

## **Chapter One**

### **Introduction**

#### **1.1 Background to the Study**

Service delivery has become a major mean of ensuring that organisations deliver services commensurate with the expectation of the recipient or beneficiaries of such services. The concept originated from the private sector but it is now firmly entrenched in the public where government and its agencies are now being held to very strict standards to ensure that they deliver on their mandate to the people. In this context, public service delivery is the way and means through which public services are delivered to the citizens by government at all levels including local, state and federal government<sup>1</sup>.

Governments worldwide are established with the primary objective of delivering fundamental services to their respective populations. Scholars defines representative democracy as a political system in which individuals together elect a select few to do tasks on their behalf that they are unable to accomplish individually. Governments worldwide have consistently sought efficient and effective methods of executing their tasks to ensure the optimal delivery of services to their populations. Numerous reforms have been implemented in the public sector in light of this observation. The sphere of governmental activity is commonly referred to as the public sector, which exhibits notable distinctions from the private sector. The public sector has undergone a number of reforms aimed at enhancing its effectiveness and efficiency in the provision of services to the populace<sup>2</sup>.

The reason for this is because before to the implementation of the reforms, the public sector was faced with numerous obstacles that hindered its ability to effectively carry

out its tasks. The significance of the public sector in the development of any country is of utmost importance. This is exemplified by the reference made by scholars who describe the public sector as a resource utilised by African governments to achieve developmental goals and objective<sup>3</sup>s. Similarly, others argue that the primary role of the public sector is to deliver commodities and services to the general population<sup>4</sup>.

The effectiveness of service delivery is a factor in the standard of living on the people and it is also a determinant of growth and development of societies. However, the dependence on the public sector for the funding and provision of public services in many developing nations has yielded unsatisfactory outcomes. The convergence of technical, financial, and structural challenges faced by public institutions has led to inadequate cost recovery, dissatisfied citizens, financially unsustainable systems, and inconsistent service provision. The current state of the public sector has created a necessity for its reform in order to enhance its effectiveness and efficiency in performing its functions.

Despite Nigeria's significant potential in terms of a large market (population) and abundant natural and human resources, the country's population paradoxically continues to experience high levels of poverty<sup>5</sup>. The causes of this pervasive poverty are complex, but they have been attributed to the quality of public service delivery<sup>6</sup>. According to the World Bank's report in 2017, Nigeria was ranked 33rd on the Governance Quality Index (GQI), indicating a relatively low position compared to other countries globally. Public service delivery is a crucial determinant of government quality, both inside Nigeria and throughout the globe.

Hence, it may be inferred that the low ranking on the governance quality index is, to some extent or significantly, indicative of inadequate provision of public services. Significant endeavours have been undertaken to enhance the provision of public services in Nigeria. One notable recent project aimed at enhancing the delivery of public/civil services is the Service Compact with All Nigerians (SERVICOM). SERVICOM is an effort implemented by the Federal Government of Nigeria with the aim of addressing the suggestions outlined in the research report on public service delivery in Nigeria.

Several other factors have been identified as both the proximate and underlying causes of inefficiency within the public service. These causes encompass nepotism, bureaucratic inefficiency, and inadequate oversight procedures. Several scholars, have posited that the inefficiency observed in government systems might be attributed to the form of governance. This particular ideological perspective posited that when a government is predominantly centralised rather than adhering to the federalist principles outlined in the constitution, the process of effectively monitoring and overseeing operations becomes challenging, ultimately resulting in sub-optimal service delivery<sup>7</sup>.

In Nigeria, the government assumes responsibility for various essential services, including education, health, agriculture, water and sanitation, power, housing and urban development, justice, and defence. This allocation of responsibilities is mostly attributed to the government's control over substantial resources and the comparatively underdeveloped private sector. Education holds a significant position within the diverse range of public sector services. The significance of education as the foundation of a society is widely acknowledged, and the importance of a well-educated population is frequently emphasised as a key factor in the developmental

capacity of a nation-state such as Nigeria<sup>8</sup>. However, there is hardly any aspect of government service delivery that have not received criticism for poor service delivery

Based on the report, it was seen that the provision of services to the Nigerian population was severely lacking in various aspects<sup>9</sup>. This highlights the need for a fundamental change in the approach to service delivery, which can be achieved through various strategies such as comprehensive training programmes and efficient monitoring mechanisms. The implementation of electronic governance (e-Governance) has also emerged as a significant strategy in numerous regions worldwide, aiming to enhance efficiency within governance systems. The term "electronic governance" (e-Governance) pertains to the utilisation of Information and Communication Technology (ICT) in the realm of public administration, and by extension, the provision of public services<sup>10</sup>. The utilisation of Information Communication Technology (ICT) is employed in the execution of governmental operations<sup>11</sup>.

Experts posit that e-Governance encompasses the use of Information Communication Technologies (ICTs) to facilitate the interchange of information between the government and its constituents, including citizens, businesses, and different branches of government such as the judiciary, executive, and legislative. The adoption of E-governance in numerous countries worldwide is based on its perceived capacity to enhance the efficiency of public service delivery. The principal advantages of e-Governance are enhanced efficiency and the potential to mitigate corruption through the implementation of automated processes.

According to a report by InfoDev and The Centre for Democracy and Technology, the implementation of e-Governance holds promise in addressing income inequities across countries and fostering tourism, among other national advantages. E-governance is a multifaceted notion. Various components of e-Governance were

identified, namely e-Administration, e-Citizen, e-Society, and e-Applications. These components encompass the improvement of government processes, the connection of citizens, the establishment of external interactions, and the utilisation of government-to-citizen, government-to-business, government-to-government, and government-to-employees applications.

The term "e-Administration" encompasses the utilisation of electronic means to carry out various government activities, including but not limited to accounting, budgeting, internal communications, planning, and a range of administrative tasks. The principal objective of e-Administration is to guarantee optimal efficiency in the execution of administrative procedures. The concept of e-people aims to optimise the good aspects of social interactions by facilitating connections among people. This may entail the establishment of electronic forums and virtual communities wherein individuals can engage in discourse and deliberation pertaining to current affairs. An exemplary illustration of this phenomenon can be observed in the context of internet phone-in programmes dedicated to facilitating public discourse. The concept of the e-Society pertains to the establishment of the necessary capacities for facilitating smooth external contacts between different entities (institutions) inside a given society. On the other hand, the e-Application entails the development of a digitalized application procedure, eliminating the need for paper-based processes<sup>12</sup>.

The integration of these e-governance components is expected to significantly influence the public's experience of public service delivery in countries such as Nigeria. Their viewpoint focused on the many stages of growth of information technology (IT) skills. To determine the level of e-government by a government agency, experts have identified four stages of maturity. The possession of a fully operational official website that offers information services regarding government

activities to the broader public is sometimes referred to as the initial stage of IT capabilities. This stage is commonly perceived as a manifestation of unidirectional communication, characterised by a conventional hierarchical information dissemination process from the government to the broader public<sup>13</sup>.

E-governance is considered to have reached stage two when it incorporates the capability for two-way interactions. Two-way interactions are conceptualised as the capacity to download forms, complete the forms, and upload them to a portal. Additionally, these interactions involve making email inquiries and facilitating feedback mechanisms such as live chat. In this stage, citizens can communicate with the government and receive feedback within a reasonable time. This would save many people, especially those in remote areas, trips to government offices and also free government employees from attending to mundane matters.

Stage three of the e-government adoption process encompasses the implementation of secure online payment capabilities for various financial obligations, such as taxes, levies, dues, and licence renewal payments. In this level, the government is able to eliminate any ambiguity and bottlenecks created by unscrupulous employees who may seek to extort citizens. The stage also make revenue generation by government agencies to become seamless and more efficient. However, a modern government agency in a democratic environment must strive to reach the final level of maturity. This is the fourth stage, known as the e-Democracy stage, encompasses the use of e-voting capabilities, electronic consultations, and policy-making processes<sup>14</sup>.

