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Tax Administration and Revenue Generation: A Perspective of Osun Internal Revenue Service

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Abstract: Objectives: The main aim of this study is to examine the influence of tax administration on government revenue generation of Osun State, Nigeria. The specific objectives are to evaluate the shortage of staff and inadequate training of available tax collectors on revenue generation and investigate how the improper records and account keeping of revenue officers affect the revenue generation. The study gives an insight for revenue agencies to recruit professionals to manage the tax administration. **Prior work:** This study relates to outcome shows the tax administration in Lagos state is not efficient due to inadequate training of tax officers. **Approaches**: Descriptive survey design and purposive sampling technique were employed. A total of 187 respondents participated in the study. Questionnaires were used to gather the data while descriptive and inferential statistics were used to analysed data. **Results**: The result shows that shortage and inadequate training of staff and improper records and accounting keeping had a negative and significant influence on revenue generation. **Implication:** These can pose challenges on government not to fulfill its obligation thereby leading to a source of external financing. **Value**: Effective tax administration system enhances revenue generation by getting the right personnel, practice and laws to guide tax administration.

Keywords: Tax; Taxation; revenue agencies; tax policy

JEL Classification: H20

1. Introduction

The revenue that accrues to the state government in Nigeria is derived from two broad sources, viz: the external sources and the internal sources. The increasing cost of running government coupled with the fact that COVID 19 has brought down oil prices in the international market to an abysmal level resulting in dwindling revenue which has left various state governments in Nigeria with formulating strategies to improve their revenue base. More so, the near collapse of the national economy has created serious financial stress for all tiers of government. The fall of the international price of oil and the near collapse of the national economy has made a direct allocation from the federation accounts to states decline (Soetan, 2017). Despite the numerous sources of revenue available to the various tiers of government as specified in the Nigeria 1999 constitution, it has been observed that since the 1970s till now, over 80% of the annual revenue of the three tiers of government comes from petroleum (Olajide, 2015).

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However, the serious decline in the price of oil in recent years has led to a decrease in the funds available for distribution to the states. Therefore, the need for state and state governments to generate adequate revenue from internal sources has become a matter of extreme urgency and importance (Raji, 2015). This urgent need for improvement in revenue generation has underscored the reason why revenue from the tax has been the focus of state governments in improving their revenue generation. The importance of taxation as a source of revenue to any government cannot be overemphasized.

The world over, taxes are one major source of government revenue, but not every national government has been able to effectively exploit this great opportunity of revenue generation. This can be attributed to several reasons including the system of taxation; tax legislation; tax administration and policy issues; over-reliance on other sources of revenue (such as foreign aid and grants); corrupt practices in the system, especially as it relates to the system of tax collection and behaviour of citizens towards tax payment; and ease of tax payment (Akintoye & Tashie, 2013).

2. Statement of the Problem

In Nigeria also, tax revenues contribute significantly to the total revenues generated by the government of Nigeria. Therefore, effective and efficient tax administration must put in place. However, the state of tax administration in Nigeria is worrisome. Prominent among the problems attributed to the ineffective and inefficient tax administration in Nigeria include lack of adequate equipment for the tax administrators to carry out their job, lack of skilled staff in the area of tax collection, lack of good road network that would give the tax collectors access to the rural areas to expand the tax base, lack of training for the tax officials, lack of database to keep the records of the taxpayers and businesses in the country, lack of inadequate enlightenment to the taxpayers, understaffing, poor remuneration for the tax officials, the inability of the taxpayers to pay on time, ineffective mechanism of locating the tax evaders, and non-working internal control mechanism (Abiola & Asiweh, 2012; Afuberoh & Okoye, 2014; Nto, 2016). Similarly, Osunwole, Oluwatosin and Adeyemi (2019) are also of the opinion that tax administration problems in Nigeria range from inadequate planning and absolute laws governing taxation, evaluation, and tax collection which is characterized by chaos. This chaotic nature of the system allows political influence or interferences from politicians and government officials in the administration of tax and has resulted in most cases entrusting untrained and inexperienced personnel with the administration of tax. The case may not be different from inherent tax administration problems in Osun state.

