothesis formulated. ANOVA was adopted since it is appropriate for survey research (Osugwu, 2008).

3.7. Analysis of Variance (ANOVA)

ANOVA is a statistical tool of comparing the means of several populations, such as the mean cost of three components relevant to produce a particular product. This study used ANOVA because it is the most acceptable quoted advanced research method used in the professional business and economic literature (Adefila, 2008).

The terms that relate to ANOVA calculation are as follows:

SST = Sum of the square of each of the individual scores in all the groups, subtract  $Q^2/N$   
 $= (X^2_1 + X^2_2 + \dots + Z^2_3 + Z^2_4 + Z^2_5) - Q^2/N$

SSB = Square of each group sum, divided by the corresponding group (n), then sum all these and subtract  $Q^2/N$ .  
 $\frac{XX^2 + YY^2 + ZZ^2}{n \quad n \quad n} - \frac{Q^2}{N}$

$SS_W = SS_T - SS_B$

$SS_W = SS_T - SS_B$

$df_B = \text{degree of freedom for “variance between”} = t - 1$

$df_T = \text{degree of freedom for total of all the data} = N - 1$

$df_W = \text{degree of freedom for “variance within”} = df_T - df_B(N - t)$

$MS_B = SS_B / df$

$MS_W = SS_W / df_W$

The above information is meant to set up ANOVA table as follows:

Source	SS	Df	MS	Ratio	Remark
Between	SS <sub>B</sub>	t - 1	SS <sub>B</sub> /df <sub>B</sub>		
				MS <sub>B</sub> /MS <sub>W</sub>	Accept or Reject
Within	SS <sub>W</sub>	N - t	SS <sub>W</sub> /df <sub>W</sub>		
Total	SS <sub>T</sub>	N - 1			

Table 4: ANOVA SUMMARY TABLE

Sources: Adefila, (2008).

The null hypothesis in ANOVA is that all the mean of the groups is similar while the alternate hypothesis states that at least one of the group mean will not be similar.

$$H_0: M_1 = M_2 \text{ i.e. } \sum (m_1 - \mu) = 0$$

$$H_1: m_1 \neq m_2 \text{ i.e. } \sum (m_1 - \mu) \neq 0$$

### 3.8. Decision Criteria

The null hypothesis is rejected if the calculated value of F - ratio i.e. (MS<sub>B</sub>/MS<sub>W</sub>) is greater than the critical value of F i.e. (F<sub>t-1, N-t</sub>) as given in the F distribution table otherwise, it stands accepted.

- If MS<sub>B</sub>/MS<sub>W</sub> > F<sub>t-1, N-t</sub> then, reject the null hypothesis
- If MS<sub>B</sub>/MS<sub>W</sub> < F<sub>t-1, N-t</sub> then, accept the null hypothesis.

### 3.9. Data Presentation and Analysis

Five points likert scale in the form of strongly agreed (SA), Agreed (A), Undecided (U), Disagreed (D), and strongly disagreed (SD) or very high, high, no idea, low and very low were employed to solicit for data from the respondents for the purpose of analysis.

### 3.10. Response Rate

This portion of the study deals with the ability of the respondents to answer the questions contained in the questionnaire as required.

S/NO	Name of Institution	Respondents	Response Rate	Percentage
1	Accounts departments	50	50	48
2	Sub treasury	07	07	07
3	Internal audit	32	32	31
4	Information and Communication Technology	10	10	10
5	Stores	05	05	04
	<b>TOTAL</b>	<b>104</b>	<b>104</b>	<b>100</b>

Table 5: Breakdown of the Rate of Response

Source: Field Survey, 2014.

It is worthy of note that effort was concentrated to ensure that all the administered questionnaires were adequately retrieved representing 100% response rate. The Staff Officer of ministry of finance who have a list of the staff and the telephone numbers assisted in the area of administration and retrieval of the completed questionnaires.

### 3.11. Presentation of Demographic Data

This aspect of the study relates to the characteristic of the respondents and for the purpose of this research, it is made up of six items which are dealt with in different tables as follows:

Age/ Department	Accounts	Sub Treasury	Internal Audit	ICT	Stores	Frequency	Percentage %
0-20	2	0	0	1	0	3	3%
21-29	6	1	2	1	1	11	10.58%
30-35	32	2	12	1	2	49	47.16%
36 above	10	4	18	7	2	41	39.42%
<b>Total</b>	<b>50</b>	<b>07</b>	<b>32</b>	<b>10</b>	<b>05</b>	<b>104</b>	<b>100</b>

Table 6: Age Distribution

Source: Field Survey, 2014



From Table 6, It can be deduced that 3% Of the respondents, are between the ages of 20, 10.58% are between the age bracket of 21-29, 47.16% are between the age of 30-35, 39.42% are between the ages of 36 and above. This shows clearly the dominance of the age bracket of 30-35 years in the service of Ministry of Finance. This implies that the majorities of the staff of the ministry have the strength and are well able to do their work as is expected of them.