Another popular categorization is the five stages of e-governance development globally recognised in the United Nations e-government global survey study, also known as the UN global e-government Preparedness study, in 2004. The aforementioned stages include emerging presence, improved presence, interactive

presence, transactional presence, and networked presence (alternatively referred to as fully integrated presence). all these are variations of the stages that have been previously discussed. According to the United Nations, stage one, also known as emergence presence, denotes the initial phase during which a nation undertakes obligations to actively participate in the realm of e-governance.

The United Nations characterises this particular stage as one in which online presence is constrained and typically lacks interactivity, being predominantly static in nature. At this juncture, the objective is to disseminate information to diverse governmental entities, government agencies, or parastatals' constituents through a unidirectional approach. Stage two is sometimes referred to as the "enhanced presence" stage. At this point, discernible alterations are observable, namely in the realm of content and its updating mechanisms. However, it is important to note that currently, the flow of information primarily follows a one-way channel from the government to its publics<sup>15</sup>. In contrast to the initial and subsequent stages, a heightened degree of interactivity is implemented alongside an expansion of services. During the third stage, there is usually a significant growth in the number of government parastatals that were interconnected. In stage four, known as the transactional presence stage, there is typically a well-established and reciprocal kind of interactivity between citizens and the government, or between the government and external entities. During the fifth stage, all government agencies, parastatals, and departments undergo complete integration with the e-Governance system.

In term of e-governance models that can be adopted by government agencies, experts have adapted the e-commerce models namely; government to government (G2G), government to citizen (G2C), government to businesses (G2B), and government to entities (G2E). Currently, few government agencies in Nigeria, particularly at the state

level have adopted any of these. In the developed world, paper documents mostly serve as a secondary means of record-keeping, while electronic records are utilised in real-time for completing government operations. The remarkable expansion of information and communication technology (ICT) has emerged as the primary catalyst for the widespread implementation of e-Governance on a global scale<sup>16</sup>.

Indeed, it can be argued that the progress in the Information and Communication Technology (ICT) industry has played a crucial role in enabling the implementation of e-Governance. This statement underscores the significance of Information and Communication Technology (ICT) as a vital component of electronic governance (e-Governance). One such instance involves the transformative impact of a ubiquitous information and communication technology (ICT) tool, namely electronic mail (e-mail), on the dynamics of inter-agency and inter-organizational communication among government entities and affiliated public institutions. The advent of this technology has significantly transformed the efficiency of message dissemination, the storage capacity for up to five messages for subsequent retrieval, and the ability to quickly reach a vast audience of millions, occasionally without incurring any expenses.

Nigeria exhibits the essential indicators that warrant the implementation of e-Governance inside its public sector. The level of service delivery provided by public and civil servants has been evaluated as falling short of anticipated standards<sup>17, 18, 19</sup>. Furthermore, corruption is not only widespread but also deeply ingrained within the system<sup>20</sup>. Additionally, the rate of internet penetration in the nation is experiencing rapid growth<sup>21</sup>. These indices, at first glance, indicate the need for new tools or approaches that could enhance the delivery of public services. The recognition of the capacity of Information and Communication Technology (ICT) and its subsequent

application in e-Governance to enhance citizen empowerment and enhance the provision of public services in the contemporary digital era prompted the development of the national Information Technology policy in 2001 under the leadership of General Olusegun Obasanjo in the Federal Government of Nigeria<sup>22</sup>. The policy outlines the strategic plan for attaining information and communication technology (ICT) capabilities in the nation.

Consequently, there has been a formal emphasis on e-Governance as a method of enhancing the provision of public services for approximately fifteen years, and it is imperative to evaluate its effects on public service delivery in the country. In order to achieve this objective, the present study aims to evaluate the effectiveness of e-Governance and its impact on public service delivery, with a specific focus on the government ministries in Oyo state, Nigeria.

## **1.2 Problem Statement**

In the context of developing countries, like Nigeria, governmental entities exert significant influence over economic resources, hence assuming a crucial role in the provision of public services<sup>23</sup>. The evaluation of service delivery by government personnel is a significant indicator of the well-being of the citizens in these nations. The effectiveness of public service delivery in Nigeria has been noted to be quite below expectation<sup>24</sup>. Researchers have highlighted distinct disparities between the anticipated level of service delivery from public officials, as prescribed by official guidelines, and the actual perception of the quality of service rendered. The implication of this is negative for both the society as a whole and individual citizen. In addition, poor service delivery can lead to loss of trust in government and its agencies which does not bode well for the legitimacy of the government.

As a result, stakeholders, are usually interested in strategies capable of boosting public service delivery. One of the emerging variables being researched as factors in service delivery is the adoption of e-governance. However, there is a dearth of specific studies focusing on state government such as Oyo state. In order to ascertain the efficacy of public sector agencies in attaining government policy objectives, it is essential to conduct an inquiry into the characteristics of e-governance and service delivery Oyo state. This study attempts to fill the gap in literature by examining the role of e-governance in service delivery of selected ministries in Oyo state. The significance of this study lies in the context of the Nigerian public service, where there have been documented instances of substandard service delivery, a deficient service culture, instances of low employee engagement, and cases of unfavourable customer experiences, all of which have impeded the effective provision of public services within the country<sup>25</sup>.

### **1.3 Aim and Objectives of the Study**

The primary aim of this study is to examine the effect of e-Governance on public services delivery in selected government ministries in Oyo State, while the specific objectives are to:

- i. determine the perceived level of service delivery of selected Ministries in Oyo State
- ii. determine the level of e-governance adoption in selected Ministries in Oyo State
- iii. ascertain the influence of e governance adoption on service delivery by selected Ministries in Oyo State.
- iv. identify challenges against e-governance adoption by government ministries in Oyo State.

#### **1.4 Research Questions**

The following questions will guide the study;

1. What is the perceived level of service delivery of selected ministries in Oyo State
2. What is the level of e-governance adoption in selected ministries in Oyo State
3. What are the challenges against e-governance adoption by government ministries in Oyo State

#### **1.5 Hypothesis**

The following hypothesis will be tested at 0.05 level of significance

H<sub>0</sub>1: There will be no significant influence of e governance adoption on service delivery by selected ministries in Oyo state

#### **1.6 Significance of the Study**

This study is significant because it has the potential to benefit a diverse range of stakeholders that include; government officials, citizens, government employees, businesses, NGOs, and researchers in the field of public administration. Government officials in Oyo State, including members of the state executive, legislative, and administrative branches, would benefit from understanding how e-governance adoption affects service delivery. This information can help them make informed decisions about implementing e-governance initiatives and improving public services.

The study will also be of relevance to government employees working within the selected ministries in Oyo state as they can benefit from the study by learning how e-governance tools and practices can enhance their work processes and improve the services they provide to the public.

The general public in Oyo State is also a significant beneficiary. When e-governance is effectively implemented, it can lead to improved and more efficient public services, making citizens' lives easier. Citizens can benefit from better access to government services, reduced bureaucracy, and increased transparency.

The finding of the study can also be of use to academics and researchers especially in the field of public administration. Scholars and researchers in the fields of public administration, governance, and information technology can use the study's findings to advance their own research and contribute to the broader body of knowledge on e-governance and service delivery.

Others who can find the study useful include Technology: companies that provide e-governance solutions and services. They may gain insights from the study to tailor their offerings to the specific needs and challenges faced by ministries in Oyo State. This can lead to potential business opportunities. Similarly, NGOs focused on government transparency, accountability, and citizen engagement can use the study's findings to advocate for better e-governance practices and hold the government accountable for service delivery.

### **1.7 Scope of the Study**

The focus of the study is the role of e-governance adoption in improving service delivery in government establishments. The dependent variable is public service delivery which is measured by emergence presence, enhanced presence, interactive Presence, transactional presence and, networked/integrated presence. The independent variable is public service delivery measured by service culture, service quality, employee engagement, and customer experience. the study focused on three ministries namely; ministry of lands and housing, ministry of health and Oyo state Board of

Internal Revenue. These are selected because background check has shown that they have adopted certain level of e-governance. The population of the study will be drawn from citizens and residents of Oyo state.