Previous studies on tax administration and revenue generation in Nigeria have mainly focused on tax avoidance and evasion practices of the taxpayers (Adedoyin & Adekanmi, 2016; Fatoki, 2014; Jayeola, 2010; Osunwole et. al., 2019; Yalama & Gumus, 2013). Adebisi and Gbegi, (2013) and Angahar and Alfred (2012) focused only on the effect of tax administration on personal income tax generation and not on all tax collectaile by the government. While studies such as (Abiola & Asiweh, 2012; Asaolu, Dopemu & Monday, 2015; Enahoro & Jayeola, 2012; Efunboade, 2014; Hassan, 2012; Ifere & Eko, 2014; Oriakhi & Ahuru, 2014) examined the relationship that exists between tax administration and revenue generation adopted Kendall, simple percentage and descriptive statistical methods that do not measure relationship and show significant in a regressive way as it would have if proper statistical regressive measures were adopted. In addition, the majority of these studies focused on Lagos and other more economically advanced states in Nigeria. Little or no attention has also been paid to tax administration concerning the effectiveness of tax administration authorities and agencies.

This study therefore, examines the influence of tax administration on revenue generation of Osun state with a particular reference to tax administration practices of Osun Internal Revenue Service by focusing on specifics objectives

2.1. Conceptual Review

2.1.1. Tax and Tax Administration

Appah (2011) described the tax as a compulsory contribution imposed by the government on citizens by the legislative provision and paid by them through agents to defray the cost of administration. This implies that taxes are backed up by laws enacted by the government about to each of the various taxes respectively. Tax revenue all over the world plays a major role in the development of an economy through the financing of government expenditure. According to Ariwodola (2001), a tax is a compulsory levy imposed by the government through its agents on its subjects or his property to achieve some goals. These goals are usually centered on economic growth and development. From the foregoing, it can be deduced that for a levy to qualify as a tax, it must be compulsory and its burden must be imposed by a government on either its subjects or their properties or both, and the aim must tailor towards economic development.

Taxation on the other hand is a system of imposing a compulsory levy on all income, goods, services, and properties of an individual, partnership, trustees, executorships and companies by the government (Samuel & Simon, 2011). This means that taxation comprises all types of involuntary levies, from income to capital gains to estate taxes imposed by a government. The Public Finance General Directorate (2009), states that the purpose of taxation as enshrined in the French laws is for the maintenance of public force and administrative expenses. Taxation is, therefore, one among other means of revenue generation of any government to meet the needs of its citizens.

It is one thing to make policies, rules, and regulations in an attempt to attain a desired goal or objective and it is another to implement these policies, rules and regulations. The organs and or agencies in charge of tax policy implementation are referred to as the administrative organ or tax agencies in this study. According to Ganyam, Ivungu and Anongo (2019), tax administration is centered on the implementation and enforcement of tax legislation and regulations. These activities include identification and registration of taxpayers, processing tax returns and third-party information, examination of the completeness and correctness of tax returns, assessment of tax obligations, tax collection, and provision of services to taxpayers.

Tax administrations operate in societies that are rapidly changing and have to fulfill increasing demands and growing expectations from their stakeholders, including new demands from taxpayers for sophisticated government services. Rapid economic developments and higher expectations on the part of taxpayers make it necessary for a tax administration to redefine its strategic course. In simple parlance, a tax administration is the whole organizational setup for the management of the tax system. The tax administrative set-up is a department of government and course works under regulations prescribed by tax legislation. According to Afuberoh and Okoye (2014), tax administration is the process of assessing and collecting taxes from taxable individuals and companies by authorities in such a way that the correct amount is collected efficiently and effectively with minimum tax avoidance or tax evasion. This is to say, it involves all the principles and strategies adopted by any government to plan, impose, collect, account, control, and co-ordinate personnel charged with the responsibility of taxation. It also includes the effective use of tax revenue for the efficient provision of necessary social amenities and other facilities for the taxpayers.