Sex/ Department	Accounts	Sub Treasury	Internal Audit	ICT	Stores	Frequency	Percentage%
Male	34	5	24	8	3	74	71.15%
Female	16	2	8	2	2	30	28.85
<b>Total</b>	<b>50</b>	<b>07</b>	<b>32</b>	<b>10</b>	<b>05</b>	<b>104</b>	<b>100</b>

Table 7: Sex Distribution  
Source: Field Survey, 2014

From the Table 7, the proportion of male gender is the highest which is 71.15%, while 28.85% of the respondents are female. This implied that at the temple of accountability, the male function tends to be more pronounced than their female counterpart.

Department	Accounts	Sub Treasury	Internal Audit	ICT	Store	Frequency	Percentage%
Single	12	1	6	1	2	22	21%
Married	20	4	14	9	2	49	47%
Divorced	8	1	2	0	1	12	12%
Widowed	6	1	8	0	0	15	14%
Separated	4	0	2	0	0	6	6%
<b>Total</b>	<b>50</b>	<b>07</b>	<b>32</b>	<b>10</b>	<b>05</b>	<b>104</b>	<b>100</b>

Table 8: Marital Status  
Source: Field Survey, 2014

Table 8 displays the marital status of the respondents. Overwhelming majorities of 47% are married, 21% of the respondents are single, 12% are divorced, 14% are widowed while 6% are separated. This shows that the majority of the respondents are responsible men and women since the majority are married.

Education/ Department	Accounts	Sub Treasury	Internal Audit	ICT	Store	Frequency	Percentage%
Primary education	2	0	0	1	0	3	3%
OND/NCE	10	2	2	1	1	16	15.38%
HND/B.SC	32	4	18	7	2	63	60.58%
Post Graduate	6	1	12	1	2	22	21.15%
<b>Total</b>	<b>50</b>	<b>07</b>	<b>32</b>	<b>10</b>	<b>05</b>	<b>104</b>	<b>100</b>

Table 9: Educational Qualification  
Source: Field Survey, 2013

From the Table 9 above it can be deduced that 3% of the respondents, are primary education, 15.38% are OND/NCE Education, 60.58% HND/B.SC Education while 21.15% were post Graduate Education. This shows clearly that the dominance is the HND/B.SC Education.

Years	Accounts	Sub Treasury	Internal Audit	ICT	Store	Frequency	Percentage%
0-12	5	2	3	2	1	13	13%
13-25	14	2	11	5	2	34	33%
26-35	30	3	18	3	2	56	53%
36 and above	1	0	0	0	0	1	1%
<b>Total</b>	<b>50</b>	<b>07</b>	<b>32</b>	<b>10</b>	<b>05</b>	<b>104</b>	<b>100</b>

Table 10: Years of Experience  
Source: Field survey, 2014.

Table 10 reveals that 13% of the respondents have 0-12 years of experience, 33% of the respondents have worked for the period of 13-25 years, an overwhelming majority of the respondents of 53% have between 26-35 working experience whereas only 1% of the respondents have worked for a period above 36 years, and this respondent is deemed to be working on contract or as a consultant.

Cadre/Department	Accounts	Sub Treasury	Internal Audit	ICT	Stores	Frequency	Percentage%
Junior staff	20	2	12	4	2	40	38.46%
Senior staff	30	5	20	6	3	64	61.54%
<b>Total</b>	<b>50</b>	<b>07</b>	<b>32</b>	<b>10</b>	<b>05</b>	<b>104</b>	<b>100%</b>

Table 11: Position held  
Source: Field Survey, 2013

From the above Table 11 above, the proportion of senior staff is the highest which is 61.54%, while 38.46% of the respondents are junior staff. This implied that the temple of accountability, the senior staff functions tend to be more pronounced than the junior staff.

### 3.12. Presentation of Topical Data

This is concerned with the data that are of interest to the researcher. In this case, it refers to data that has direct bearing with the subject matter of the research. For the purpose of this project, the topical data is classified into five categories covering the specific objectives of the study.