### **1.8 Operational Definition of Terms**

**Public Service Delivery:** In the context of government ministries in Oyo State, Nigeria, public service delivery refers to the provision of government services, such as healthcare, education, infrastructure, and administrative support, to the citizens and businesses in the region. It encompasses the efficiency, accessibility, and effectiveness of these services.

**E-Governance:** E-governance in Oyo State refers to the use of electronic means, particularly information and communication technology (ICT), to improve the efficiency, transparency, and accessibility of government operations and service delivery. It involves the digitalization of government processes and interactions with citizens.

**Employee Engagement:** Employee engagement in government ministries involves the level of commitment, motivation, and satisfaction of government employees in their work. Engaged employees are more likely to be productive, innovative, and aligned with the organization's goals, which can positively impact public service delivery.

**Service Culture:** Service culture in government ministries refers to the prevailing attitudes, values, and behaviors among employees and leaders that prioritize the delivery of quality services to citizens. A strong service culture fosters a customer-centric approach and a commitment to continuous improvement.

**Service Quality:** Service quality in the context of government ministries relates to the extent to which government services meet or exceed the expectations and needs of citizens and businesses. It encompasses factors like efficiency, accuracy, responsiveness, and accessibility of services.

**E-Government Maturity Model:** The e-government maturity model is a framework used to assess and measure the level of advancement and effectiveness of e-governance initiatives within government organizations. It typically consists of stages or levels that represent the progression from basic electronic services to highly integrated and citizen-centric e-governance systems. This model helps governments evaluate their e-governance capabilities and plan for improvements.

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## Endnotes

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## **Chapter Two**

### **Literature Review**

This chapter examines existing literature regarding the subject of the current study. The review of literature to examine works done by previous researchers will give the researcher a clear direction on how to approach his research work so as to achieve maximum result. The review will also enable the researcher to identify existing gaps in literature and justify the need for the current study. The chapter is organised under the following subheadings;

#### **2.1 Conceptual Review**

The section brings together various perspectives about the key concepts in the study. The concepts are derived from the study variables meaning that public service delivery and e-governance will form the core of the conceptual review

##### **2.1.1 Concept of Public Service Delivery**

The public service in any given country serves as the administrative apparatus by which public policies are developed and executed. The purpose of public service is accomplished through the transformation of government plans and programmes into concrete goods and services that are made available for the consumption of the general public. This is why some scholars would define public service in terms of actions carried out by government employees and institutions with the objective of developing and executing governmental policies and programmes for the benefit of the general public<sup>1</sup>. It is important to note that the term public service is frequently used interchangeably with civil service, although it is essential to recognise that these are distinct concepts, albeit with certain similarities.

According to experts, the term "public service" typically encompasses a broader range of activities compared to the civil service<sup>2</sup>. Public administration refers to the comprehensive range of services that are systematically managed by governmental authorities. This encompasses various entities such as ministries, departments, and agencies of the central government, as well as their corresponding field administrations, local government bodies, the military, other security forces, and the courts<sup>3</sup>.

This perspective adopts a more comprehensive conceptual framework that aligns with the constitutional definition of the aforementioned categories and emphasises the differentiation between them. The term "Civil Service" pertains to the group of permanent employees or career officers who are assigned to aid the political executive in the development and execution of governmental programmes<sup>4</sup>. Both entities, the government and public administration, possess a common characteristic in that they function as apparatuses of governance entrusted with the task of executing governmental policies and fulfilling the operational obligations inherent in public administration<sup>5</sup>. It is crucial to emphasise that public service incorporates the civil service, or in other words, has a greater scope than the civil service. Public service refers to the comprehensive range of services that are administered by the government<sup>6</sup>.

However, the focus of the aforementioned definition has been on public service as an institutions or entity tasked with the discharge of various services to the public. The service rendered is equally of particular interest to researchers. Public service refers to the range of services, both direct and indirect, that are offered by a government to its citizens or residents inside the confines of a particular nation<sup>7</sup>. The government is

involved in the provision of public services by direct engagement in production, distribution, and service activities, as well as indirectly through the financial support of services provided to citizens by third parties. Governments exercise authority over the resources of their constituents and are obligated to provide services that promote the welfare of the populace, albeit to varied extents.<sup>8</sup>

The degree of government participation in the provision of services to the general population is frequently aligned with the prevailing economic framework. In a capitalist economic system, service delivery is mostly dominated by the private sector, whereas in a socialist economy, the government assumes a leading role. In the context of Nigeria, a mixed economy entails the significant provision of services to the general public by both the private sector and the government. In Nigeria, the government plays a significant role as the primary service provider through the Public Service. The term "Public Service" encompasses all governmental organisations that operate as a component of the government apparatus, with the purpose of providing services that hold significance for the general populace<sup>7</sup>.

In accordance with the submission of a Nigeria expert, public service delivery can be seen as “the process of meeting the needs of citizens through prompt and efficient procedures.” The statement suggests that the ideal government's engagement with citizens should be characterised by expeditious and effective processes, resulting in the timely fulfilment of citizens' requirements. Consequently, citizens play a pivotal role in the provision of public services<sup>9</sup>. The underlying suggestion in this statement is that, similar to how the private sector prioritises the satisfaction of its customers, the public sector should prioritise the welfare of the public and strive to improve the performance of public services<sup>10</sup>.

The foundation of public institutions entails a fundamental responsibility to ensure the provision of satisfactory service delivery. Effective service delivery has been recognised as one of the primary functions of the public sector<sup>11</sup>. According to another, public service delivery is "the result of the intentions, decision of government and government institutions, and the actions undertaken and decision made by people employed by government institutions." It is "the delivery of public goods or social (education, health), economic (grants), or infrastructural (water, electricity) services to those who require (or demand) them with as little stress as possible<sup>12</sup>."

From the foregoing, public service delivery can be defined as the outcome of the deliberate intentions and decisions made by government and its institutions, as well as the actions conducted by individuals employed within these institutions to meet the need of the people and drive social and economic development. It encompasses the provision of public goods and social services, provision of educational and healthcare services, as well as economic grants and infrastructure amenities such as water and power for all citizens who require or request them.

In accordance with the aforementioned ideas, another scholar examines public service delivery by emphasising its fundamental characteristics, which include the concepts of efficiency, citizen empowerment, and overall improvement<sup>13</sup>. The importance of transparency and the need to hold public workers responsible is further supported by another scholar who presents a comprehensive list of seven fundamental purposes for the delivery of public services<sup>14</sup>. These objectives include:

Efficiency in service delivery necessitates minimising the duration required for both the customer and the entity providing the service, while ensuring accuracy and effectiveness. It can also be gauged through approach by which services are provided,

with a focus on customer-centricity. This entails a participatory and trustworthy approach that prioritises the customer's demands at its core. Furthermore, service delivery should be responsive to the peculiar demand of each citizen. This is a crucial aspect that necessitates the implementation of an intelligent method to effectively manage fluctuations in fulfilling service levels and facilitate necessary adaptations within the service delivery organisation<sup>12</sup>.

The perception of value is crucial for customers, since they must be convinced that the service delivery mechanism is efficient in terms of cost. Moreover, value should be derived from the outcomes experienced by the customer, rather than being solely influenced by the internal procedures of the business. The integration of the service delivery system is essential. It is imperative to implement a policy that ensures customers are not subjected to a "wrong door" scenario.

The provision of numerous service delivery channels is essential to accommodate customers' preferences and requirements, allowing them to select from a variety of options based on their individual wants and circumstances. Another characteristic of effective service delivery is the level of personalization of service. This is necessary in order to ensure that consumers' experiences are commensurate with the level of service they typically receive from the private sector. In line with the importance effective service delivery to, not only individual, but global development, the interest in public service delivery is also of universal interest.