Kiabel and Nwokah (2009) cited in Ganyam, Ivungu and Anongo, (2019) averred that tax authorities in Nigeria include the Federal Board of Inland Revenue, the State Board of Internal Revenue and the Local Government Revenue Committees. While the Federal Inland Revenue Service assesses, collect and account for taxes and other revenues accruing to the government of the federation, the States Boards of Internal Revenue and the Local Government Revenue Committees carry out such roles at states and the local governments respectively (Okauru, 2012). The pattern of allocation of tax jurisdiction over the years in the tax system shows that in most cases the state and the local governments taxed individuals while the federal government has always taxed corporate bodies (Kiabel, 2014). Where the federal and state share jurisdiction, the power of the legislature is retained by the federal government, but the administration is done in collaboration with the state. For most newly introduced taxes such as information technology levy, tertiary education tax and value added tax (VAT), the federal government has always exercised jurisdiction.

2.2. Revenue Generation

Revenue generation in the context of this study could be viewed as the annual or periodical yield of taxes, as well as other sources of income that a nation, state or public sector collects or receives into their treasury for public use. Fayemi (2001) sees revenue as all tolls, taxes, interests, rates, fees, duties, fines, penalties, fortunes and all other receipts of government from whatever source arising for a period of either one year or six months.

Enahoro and Jayeola, (2012) opine that revenue generation is a ways through which government raises revenue to meet its capital and recurrent expenditure. Revenues earned by the government are received from sources such as taxes levied on the incomes and wealth accumulation of individuals and corporations and the goods and services produced, exports and imports, non-taxable sources such as government-owned corporations' incomes, central bank revenue and capital receipts in the form of external loans and debts from international financial institutions.

In Nigeria, federally collected revenue is divided into oil revenue and non-oil revenue. While oil revenue covers all revenue generated from oil and gas activities in the country, non-oil revenue looks at any revenue earned from sources other than oil and gas activities. While other countries within and outside Africa segment their revenues into tax and non-tax revenue, Nigeria preferred oil and non-oil because oil is the major revenue driver of the economy (Chijioke, Leonard, Bossco, & Henry, 2018). Despite the numerous sources of revenue available to the various tiers of government in Nigeria as outlined in the 1999 constitution, over 80% of the annual revenue of the three tiers of government comes from petroleum (Olajide, 2015). However, the serious decline in the price of oil in recent times has negatively affected the revenue base of Nigeria. Federal, state, and local governments now pay close attention to the proceeds from the tax to finance the ever-increasing budget to steer economic growth and development.

2.3. Problems of Tax Administration in Osun State

Every system designed to achieve an objective is faced with a lot of challenges. Tax administration in Nigeria is also faced with a lot of challenges which account for the reasons why enough revenue has not been generated from it. Tax administration in Osun state is similar to what operates in order parts of the country. The tax administration problems encountered in Osun State are also evident in other states of the federation. The incessant review of revenue capacity of all revenue units is a major challenge that has impacted negatively on efficient collection of tax (Enahoro & Jayeola, 2012). Naiyeju (2005) cited Lanem, Jocelyn and Yua (2020) pointed out that most of the tax authorities in Lagos state local government lack the desired institutional capacity to administer the tax system effectively; this is also applicable to Osun state. In addition to this, Osunwole et. al., (2019) observed that in Osun state majority of those who pay tax are those on government pay, while those in private and informal sectors hardly pay tax. Ekpo and Ndebbio (1998) cited in Adedoyin and Adekanmi (2016) believed that other problems of tax administration centre on inadequate personnel in terms of quantity and quality. Olajide (2015), opines that tax collectors in the state and local government are mostly non-accountants who do not understand tax practice. So also, is the challenge of corruption on the part of the tax practitioners? There is a high tendency for them to exonerate eligible payers from paying tax by collecting bribes from them. While in practice, some practitioners do not remit what they have collected as tax to the account of the state. The problem of over-reliance on direct allocation, borrowing, and grant sover the years by governments has made the state lose its sense of reasoning in exploring other sources of revenue generation. The Ayoola Commission also provided sufficient evidence to show that tax clerks live above their incomes and their ostensible are unrelated to their salaries and status (Naiyeju 2005 cited Olajide, 2015).