	The nature of Accountability in Ministry of Finance can be broadly classified into four	SA	A	U	D	SD	Total
A	Fiscal accountability	20	24	22	21	17	104
B	Managerial accountability	25	21	20	21	17	104
C	Programmed accountability	20	19	21	23	21	104
D	Individual accountability	22	20	18	23	21	104
	Total	87	84	81	88	76	416

Table 12: ANOVA Test of Hypothesis I  
Source: Field Survey, 2014

Applying ANOVA statistical tools

Source	SS	df	MS	F-Ratio	Remark
Between	23.7	3	7.9		
				2.14	Accept
Within	59.5	16	3.7		
Total	83.2	19			

Table 13: ANOVA Summary Table  
Source: Field Survey, 2014

From ANOVA table, it is shown that at  $0.05F_{3,16} = 3.24$  which is the critical table value. However, the calculated value is 2.14. Since the critical table value is greater than the calculated value, the null hypothesis which states that the nature of accountability does not have any significant impacts on financial management in ministry of finance is accepted.

8	The laid down procedure for accountability in Ministry of Finance can be highlighted as follows:	SA	A	U	D	SD	Total
A	Budget Preparation	20	28	21	24	11	104
B	Keeping of proper books of accounts	16	26	15	21	26	104
C	Preparation of Financial Statements	28	27	14	21	14	104
D	Auditing Financial Statements	25	25	20	15	19	104
E	Presentation of Financial Statements	23	22	22	15	22	104
	Total	112	128	92	96	92	520

Table 14: ANOVA Test of Hypothesis II  
Source: Field Survey, 2014

3.13. Applying ANOVA Statistical Tools

Source	SS	df	MS	F-Ratio	Remark
Between	198.4	4	49.60		
				5.85	Reject
Within	169.6	20	8.48		
Total	368	24			

Table 15: ANOVA Summary Table  
Source: Field Survey, 2014

From ANOVA table, it is shown that at  $0.05F_{4,20} = 2.87$  which is the critical table value. However, the calculated value is 5.85. Since the calculated value is greater than the critical table value, the null hypothesis which states that the procedure for accountability do not impacts significantly on financial management in ministry of finance is rejected. Therefore, the alternate hypothesis which states that the procedure for accountability (which includes budget preparation, keeping of proper books of accounts and so on) impacts significantly on accountability is sustained.

	The impacts of accountability on financial Management of Ministry of finance	SA	A	U	D	SD	Total
A	Reduction of fraud and irregularity	25	28	18	22	11	104
B	Laid down procedure of financial activity	37	21	21	10	15	104
C	Proper and adequate record keeping	23	35	17	17	12	104
D	Acknowledge of performance	26	26	20	19	13	104
E	Separation of duties	24	24	16	24	16	104
	Total	135	134	92	92	67	520

Table 16: ANOVA Test of Hypothesis III

Source: Field Survey, 2014

Applying ANOVA statistical tools

Source	SS	df	MS	F-Ratio	Remark
Between	703.6	4	175.90		
				8.97	Reject
Within	392.4	20	19.62		
Total	1096	24			

Table 17: ANOVA Summary Table

Source: Field Survey, 2014

From ANOVA table, it is shown that at  $0.05F_{4,20} = 2.87$  which is the critical table value. However, the calculated value is 8.97. Since the calculated value is greater than the critical table value, the null hypothesis which states that the stages of financial management do not support effective accountability in ministry of finance is rejected. Thus, the stages of financial management support effective accountability in ministry of finance.

#### 4. Discussion of Results

Based on the analysis carried out in this study, it is crystal clear that Ministry of Finance is dominated by the age group of 30-35 which is a strong and able category of staff who can do their work effectively. This study also reveals that in terms of gender, the role of male staff in performance of accountability outweigh that of their female counterpart since an overwhelming majority are married and therefore very responsible. In addition, about 61% of the respondents hold HND/ B.SC.

From the hypotheses tested, it was found out that the nature or classification of accountability by way of nomenclature does not contribute towards achieving accountability in Ministry of Finance; this implies that accountability can be attained and achieved by pursuing the individual components of accountability without any necessary recourse to its classification. However, the procedure for achieving accountability plays a significant role in achieving accountability. The study also reveals that the stages recommended by financial management of Ministry of Finance support effective accountability.

#### 5. Summary of Findings

This study which assesses impacts of accountability and transparency on financial management in Ministry of Finance has made the following findings:

- i. That ministry of finance has well able personnel both in terms of strength to carry out tedious work even under pressure and the academic requirement for proficiency in maintaining accounting records. Thus response from this category is reliable since they can form their opinion.
- ii. The classification of accountability into fiscal, managerial, programmed and individual accountability does not make any impact on financial management of the Ministry of Finance, Jalingo. This implies that accountability can be attained and achieved by pursuing the individual components of accountability at any given point in time.
- iii. The procedure for accountability in terms of budget preparation, keeping of proper books of accounts, auditing and presentation of financial statement impacts greatly on the financial management of Ministry of Finance.
- iv. Ministry of Finance have ways of achieving accountability such as enacting financial regulations by the concerned legislature, revitalization and reorientation of value system, building management accountability framework, protecting whistle blowers and creating enabling environment generally for accountability. These truly have the capability of achieving financial management in Ministry of Finance.