As a result of globalisation the quality of public service delivery is increasingly judged by its ability to provide essential services to its citizens. There are essentially three types of public sector jobs: decision-making that safeguards state sovereignty and the provision of services through the use of effective policy instruments. As a

result, one of the primary justifications for the existence of any government is the provision of services in an efficient and effective manner. In addition, as the public sector takes on more and more responsibility for service delivery, the focus is changing from deciding which services to provide to analysing whether or not they have been effectively delivered<sup>15</sup>.

Uneven access to resources and services has been a long-standing problem in the public sector, especially in emerging nations where the economy is still young and unstable<sup>16</sup>. World Bank President Jim Yong Kim stated, "there is an urgent need for a science of delivery in development"<sup>17</sup>. This was said at the Joint Annual World Bank discussion held in Tokyo in 2002. This raises a solution to the massive inefficiencies and disparate service delivery that plagues emerging countries. For instance, public service delivery in Nigeria faces various challenges and opportunities, which can vary across different states and government agencies.

Studies have listed issues such as lack of innovation, incentives, budgetary constraints, and the inability to identify citizens' needs as problems facing the public sector in the delivery of public services<sup>18,19</sup>. In developing countries, especially in Nigeria, the situation is extremely dire and difficult because of inadequate government services for the poor. Thus, the issue of inefficient, unequal, restricted, low-quality, and ineffective public service delivery continues to be a hot topic despite the fact that it has not been adequately addressed<sup>20,21</sup>.

A dysfunctional public sector creates a huge chasm between the government and the people, preventing the latter from realising the benefits of economic growth. The interaction between citizens and governments is widened, and public trust is eroded, as a direct result of this . Although numerous reforms have been implemented in the

public sector to address this problem, their effects on improving service delivery to the public have been limited for a variety of reasons, including but not limited to: corruption, bureaucratic bottlenecks, politically motivated reforms, and a lack of communication between policy actors and the public<sup>22</sup>.

Some scholars have delineate six key variables that contribute to the delivery of quality services. These factors are convenience/accuracy, feedback/complaint handling, management, efficiency, queue management, accessibility, and customisation. Security and privacy, as well as website design and usability, hold equal significance<sup>23</sup>. Similarly, another scholar came up with a model of service delivery consisting of four primary components crucial for the successful and productive provision of services. These components encompass service culture, service quality, workforce engagement, and customer experience.

Service culture is widely recognised as a way of value generation for both the organisation and the consumer. The concept of culture is well recognised, nevertheless, there exists a deficiency in comprehending contemporary conceptual frameworks that pertain to various viewpoints on service<sup>24</sup>. This example highlights the necessity of developing and nurturing the concept of service value and transitioning from a focus on products to a perspective grounded in service dominant logic<sup>25</sup>. In the context of public service deliver, experts argue that the cultivation of a service culture is a fundamental approach for generating value within service organisations, benefiting both the organisations themselves and their consumers.

Service culture in public service delivery refers to the prevailing attitudes, values, behaviors, and organizational norms within government agencies and institutions that prioritize the delivery of high-quality services to citizens and stakeholders. It

encompasses the ethos and mindset that guide how public servants interact with the public and each other. A service culture in public service delivery is essential for building trust between government agencies and the public, improving the quality of services, and ultimately, enhancing the well-being and satisfaction of citizens. It requires a commitment from all levels of government and ongoing efforts to foster a culture of service excellence.

Service is exhibited in the public sector just as it is seen in the private sector. It starts with a customer-centric approach. A service culture places the needs, preferences, and satisfaction of citizens and service recipients at the center of decision-making and service design. Public servants view themselves as public servants, understanding that their primary role is to serve the public effectively and efficiently. A strong service culture also emphasizes the pursuit of excellence in service delivery. Public servants take pride in their work and strive to provide services of the highest quality. This may involve setting and meeting service standards and continuously seeking ways to improve service delivery processes<sup>26</sup>.

Another key indicator of service culture is communication and responsiveness. Public servants in organizations with a service culture prioritize effective communication and responsiveness. They are proactive in addressing inquiries, concerns, and feedback from citizens. Timely and clear communication is a hallmark of such a culture.

A service culture encourages public servants to take initiative and make decisions that benefit service recipients. Empowered employees feel a sense of ownership over their work and are more likely to find innovative solutions to challenges. Furthermore, public servants in agencies with a service culture are expected to exhibit a high degree

of professionalism in their interactions with citizens and colleagues. This includes being knowledgeable, courteous, and respectful at all times<sup>27</sup>.

A service culture promotes a commitment to ongoing learning and improvement. Public servants are encouraged to acquire new skills, stay informed about best practices, and adapt to changing needs and technologies. In addition, public service delivery often involves collaboration among various departments and agencies. A service culture fosters teamwork and collaboration to ensure seamless service provision and the removal of silos. Public service organizations with a service culture are adaptable and open to innovation. They embrace new technologies and approaches that can lead to more efficient and effective service delivery<sup>28</sup>.

Currently, there exists insufficient evidence to effectively capture the attention of public administrators on the importance of service practise and culture<sup>29</sup>. This prompted a discourse wherein scholars assert that modifications in the service process necessitate comprehension and endorsement from both staff and customers.

It is important for organisations, whether they are businesses or government establishment to provide continual training to both consumers and staff. This training, as suggested would enable people to comprehend and effectively implement the innovative service idea. In addition to the aforementioned training, it is also essential to offer rewards for engaging in service-giving behaviours and for demonstrating and delivering service excellence<sup>30</sup>. According to experts, this phenomenon also facilitates consumer involvement as co-creators of services. It promotes service transformation by embracing novel service approaches and promoting a conducive service climate <sup>31</sup>.

Additionally, establishing a robust connection with the customer base would contribute to the enhancement of quality and service atmosphere. This improvement can be achieved by fostering a service-oriented approach. Another aspect of service delivery is customer experience

The concept of customer experience in public service delivery refers to the overall perception and satisfaction that citizens and service users have when interacting with government agencies and receiving public services. It adopts principles from the private sector's customer-centric approach and applies them to the context of government services. Customer experience in public service is driven by various metrics such as citizen-centric focus. Customer experience in public service delivery places citizens and service users at the center of service design and delivery. It recognizes that government agencies exist to serve the needs and preferences of the public<sup>32</sup>.

Customer experience is also driven by holistic perspective which means that public service providers consider the entire journey of citizens when accessing government services, from the initial contact to the resolution of their needs. It encompasses all touch points, whether online, in-person, or through other channels. Government agencies must therefore strive to make their services user-friendly and accessible, ensuring that citizens can easily navigate the processes and systems without unnecessary barriers.

In addition, personalization is a concept synonymous with the service industry. This ideas in public service delivery means tailoring services to the specific needs and circumstances of individual citizens. This can involve offering customized information, options, and service pathways. Ultimately, positive customer experience

includes efficient and timely service delivery. Citizens expect government agencies to respond promptly to their requests and deliver services without undue delays<sup>33</sup>.

Furthermore, in subsequent years, there is a plethora of literature acknowledging the significance of customer experience as a means to generate value for both organisations and their clientele. In this regard, numerous marketing professionals have made significant contributions to the industry through their expertise and practical experience. Several notable scholars have contributed to the field of study<sup>34</sup>.

Extraordinary experiences can be described as instances that involve a heightened perceptual and cognitive process, brought about by uncommon occurrences and intense emotional involvement.

Service quality is another critical factor in public service delivery. It must be pointed out that was popularised by the private sector researchers with the intent of helping businesses gain a competitive edge against their competitors<sup>35</sup>. In this context, service quality is a perception that is formed by customers based on their experiences with the service during a service interaction. It is argued that service quality encompasses not only the end result of a product or service, but also the various stages of its manufacture and delivery. Consequently, the involvement of employees in the process redesign and their commitment plays a crucial role in the creation of tourism products or services<sup>36</sup>.