3. Theoretical Review

This study is anchored on the social contract theory. The hallmark of social contract theory is that it stresses the understanding between the ruled and their rules, characterizing the right and obligations of everyone accordingly (Hassan, 2012). The proponent of this theory Jean-Jacques Rousseau postulates that there should be an understanding between the ruled and their rules, characterizing the right and obligations of everyone accordingly. This is relevant to taxation in which the citizens are eager to pay their taxes just when the government guarantees them sufficient procurement of social amenities. For example, provision of power/electricity, good roads/streets networking, schools, job opportunities, hospitals/medical facilities, security, and so forth. As a rule, the taxpayers are frustrated when government neglects to give these civilities regardless of the tremendous tax loads that they bear. Therefore, social contact theory helps the profit standards of taxation which express that each taxpayer ought to hold up under tax burden in connection to the benefit which he or she gets from open administrations or public services. When the tax administrators understand their role towards citizens and the citizens, that is the ruled also understands their duties and obligations and everyone does his part, then revenue would grow, and if otherwise, revenue generation would be affected.

The study is guided by social contract theory because it advocates that revenue generated be adequately spent for the wellbeing of society and thereby encouraging payment of taxes. The theory is relevant to this study since the researcher's work is focused on taxation and revenue generation

3.1. Related Empirical Review

Abiola and Asiweh (2012) examined the impact of tax administration on government revenue in a developing economy using Nigeria as a case study. Data were obtained from 93 usable responses culled from an online survey program. The study found that increasing tax revenue is a function of effective enforcement strategy which is the pure responsibility of tax administration. The study also found that Nigeria lack enforcement machinery which include among other things, adequate manpower, computers, and an effective postal and communication system.

Enahoro and Jayeola (2012) carry out a study and examined the overall effectiveness of tax administration about assessment, collection and remittance of tax in Lagos State, Nigeria. Data were obtained from a survey questionnaire administered to 130 civil servants directly connected with tax administration in the five local government areas of Lagos state (Shomolu, Mushin, Ikeja, Kosofe and Surulere). The study finding reveals that the tax administration in Lagos state is not efficient. Hence, tax administration affects the revenue generated by the government. The study also found that there is a significant relationship between tax administration, tax policies, and tax laws. Similarly, Ifere and Eko (2014) investigated efficiency and effectiveness in the administration of tax in Nigeria, using Cross River state as a case study. The methodology to achieve this objective was a qualitative technique using structured questionnaires to survey the three senatorial districts in the state; the central limit theory was adopted as an analytical technique. The results esult shows a significant degree of inefficiency in the administration of taxes.

Soetan (2017) investigated the effect of tax administration on tax revenue generation in Nigeria. A survey research design was employed, and a structured questionnaire was developed and used to collect data for this study. One hundred and twenty-six (126) respondents participated in the study. Collected data were analysed using the SPSS software package. Descriptive statistics and simple regression statistical techniques were used to analyze the data. The study found that tax administration does not have a significant effect on tax revenue generation in Nigeria.

Theobald (2018) researched the impacts of tax administration on government revenue in Tanzania-case of Dar es Salaam region using questionnaires administered to 85 targeted respondents to access the required information. Findings of this study revealed that good tax design, effective tax policy, and laws, tax administrative structure, tax collection methods, proper use of a computerized system of maintaining taxpayer register, outsourcing revenue collections to private tax collectors, internal and external capacity building, intensive coordination with other entities and proper maintenance of taxpayer's records are the main factors that enhance effective tax administration in Tanzania.