## 6. Summary

This research work which assesses impacts of accountability and transparency on financial management in Ministry of Finance, Jalingo has in all five chapters.

It is worthy of note that chapter initiated this academic exercise with background of the study which locate the historical antecedents of the subject matter. This was followed by the statement of research problems which tried to identify the gap in which this research work is intended to bridge. Chapter one also contains objectives of the study which directly translates into research questions and Hypotheses. This chapter concludes by stating the significance of the study, scope and limitation and operational definition of terms.

Chapter two of this research work reviews existing literature that relates to the content of this project. In this respect, the concept of accountability was given its place, the nature of accountability in ministry of finance was also considered. Other aspects of chapter two of this study include the procedure of accountability and the ways of achieving accountability in Ministry of Finance.

Chapter three is very critical because it addresses the study area, the research design, the population and the sampling technique employed in order to avoid the direct use of an unwieldy population. In this case, out of the population of 128, the researcher administered questionnaires on 104 sampling size. Data for the study was collected through questionnaire and books. The researcher also adopted methods of data analysis to include tables, simple percentages and Analysis of Variance popularly called ANOVA.

Chapter four of this research work was dedicated to presentation and analysis of data in which case, the demographic data was taken care of first before the topical data. The demographic data relates to the age, sex, marital status, education, years of experience and the position held by the respondents. However, the topical data was treated in five phases which took care of the hypotheses formulated in chapter one and the specific objectives of the study was adequately covered. This chapter concludes by sorting out the major findings of this study.

## 7. Summary of Major Findings

Effort has been made in this study to assess impacts of accountability and transparency on financial management in Ministry of Finance, Jalingo. Since the ministry of finance is government ministry that helps in sourcing and application of fund for the government, it has made its marks. The major findings of this research work include:

- i. That ministry of finance has well able personnel both in terms of strength to carry out tedious work even under pressure and the academic requirement for proficiency in maintaining accounting records. Thus response from this category is reliable since they can form their opinion.
- ii. The classification of accountability into fiscal, managerial, programmed and individual accountability does not make any impact on financial management of the Ministry of Finance, Jalingo. This implies that accountability can be attained and achieved by pursuing the individual components of accountability at any given point in time.
- iii. The procedure for accountability in terms of budget preparation, keeping of proper books of accounts, auditing and presentation of financial statement impacts greatly on the financial management of Ministry of Finance.
- iv. Ministry of Finance have ways of achieving accountability such as enacting financial regulations by the concerned legislature, revitalization and reorientation of value system, building management accountability framework, protecting whistle blowers and creating enabling environment generally for accountability. These truly have the capability of achieving financial management in Ministry of Finance.

## 8. Conclusion

From the foregoing, this research work concludes that despite the fact that the level of accountability that is expected of Ministry of finance so as to influence its financial management critically, the Ministry has the capacity to uphold the tenets of accountability and transparency which is the bedrock of every democratic regime. This is predicated on the facts that it is made up of a good number of educated personnel with responsible characteristics such as wealth of experience and marriage. Worthy of mention is the fact that if the procedures of accountability are followed, it will have significant impacts on financial management of the entire system.

## 9. Recommendations

Accountability and transparency is a concept of universal importance if its tenets are given adequate attention and implementation. From findings, this study recommends among the following:

- i. The tenets of accountability should be properly adopted so that it can have an overall effect on the financial management of Ministry of Finance, Jalingo.
- ii. The ways of achieving accountability by Ministry of Finance such as revitalization and reorientation of value system, building management accountability framework, protecting whistle blowers and creating enabling environment generally for accountability should be communicated thoroughly to all stakeholders in the temple of accountable as this will help in achieving well blended accountability capable for translating it management of finance to a place of prominence.
- iii. Ministry of Finance should put strategic structure that enables building of management accountability framework and make enabling regulation that protect whistle blowers and creating enabling environment generally for accountability. These truly have the capability of achieving financial management in Ministry of Finance.
- iv. For the purpose of achieving accountability, those who maintain books of accounts should be separated from those vouching and auditing them. This will guarantee credibility in the system and prevent the occurrence of high level errors and fraud.

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