Another scholar presents an additional research study on service quality, wherein the author examines a model that compares consumer expectations of a service with their prior experience of the service obtained. The aforementioned paradigm is referred to as "total perceived service quality". The author highlights the importance of understanding client preferences and evaluation criteria in determining service quality,

which may be conceptualised through two aspects. The initial dimension pertains to the technical quality, which encompasses the end result, deliverables, or the value received by the consumer through the service. The other dimension relates to the functional quality, which denotes the method or manner in which the service is provided. Both aspects have an impact on the business image and the perception of quality in diverse manners. According to the whole perceived service quality model, the perceived quality of a service is influenced by the consumer's evaluation of the quality aspects they have experienced, which determines whether the perceived quality is positive, neutral, or negative. The perceived quality of a given service and the outcome of the evaluation procedure both have an impact on it<sup>37</sup>.

Other scholars have further advanced the field by developing "The Gap Analysis Model," which has gained significant recognition as a prominent framework for assessing service quality. This conceptual framework presents a comprehensive perspective on the interconnection between consumers and companies. The basic concept of the model revolves around the notion that service quality is contingent upon the magnitude and orientation of the five gaps that may be present within the service delivery process<sup>38</sup>.

The first gap (Gap 1) refers to the disparity that exists between the expectations of customers and the perceptions of management over what those expectations actually are. The second gap (Gap 2) refers to the disparity between management's understanding of consumer expectations and the service quality criteria set by the firm. The third gap (Gap 3) refers to the disparity that exists between the specifications of service quality and the actual delivery of the service. The fourth gap (Gap 4) focus on the service delivery and external communication gap. This means that there may be a

misunderstanding between service providers and customers due to ineffective communication. Finally, Gap 5 refers to the perceived service quality gap, which is the disparity between the expected service and the actual service received<sup>39</sup>. The initial four gaps are recognised as being contingent upon the manner in which service is rendered. The transmission of services from the provider to the customer is facilitated, with gap number five being associated with this process.

The client, as a key stakeholder, is widely seen as the arbiter of service quality. This has been adopted by public sector in which citizens are treated as customers who must be satisfied in order for the government to be seen as successful. In the context of government services, the aspect of service quality and consistency is of paramount importance. Ensuring service quality and consistency across government agencies is essential for building trust with citizens and enhancing the overall public service experience. Citizens should have confidence that their interactions with government, regardless of the specific agency or office, will be characterized by fairness, efficiency, and a commitment to delivering high-quality services. This consistency not only benefits citizens but also contributes to the effective functioning of government and the achievement of its policy objectives.

Citizens expect that when they interact with different government agencies or offices, they will be treated fairly and equally. This means that regardless of their geographic location, socio-economic background, or personal circumstances, citizens should receive the same level of service quality and attention. In addition to this, government agencies often deal with standardized procedures, such as permit applications, tax filings, or benefit claims. Citizens should encounter consistent processes and

requirements across agencies. Standardization minimizes confusion and simplifies interactions.

Most importantly, citizens should have access to consistent and accurate information regardless of which government agency or office they contact. This includes information about their rights, responsibilities, and the services available to them. Centralized information systems and knowledge management can aid in this regard. Government agencies should establish consistent feedback mechanisms that allow citizens to report their experiences and provide input on service quality. This feedback helps identify areas of improvement and ensures that consistency is maintained over time.

It has been stated that disparities in quality can be attributed to variations in the quantity of a specific ingredient or attribute present in the product or service. Due to its complete objectivity, this perspective neglects to consider the variations in assessments, requirements, and personal inclinations of individuals. This means that the perception of quality is subjective and can vary from person to person. User based definitions prioritise the opinions and preferences of individuals when determining what is considered to be of high quality.

This approach acknowledges that different users may have different criteria and standards for evaluating quality. Therefore, user based definitions emphasise the importance of considering the perspectives and experiences of users in order to determine the quality of a product, service, or experience.

The concept of reliability refers to the consistency and dependability of a measurement or research instrument. This phenomenon is intricately linked to the reliability and predictability of performance. This study aims to assess the company's

adherence to service quality standards during the initial service provision and its ability to fulfil its commitments.

The concept of responsiveness refers to the ability of a system or entity to promptly and effectively react. This aspect pertains to the degree of preparedness exhibited by personnel in delivering service. This entails various variables, like promptly mailing a transaction slip, promptly returning client calls, and providing prompt service. The concept of competence refers to an individual's ability to effectively perform a task or achieve a purpose. Competence is intricately linked to the knowledge and skills possessed by contact persons, operational support personnel, and individuals with research capabilities, as these are essential for the successful delivery of the service.

The term "access" refers to the ability or permission to enter, use, or retrieve. This aspect is associated with the concept of approachability, which encompasses elements such as convenient operating hours, easily accessible facility locations, quick waiting times, and convenient telephone access. The concept of courtesy refers to the practise of displaying polite and considerate behaviour towards others. This component encompasses the attributes of politeness, respect, consideration, and friendliness exhibited by contact employees, such as receptionists and telephone operators.

Communication is the process of exchanging information, ideas, and thoughts between individuals or groups through various medium. This pertains to the practise of providing customers with updates in a comprehensible manner and actively attending to their concerns. In order to accommodate foreign clients, the company may need to implement some modifications.

The concept of credibility refers to the perceived trustworthiness and reliability of a source of information. The factors encompassed in this context include

trustworthiness, credibility, and honesty. The phrase "it means to" refers to the concept or idea being discussed. The organisation prioritises the best interests of its customers. Several factors can influence the credibility of a corporation, including its name, reputation, personal traits, and the extent to which aggressive sales tactics are intertwined with customer contacts.

Another key aspect of service delivery is staff engagement. Staff engagement, also known as employee engagement, is a concept that refers to the level of emotional commitment, motivation, and dedication employees have toward their work, their organization, and its goals. Highly engaged employees are enthusiastic about their job, committed to their organization's success, and willing to go the extra mile to contribute to that success. Staff engagement is a critical aspect of effective workforce management and organizational performance<sup>40</sup>.

According to the literature, engaged employees are more likely to take initiative, to show loyalty to the organization, and to work tirelessly to help it succeed. An engaged worker is one that exhibits enthusiasm, dedication, and concentration in their work<sup>41</sup>. Evidence suggests that these workers are more likely to take the initiative and put in extra effort than their less engaged or disengaged competitors.

Employee engagement and job engagement are two more phrases that are sometimes used interchangeably with "work engagement" in the present literature. Although there are some distinctions between the concepts of job engagement and employee engagement, the results show that researchers in this field often utilised the same instrument to measure both concepts<sup>42</sup>. The theoretical underpinnings of the work engagement construct may be traced back to the job demands-resources (JD-R) model which categorises jobs according to two main categories: job demands and job

resources. According to JD-R, all employment, whether in the public or private sector, have needs and resources. Stress may be brought on by several aspects of the workplace, including but not limited to: role ambiguity, role conflict, role conflict, role overload, and job instability<sup>43</sup>.

When achieving the required demand and maintaining the predicted level of performance requires a lot of considerable effort, it can be mentally and emotionally draining for workers. Job resources, on the other hand, are those aspects of an employer's relationship with an employee that are designed to help that person succeed in their position. In order to accomplish work-related goals and encourage individual growth, learning, and development, workplace resources mitigate job-related demands and associated physiological and psychological costs<sup>44</sup>. All of these things will improve motivation in the workplace, both on an individual and a group level. Since JD-R considers every facet of a job from an efficiency standpoint, it has been widely utilised to pinpoint the factors that contribute to employee dedication on the job.

The concept of employee engagement at work is of utmost importance in the public sector. Because government agencies are often at the centre of responding to crises , boosting employee engagement and productivity is vital<sup>45</sup>. Literature on work engagement within the public sector is still limited, despite the fact that many studies on work engagement have been published regarding its antecedents and the positive outcomes it brings to organisations<sup>46</sup>. As a result, there is still a lack of solid understanding in this area. Despite the critical role that public sector performance plays in driving economic growth, a review of databases like Scopus and Web of

Science revealed a paucity of research on the factors that motivate public sector employees.