Olajide (2015) undertake a study on revenue generation as a major source of income for the state government an empirical analysis of two parastatals. The research used descriptive research design to investigate the effect of revenue generation as a source of income for the state government and saw the problem of corruption, mismanagement, misappropriation, and manipulation as it affected the efficient utilization of revenue generated. The finding revealed that revenue allocation in local government is hindered by corrupt practices and efficient revenue generation enhances the performance of public sectors

Raji (2015) conducted a study on revenue generation as a major source of revenue for the state government: an empirical analysis of two parastatals; the result revealed that revenue allocation in local government is hindered by corrupt practices also that efficient revenue generation enhances the performance of public sectors. Similarly, Afuberoh and Okoye (2014) conducted a study on the impact of taxation on revenue generation in Nigeria: a study of federal capital territory and selected states: the research discovered among others that taxation has a significant contribution to revenue generation and taxation has a significant contribution to economic gross domestic product.

Samuel and Tyokoso (2016) undertake a study on taxation and revenue generation, an Empirical investigation of selected states in Nigeria. The research used survey research design and regression analysis via SPSS version 17.0, the study considered the two major categories of the tax which are direct and indirect taxes collected by the government. The research has a significant contribution to revenue generation and tax evasion and tax avoidance has a negatively impact on revenue generation in Nigeria. Similarly, Okoye and Ezejiofor (2014) undertake a study on the impact of E-taxation on Revenue generation in Enugu State. The researchers adopted the survey research technique and come up with the findings that E-taxation can enhance internally generated revenue in Enugu State and E-taxation can resolve the issue of tax evasion and enhance compliance of taxpayers in Enugu State.

4. Methodology

The research design adopted for this study is the descriptive survey design. This design has been established to be an effective tool in determining opinion, perception and in describing and explaining relationships amongst phenomena. The study’s population consists of all staff of Osun Internal Revenue Service (OIRS) numbering about three hundred and sixteen (316). The staff of the corporate head office and the six (6) zonal tax offices of Osun Internal Revenue Service was sampled for the investigation. Two hundred (200) staff are sampled using the convenience sampling technique from the seven (7) offices. This sample is distributed among the 7 offices as follows; 35 staff of the corporate head office, Osogbo, 30 staff of the zonal tax office Ife, 20 staff of the zonal tax office Ikirun, 26 staff of the zonal tax office Osogbo, 30 staff of the zonal tax office Ede, 28 staff of the zonal tax office Iwo and 31 staff of the zonal tax office, Ilesa.

The data for this research work is mainly from primary sources through questionnaires. The questionnaire was sectionalized to reflect demographic information, independent variables and dependent variable. Responses were rated using the five-point Likert scale. In establishing the content validity of the instrument in this research, the prepared questionnaire was reviewed by two academicians in Osun state. Internal consistency (reliability test) was also carried out on the research instrument, using Cronbach Alpha reliability. The result of the test shows coefficients ranging between 0.76 and 0.97 among the constructs. Given these results, it is concluded that the instrument is reliable and capable of producing consistent results. Two hundred (200) copies of the questionnaire were distributed to selected staff of the Osun Internal Revenue Service, in which 187 copies were correctly filled and returned, showing a return rate of 93.5%. Data analysis was done using Statistical Package for Social Sciences (SPSS) version 22. Inferential and descriptive data analysis techniques were considered in the analysis.

Descriptive statistics were done using tables, percentages, and frequency distributions. These were utilized to facilitate a description of various collected data. Inferential statistics was done using regression analysis, which assisted in determining the influence of tax administration on revenue generation in Osun state.

The model of the regression is illustrated in both functional and stochastic form as specified below;

$$REVG = f(SSIT, IMRA) \quad (1)$$

$$REVG = \alpha_0 + \alpha_1 SSIT_t + \alpha_2 IMRA_t + \mu_t \quad (2)$$

Where:

REVG = Revenue Generation

SSIT = Shortage of Staff and Inadequate Training of available Tax Collectors

IMRA= Improper Records and Account Keeping of Internal Revenue Officers

Functional relationship

α_0 = Intercept

α_1 - α_2 = Estimated parameters.

μ = the stochastic error term

t= time

The apriori expectations are as follows: $\alpha_1<0$, $\alpha_2<0$

4.1. Result and Discussions

Table 1. Socio Demographic Characteristics of the Respondents

Category		Frequency (N= 187)	Percentage (%)
Sex	Male	131	70.1
	Female	56	29.9
	Total	**187**	**100.00**
Age	21 – 30 years	49	26.2
	31 – 40 years	64	34.2
	41 – 50 years	65	34.8
	51 years and above	9	4.8
	Total	**187**	**100.0**
Qualification	SSCE	21	11.2
	OND/NCE	39	20.9
	HND/ B.Sc/B.Ed/B.A	88	47.1
	M.Sc/MBA/MA	21	11.2
	Others	18	9.6
	Total	**187**	**100.0**
Work Experience	5 years and below	24	12.8
	6 - 10 years	98	52.4
	11 – 15 years	25	13.4

	16 – 20 years	30	16.0
	21 years and above	10	5.3
	Total	**187**	**100.0**
Staff Category	Management staff	32	17.1
	Senior staff	89	47.6
	Junior staff	66	35.3
	Total	**187**	**100.0**

Source: Field survey, (2020)

Table 1 revealed that 49 (26.2%) of the respondents were from 21-30 years, 64 (34.2%) are from 31-40 years, 65 (34.8%) are from 41-50 years and 9 (4.8%) are 51 years and above. This result indicates that virtually all the respondents have attained adult hood. This implies that responses were delivered with an iota of maturity from the respondents and as such the aim of the questionnaire may be realistic. The result also reveals that 131 (70.1%) of the respondents were male while 56 (29.9%) were female. Although this shows a larger proportion of male views, the females are not left out. This implies that the responses supplied by the respondents are not biased in terms of gender. 21 (11.2%) of the respondents appear to have attained the SSCE, 39 (20.9%) of the respondents have either OND/NCE or both, 88 (47.1%) have either HND, B.SC, B.Ed or B.A degrees respectively, 39 (20.9%) have either M.SC, MBA or M.A while 18 (9.6%) of the respondents are with various types of professional qualifications. This indicates that the majority of the respondents have degree certificates or their equivalent and above, implying that the respondents are well learned to provide suitable responses to the items in the questionnaire.

Results from Table 1 also revealed that 24 (12.8%) of the respondents have 5 years and below working experience, 98 (52.4%) have 6-10 years' work experience, 25 (13.4%) have 11-15 years' work experience, 30 (16.0%) have 16-20 years of work experience while 10 (5.3%) have 21 years and above work experience. This indicates that the majority of the respondents have attained meaningful work experience. This implies that responses supplied by the respondents are backed up by experience and as such suitable for the study. Concerning staff category, 32 (17.1%) of the respondents are management Staff, 89 (47.6%) are senior Staff and 66 (35.3%) are Junior Staff. This indicates that the majority of the staff to whom questionnaires were administered are senior staff. This implies that the respondents largely constituted tax collectors, tax supervisors and managerial staff who are at the forefront of tax administration and as such responses provided by them may lead to meaningful conclusions for the study. Inferential data analysis was done using OLS regression techniques. The result of the analysis is presented below:

Table 2. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.727[a]	.620	.501	.4255

a. Predictors: (Constant), SSIT, IMRA

Source: Field Study, (2020)

The OLS result in Table 2 reveals that the coefficient of determination (R-Squared) is 0.620 which indicate that about 62% of changes in the revenue generation is determined by the explanatory variables, that is, shortage of staff and inadequate training of available tax collectors (SSIT) and improper records and account keeping of internal revenue officers (IMRA). This suggests that the explanatory variables jointly explain 62% variations in tax administration and revenue generation of Osun Internal Revenue

Service while the remaining 38% of the total variation in tax administration and revenue generation was caused by factors not explained by the model. The Adjusted R Square which attempts to correct R Square closely reflects the goodness of the fit of the model is 0.501.

Table 3. ANOVA[a]

		Sum of Squares	df	Mean Square	F	Sig.
	Regression	1.081	2	.270	5.085	.0001[b]
1	Residual	32.142	185	.249		
	Total	33.224	187			

a. Dependent Variable: REVG
b. Predictors: (Constant), SSIT, IMRA

Source: Field Study, (2020)

Table 3 shows that the F-statistics (5.085) with p-value of (0.0001) indicate that the explanatory variables (SSIT and IMRA) significantly influence tax administration and revenue generation in Osun state. This suggests that the result is robust. Hence, the model is of good fit and can be used to establish the relationship between the dependent and independent variables at 5%.