Despite the importance of the topic, there has not been a systematic evaluation of studies on employee involvement in the workplace. No current evaluations or meta-analyses of work engagement have focused on the topic within the context of a given industry<sup>47</sup>. However, a scholar suggest that employees' degrees of involvement may differ according to demographic and occupational characteristics, even though the incentives that motivate them to be engaged are consistent across organisations. Therefore, businesses in the public and private sectors alike would benefit from identifying strategies to increase employee enthusiasm for their work<sup>48</sup>.

Public sector employees have stronger associations between work engagement and other job-related attitudes than private sector workers, according to a new meta-analysis<sup>49</sup>. Therefore, there is an urgent need to close these knowledge gaps if we are to improve our understanding of public sector employee engagement. The field of work engagement studies would benefit from a thorough evaluation of the elements that affect involvement in the workplace. Researchers and practitioners need to uncover additional job engagement antecedents in the workplace in order to get a better understanding of employee engagement in government agencies.

Despite its reputation as the "giant of Africa" due to its large population and wealth of natural resources (as evidenced by a sizable GDP), Nigeria's public service delivery falls far short of expectations<sup>50</sup>. Thus, the government saw the need to venture into e-government, which will focus on reorganising the administrative bureaucracy and transform service delivery, as a result of the failed reforms carried out by the public sector in the past, which have had little impact on the delivery of public services to

the citizens and the global trend of ICT. The introduction of ICT into the private sector has unleashed enormous potential, causing a sea change in how business is conducted. South Africa Malaysia, South Korea and India are just a few examples of developing countries that have found success with ICT in public service delivery<sup>51, 52, 53</sup>.

### **2.1.2 The Concept of e-governance**

e-governance, short for electronic governance, is a comprehensive concept that encompasses the use of information and communication technologies (ICTs) by government agencies, public institutions, and public officials to transform and improve the delivery of government services, streamline administrative processes, enhance public participation, and strengthen the overall governance framework. It represents the digitization and automation of government functions and services to make them more efficient, transparent, accessible, and citizen-centric.

e-governance is concerned with making government services more accessible to citizens by utilising information and communication technologies. To improve government accountability and transparency, facilitate information sharing between sectors, and facilitate citizen participation, e-governance applications have become an essential tool<sup>54</sup>.

Many sections of the industrialised world now use e-governance as a crucial political vehicle for assessing government effectiveness. Through bolstering the government's role in service delivery, public administration, and encouraging active participatory democracy, ICT use in governmental enterprises has been gaining momentum internationally in recent years<sup>55</sup>. That is to say, governments all over the world have set themselves the strategic goal of bolstering and simplifying the governing

procedures for government, residents, and enterprises in order to increase the efficiency with which public services are provided.

UNESCO defines e-governance as "the use of information and communication technologies to improve the quality of public life by facilitating more effective and accountable government." This includes reforms in leadership, policymaking, education, information management, and service delivery. Therefore, the state and type of e-governance require analysis of numerous metrics and aspects to be determined in any region of the world<sup>56</sup>. One of the few indices used by the international community to evaluate the state of e-governance in individual countries is the one mandated by the United Nations Department of Economics and Social Affairs. The evaluation takes into account the efforts that UN member states have made to provide and ensure access to e-government services.

The major goal of e-governance is to increase citizens' engagement with the state and improve the relationship between the government and the people through the increased use of information and communication technologies in government operations. The United Nations' e-government report states that e-governance is a relatively new concept that developed at the turn of the 21st century.

In its early stages, e-governance was a subset of public sector e-commerce that used the evolutionary e-business developing paradigm, in which the primary focus of e-services was on providing a simple graphical user interface for end users without requiring their participation. Since e-governance has received so much attention, researchers have been analysing how they may best use it to improve government services for the public<sup>57</sup>.

The term "e-governance" has been variously defined by academics. E-governance is the practise of using information and communication technologies to improve government transparency, openness, and accountability. It is a method of politics in which the public is made aware of government actions through the use of modern forms of communication. From another definition, electronic-governance is seen as the provision of government services and information to citizens through electronic devices<sup>52</sup>. The term "electronic governance" is a wide term that analyses and gains access to the effects of technologies on the management of governments and the relationships between public officials and the general public. Generally speaking, the goals of e-governance include boosting public sector operations, enhancing the delivery of public services, and facilitating more active citizen participation in national decision-making.

A scholar argues that e-governance encompasses activities such as electronic registration and participation; electronic taxation and mobilisation; electronic education and service delivery; electronic feedback and debate; electronic policing and public financial statement analysis. Thus, the term "e-government" refers to a collaborative effort by several groups, including the public sector, the nonprofit sector, and the private sector<sup>58</sup>.

Another scholar noted that good governance, characterised by equality, participation in the democratic process, transparency, and accountability in the many sectors of a nation's economy, is the primary goal of assuring the use of e-governance in the operations of the state. The proliferation of computing devices, networks, and mobile devices, as well as the emergence of novel software platforms, have all contributed to the rise of e-governance as a distinct field of study and practise. As these tools

became more commonplace, it became simpler for the government to share resources and data with the rest of society<sup>58</sup>.

ICT has been defined as the means through which society can be transformed digitally. By leveraging information and communication technology to boost transparency, ensure the provision of sufficient information to citizens, enhance the efficiency of administrative processes, and guarantee the availability of public services, electronic governance has been recognised as a more acceptable and reliable method of running government businesses around the world<sup>55</sup>. The goal of e-governance is to give people easy access to government services.

As a result, the time-consuming and frustrating process of conforming to bureaucratic norms is avoided at all costs. There is a growing consensus that e-governance is the use of ICT by government and non-government organisations to increase citizens' engagement in policymaking. In other words, e-governance is primarily concerned with the management and administration of an organisation. This is supported by the claims of experts who state that the primary goal of e-governance is the internal application of information and internet technologies to the management of specific resources within an organisation, including money, people, things, and machines.

Electronic governance is the study of the state governments and the state's other institutions' use of and interaction in the realm of information and communication technology. Thus, e-governance is a method that investigates the workings of the administrative relationships within an institution.

Incorporating electronic commerce into government operations to improve productivity at all levels; Facilitating the free flow of data electronically between democracies. Integrating e-governance into bilateral agreements leads to novel

approaches in policymaking and administration. However, he believes that the size and type of government in place have a significant impact on how effective the government-to-government style of governance can be. Using e-governance in a government-to-government paradigm is intended to help streamline and strengthen the governance process for all stakeholders. It will hopefully also increase openness, efficiency, and responsibility in government operations.

The existing body of literature pertaining to e-governance reveals varying interpretations and extents of the notion. Some scholars have seen it as a type of e-commerce that primarily caters to government clients, neglecting the component of e-democracy<sup>59</sup>. Conversely, some scholars have perceived it as a virtual reality platform that serves as a medium for governance in a multidimensional manner<sup>60</sup>. There are a multitude of interpretations or interconnected connotations associated with the aforementioned topic.

According to one definition, e-Governance can be defined as the increasingly prevalent global trend of utilising information and communication technology (ICT) as a progressive approach in the field of public administration<sup>61</sup>. According to another scholar, the term "SMART governance" refers to the utilisation of Information and Communication Technology (ICT) in governmental procedures with the aim of achieving governance that is characterised by simplicity, morality, accountability, responsiveness, and transparency<sup>62</sup>. E-governance (also known as e-Government) can also be defined as the utilisation of information technology to facilitate the unrestricted flow of information, thereby surpassing the limitations imposed by traditional paper-based and physical systems. Its purpose is to leverage technology in

order to improve the accessibility and provision of government services, ultimately benefiting citizens, business partners, and employees<sup>63</sup>.

Similarly, another set of experts define e-governance, or electronic governance, as the utilisation of information and communication technology (ICT) to facilitate the delivery of various government services. It facilitates the interchange of many forms of communication while also ensuring the efficient transmission of various types of transactions. Simultaneously, it facilitates the integration of disparate autonomous systems and services between the government and its constituents, as well as between the government and commercial entities<sup>64</sup>.

E-governance pertains to the use of information communication technology in the provision of various public services<sup>65</sup>. This mostly pertains to the use of the internet to ensure the provision of various services in a manner that is convenient, cost-effective, and customer-centric. E-governance, in an academic context, encompasses the utilisation of information technology to improve the functioning of governmental processes. The primary objective of this initiative is to promote the attainment of governance that is characterised by moral integrity, simplicity, responsiveness, accountability, and transparency<sup>66</sup>. A Nigerian scholar asserts that the use of e-governance serves as a significant mechanism to guarantee the provision of public services that are both highly effective and efficient<sup>67</sup>.

this is supported by another scholar who submitted that, E-government is an institutional mechanism to spur efficiency, effectiveness and equity in the public sector in order to attain improved public service delivery<sup>68</sup>. The use of ICT for service delivery has gained considerable attention in both academic and professional writings lately<sup>69</sup>. Therefore, Nigeria adopted e-government with the establishment of National

Information and Telecommunication Agency (NITDA) and the enactment of the National Information Technology Policy<sup>70</sup>.

The implementation was made possible with ICT revolution which started in the early 2000s. The objective was to place government services online to enable efficiency, effectiveness, transparency and accountability. Since its adoption, some government services can now be assessed online such as the application for e-passport, processing of driver's license, registration of National Examinations such as Joint Admission and Matriculations Board examinations, filing of tax returns, registration for National Identity Cards etc.

A cursory examination of the comparative evaluations of e-administration, e-government, and e-governance reveals that e-governance represents the stage of electronic service delivery maturation for governments and/or their agencies. The e-government reflects a true virtual government in which essential governance activities are conducted electronically. The comparison also suggests that e-government and e-administration are concerned with implementing the necessary e-governance, whereas e-governance encompasses e-readiness, complete e-service delivery, and continuous enhancement of the e-service.

Scholars have contrasted conventional government with electronic governance (eGovernment). It was observed that in traditional government, the public body stands between citizens and information, whereas in e-Government, both the public body and the citizen interact directly with the data system. This type of interaction requires a dynamic system capable of facilitating co-generation of data, co-creation of information, and co-sharing of information. Effective co-generation, co-creation, and co-sharing capabilities are currently embedded in web 2.0 technology<sup>71</sup>. Therefore, it

can be inferred that comprehensive e-Government requires the web 2.0 infrastructure at present.

Experts outlined three essential facets of e-government initiatives. These initiatives were described as "improving government processes, connecting citizens, and fostering interactions within civil society." It is believed that the enhancement of government processes entails reducing process costs, managing process performance, establishing strategic government connections, and empowering government architecture. This is preparatory work to lay the groundwork for efficient e-governance. However, other scholars have cautioned that e-government should prioritise the enhancement of service delivery to citizens over automation. This is due to the fact that mere automation may not eliminate existing inefficiencies in service delivery, necessitating a critical evaluation of existing infrastructure, framework, and processes with the goal of eliminating inefficiencies and achieving e-readiness<sup>72</sup>.

The linkage to citizen focuses on the government's relationship with the citizen. This relationship may resemble e-democracy (e.g., electronic voting, electronic contributions to policy formulation, electronic plebiscite) or e-commerce (customers consuming public services). The objective is to establish two-way communication between the government and/or its borders and the citizen. This involves listening to citizens in order to improve public service.

According to Moon (2002), the G2G paradigm of e-governance can be broken down into four main components. Among these are: - Formalising the interaction between government departments in a way that is both secure and institutionalised

### **Distributing Public Services over a Digital Infrastructure**

Government to people (G2C) refers, to the government's ability to facilitate people' access to information and services via digital channels. The G2C model allows individuals to interact with their government in a variety of ways, including as submitting requests for information, paying fines and taxes, and updating personal information. The government can also assistance in disseminating information online, making available fillable documents online, helping people look for work, and educating the public on health and safety concerns.

Scholars expanded on this idea, writing that the G2C model's ultimate aim is to efficiently and effectively supply residents with a wide range of ICT services. Technology used in the government-to-citizen concept is supposed to strengthen ties between the two groups<sup>73</sup>. But as others points out, not everyone in the world has access to computers or the internet, so the government-to-citizen model of e-governance isn't fair for everyone.

'Building interactions with and within the civil society' emphasises the G2G aspect of e-governance. The objective is to achieve seamless integrations among government agencies, civil society organisations, and other institutions. It also encompasses a broader scope, such as working more effectively with businesses, developing communities, and fostering social cohesion/partnerships throughout the nation<sup>67</sup>. understanding the role of e-governance would requires a proper awareness of its origins.

E-governance concept originated at the beginning of the 21st century, primarily as a copy of ecommerce into the public sector. All intentions were directed towards the presence of public services on the Internet. The term is used loosely to describe the legacy of any type of use of information and communication technology within the

public sector. For those who view it as an extension of e-commerce to the government, it refers to the government's use of the Internet to deliver information and services<sup>74</sup>. The Department of Economic and Social Affairs of the United Nations defines e-governance as the delivery of government information and services via the internet and the world wide web<sup>75</sup>. E-governance is generally defined as the use of information and communication technologies (ICT) to make government more accessible, efficient, and accountable.

E-governance is the use of information technologies (such as the Internet, the World Wide Web, and mobile computing) by government agencies in order to transform their relationships with citizens, corporations, and other government agencies. These technologies facilitate the delivery of government services to citizens, thereby enhancing interactions with businesses and industries and information access<sup>76</sup>. e-governance is thus defined as the use of emergent information and communication technologies to facilitate government and public administration processes. This definition emphasises the use of ICT to facilitate the government administration or supervision<sup>77</sup>.

According to another definition, "e-governance refers to the use of information technologies by government agencies that have the potential to transform relations with citizens, businesses, and other branches of government." Regarding the actual application of these technologies, the following are some desired outcomes: improved deliverance of government services to citizens, and enhanced security. Interactions with businesses and industries, citizen empowerment through access to information, and more efficient government management are examples of objectives that could be

achieved through the use of technology. These activities may result in less corruption, greater transparency, greater convenience, and revenue gains.

expansion and expense reductions.

According to yet another conceptualisation, e-governance is the delivery of government information and services via information and communication technologies, specifically the Internet. E-governance is the use of ICT to promote more effective and transparent government. Cost-effective government, more expedient government services, increased government access to information, and increased citizen accountability<sup>78</sup>.

E-governance aims to enable the public to initiate a request for a specific government service without visiting a government office or interacting with a government employee directly. Through government websites, the service is provided. E-governance entails the coordination of ICT infrastructures and institutional

Reform, business processes, and service content directed towards the delivery of high-quality, value-added services to citizens and businesses. E-governance services range from posting frequently requested information on a website to supplying and processing online requests, such as the electronic payment of taxes or other fees. The primary objective of e-governance initiatives is to create citizen-centric services. Delivering and customising information and services, connecting communities and enterprises locally and internationally, and transforming us towards digital democracy. E-governance provides convenient and adaptable access to public information and services.

There are numerous advantages of e-governance for the delivery of public services. In addition to being one of the main players in the information society, it has played a significant role in ensuring that Nigeria is an Information Technology (IT)-capable country in Africa. Moreover, it has led to the creation of prosperity for various Nigerians. In addition, it has aided in the eradication of destitution in Nigeria. Other notable benefits include the creation of various employment opportunities for Nigerians and the improvement of governance, health, and agriculture<sup>79</sup>.

The objectives of e-Government differ significantly between governments worldwide. The objectives of e-government are determined locally based on the political leadership of each government, which is proper. The objective is to reorient governments to view citizens as customers of government services and to enhance day-to-day financial management and fiscal mechanisms. Governments are adopting various forms of e-Governance that: add channels of interaction between governments, businesses, and citizens; enhance the capacity of government institutions to communicate, collaborate, and share information; and reduce the cost of government operations.

Other than that, work more efficiently and effectively with one another; streamline acquisition and procurement processes; reduce opportunities for corruption; and enhance the capacity to capture revenue. Many of these e-Government programmes are structural components of economic development and public sector reforms intended to address human development issues in developing nations<sup>80</sup>.