Table 4. Regression Result of Model

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	403512.656	167269.49		2.412	0.000
Shortage and Inadequate Training of Staff	-5.586	4.886	-0.359	-1.143	0.001
Improper Records and Accounting Keeping	-27.791	21.792	-0.413	-1.275	0.000

a. Dependent Variable: Revenue Generation

Source: Field Study, (2020)

The test of hypotheses using the result of the coefficient of regression and t-statistics in Table 4 is to explain the effect of each of the explanatory variables on the dependent variable. The equation of the relationship is as shown below:

REVG = 403512.656 – 5.586SSIT – 27.791IMRA

H_{01}: Shortage of staff and inadequate training of available tax collectors does not influence revenue generation in Osun state.

The coefficient of shortage of staff and inadequate training of available tax collectors is – 5.586. This indicates that there is a negative relationship between a shortage of staff and inadequate training of available tax collectors and revenue generation. The result of the t-statistics is –1.143 with a p-value of 0.001. Since the p-value was less than the 0.05 level of significance, the study reject the null hypothesis that shortage of staff and inadequate training of available tax collectors does not influence revenue generation in Osun state. Thus, the analysis showed that shortage of staff and inadequate training of available tax collectors has a significant negative influence on revenue generation of Osun state. This is consistent with Abiola and Asiweh (2012); Afuberoh and Okoye (2014) and Theobald (2018) who also found a significant relationship between adequate manpower and effective tax administrative practices on revenue generation. It however contradicts the finding of Soetan (2017), who reported that tax administration, does not have a significant effect on tax revenue generation in Nigeria.

H_{02}: Improper records and account keeping of internal revenue officers do not influence revenue generation in Osun state.

The result of the coefficient of regression of improper records and accounting keeping of internal revenue officers is – 27.791 indicating that there is a negative relationship between improper records and account keeping of internal revenue officers and revenue generation. This implies that adequate or proper records and account keeping will result in efficient revenue generation. The t-statistics of the coefficient is – 1.275 with a p-value of 0. 000. Since the p-value is less than 0.05 level of significance, the study reject the null hypothesis that improper records and account keeping of internal revenue officers does not influence revenue generation in Osun state. Thus, the study posits that improper records and account keeping of internal revenue officers have a significant negative influence on revenue generation in Osun state. This is consistent with Ifere and Eko (2014); Olajide (2015) and Raji (2015) whose studies revealed a significant relationship between corrupt practices and inadequate recor-keeping of tax collectors and revenue generation

5. Conclusion and Recommendations

This study investigated the influence of tax administration on revenue generation from the perspective of Osun Internal Revenue Service using descriptive and inferential statistics. The result shows a significant negative influence of shortage of staff and inadequate training of available tax collectors on revenue generation of Osun state. Similarly, the research also found that there is a significant negative influence of improper records and account keeping of internal revenue officers on revenue generation of Osun State. Based on the findings, the study concludes that an effective tax administration system which will enhance revenue generation requires getting the right balance of personnel, policies, practice and laws to guide tax administration. In line with the findings, the study recommends that tax officials and administrators should be exposed to adequate and continuous training; both at home and abroad, for a better understanding of recent domestic and international tax issues, which could then be utilized, to formulate successful tax administration strategies. The working conditions of tax officials and administrators need to be improved to motivate them to carry out their duties more efficiently and professionally manner. Furthermore, tax administration in Osun state should be granted total autonomy. This will make Osun Internal Revenue Service attract and recruit professionals who are capable of managing the tax administration of the state professionally thereby increasing the revenue generation in the state. There should be development and implementation of an effective and efficient information system at the six zonal offices of the Osun Internal Revenue Service which will make it possible for the revenue authority to have complete data about taxpayers to generating a data bank with which proper monitoring of taxes paid, or and to be paid by taxpayers can be known.

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