Governments are increasingly utilising websites to allow citizens to access government information, submit and pay taxes, register vehicles, access vital records, communicate with government officials, and participate in decision making. Through

e-governance, governments are expected to increase efficiency and effectiveness in public service delivery. In adopting e-governance, governments anticipate such benefits as: Online data acquisition to cut costs associated with data entry and automate error checking; reduce the cost of communicating with citizens; increased data sharing within and between governments, non-governmental organisations, international organisations, and private sector companies; reduce publication and distribution costs for the government through online publication <sup>81</sup>.

In order to derive the maximum benefit from e-governance adoption. Public institutions must understand various levels and form of e-government available. However, there are numerous e-governance components founded on the utilisation of ICT to facilitate relationships between the government and other key stakeholders. To simplify matters, scholars have adapted the models used in e-commerce to represent e-governance. This includes relationships with citizens (G2C), businesses (G2B), other governments (G2G), and employees (G2E).

Government-to-Citizen e-governance focuses on providing online access to information for citizens. When governments take additional steps to provide online services organised around citizen requirements, this is referred to as citizen-centric e-Governance. Government-to-Citizen (G2C) e-governance is a vital facet of the broader e-governance landscape that places significant emphasis on making government information and services readily accessible to citizens through online channels. This approach not only empowers citizens by granting them convenient access to government resources but also enhances government efficiency and transparency. When governments take further steps to structure and deliver online

services based on the specific needs, expectations, and preferences of citizens, this approach is known as citizen-centric e-governance.

G2C e-governance primarily aims to make government information easily accessible to the public via the internet. This encompasses a wide array of resources, from basic information about government agencies and their functions to more detailed data on policies, regulations, and public services. In addition to disseminating information, G2C e-governance involves the use of digital communication channels, such as government websites, email, and social media, to establish a direct line of communication between government bodies and citizens. This facilitates the exchange of queries, feedback, and concerns.

One of the key aspects of G2C e-governance is providing comprehensive information about available government services. Citizens can access details about service descriptions, eligibility criteria, application procedures, and required documents, all from the comfort of their homes or workplaces. G2C e-governance also extends to online transactions that enable citizens to interact with government agencies without physical visits. This includes processes like tax filing, license applications, and permit requests, which can be completed electronically.

In the spirit of inclusivity, G2C e-governance often incorporates accessibility features such as multilingual interfaces and features tailored for individuals with disabilities, ensuring that a diverse range of citizens can benefit from online government services. While G2C e-governance focuses on providing citizens with online access to government information and services, citizen-centric e-governance takes it a step further by tailoring those services to meet individual citizen needs and preferences.

This approach not only enhances the overall citizen experience but also drives efficiency, In transparency, and accountability in government operations.

Another model of e-governance is Government-to-Business (G2B) e-governance. According to the Government to Business (G2B) model of e-governance, government and enterprises engage in two-way communication and commerce online. This model represents a strategic approach that harnesses Information and Communication Technologies (ICT) to streamline and optimize government's engagement with the private sector. Its primary objectives are to facilitate the procurement of goods and services from private enterprises and to coordinate various transactions and interactions between government entities and businesses. A prominent example of G2B e-governance is the implementation of electronic procurement or e-procurement systems.

Government to business model" describes the online connection between different levels of government and the private sector of business. The only purpose of these associations is to disseminate business advice and information pertaining to the conduct of electronic commerce. The goal of the "government to business" (G2B) model of e-governance is to "enable an internet-based communication by electronic-business", make it easier for businesses to conduct transactions, and provide vital information that will aid the growth of businesses. Government operations can be simplified, streamlined, and less reliant on human interactions if they are conducted entirely online. Thus, improving the process of governance in the society will result from the electronic interconnection of various ministries, governments, departments, corporations, and citizens<sup>82</sup>.

This approach becomes essential due to the sheer volume of transactions governments conduct with the private sector, necessitating the development of more efficient and cost-effective procurement procedures. G2B e-governance leverages digital procurement platforms and portals as the focal point for government-business interactions. These platforms serve as centralized hubs where businesses can access information about government procurement opportunities, submit bids electronically, and participate in procurement auctions.

E-procurement systems introduce automation and standardization to government procurement processes. This significantly reduces paperwork, enhances efficiency, minimizes errors, and shortens the procurement cycle. G2B e-governance emphasizes transparency in procurement procedures. It ensures that procurement opportunities are accessible to a broad range of businesses and that the selection process is fair, accountable, and compliant with regulations. By reducing administrative overhead, eliminating manual processes, and promoting competition among suppliers, G2B e-governance contributes to cost savings for both government agencies and businesses.

The adoption of government to business e-governance model create numerous opportunity for government and citizens alike.

One of such opportunities is access to market research and intelligence: E-procurement systems often include tools for market research and intelligence, providing government agencies with insights into market trends, pricing, and supplier performance. To further expedite transactions, G2B e-governance often include electronic payment mechanisms, allowing government agencies to pay suppliers digitally, reducing delays associated with traditional paper-based payments.

Most importantly in this era of anti-corruption fights, G2B model facilitating compliance and reporting. The automation of the procurement system helps ensure that procurement processes comply with legal and regulatory requirements. They also generate comprehensive reports, improving transparency and accountability. As a bonus, automated procurement systems facilitate sustained communication and engagement with government suppliers. This includes notifications about upcoming tenders, clarifications, and responses to queries. This ensures transparency, accountability, and as a consequence enhanced trust in public institutions.

The focus of scholars on the role of G2B to ensure efficient procurement procedures is instructive especially among developing countries such as Nigeria. Streamlined procurement process results in cost savings for both governments and businesses. This is particularly vital when governments allocate significant budgets for procurement. In an atmosphere of mutual suspicion, automated procurement systems ensure that a wide range of suppliers, including small and medium-sized enterprises (SMEs), can compete on a level playing field, fostering competition and innovation.

This is also seen as a way to drastically reduced corrupt and shady practices in government activities. Transparent and automated procurement reduces the risk of corruption and enhances the integrity of government transactions. The efficient procurement ensures that goods and services are procured promptly, enabling government agencies to provide timely services to citizens. Government-to-Business e-governance, with a focus on digital procurement and efficient procurement processes, enhances transparency, competition, and accountability in government transactions. By leveraging ICTs, governments can foster an environment that

benefits both public entities and the private sector, ultimately contributing to economic growth and development.

Government-to-Employee e-governance focuses on relationships between government employees in order to coordinate internal operations and enhance the internal efficiency of business processes. Government-to-Employee (G2E) e-governance is a specialized facet of electronic governance that centers on optimizing interactions and communication within government organizations. Its primary objectives are to facilitate coordination and collaboration among government employees, thereby improving the efficiency and effectiveness of internal business processes. G2E e-governance recognizes that a well-informed, engaged, and interconnected workforce is essential for the successful functioning of government agencies<sup>83</sup>.

G2E e-governance often involves the deployment of advanced communication and collaboration tools. These tools facilitate real-time communication among government employees, enabling efficient information sharing, project collaboration, and decision-making. Many government agencies develop intranet platforms and internal portals to serve as centralized hubs for employees. These platforms house critical resources, policies, procedures, and news, fostering a unified and informed workforce. These resources facilitate knowledge management in a globalised world in which knowledge has become a vital resource.

Knowledge management systems are integral to G2E e-governance. They help capture, organize, and disseminate institutional knowledge, making it readily accessible to employees. This reduces redundancy and accelerates problem-solving. G2E e-governance also includes digital training and development modules.

Employees can access online courses, webinars, and resources to enhance their skills, knowledge, and professional growth.

One of the prime examples of government to employee platform in Nigeria is the Integrated Payroll and Personnel Information Systems (IPPIS)<sup>84</sup>. This is one of the human resources management solutions driven by technology. E-governance systems streamline various HR functions, including recruitment, onboarding, performance appraisal, leave management, and benefits administration. Automation reduces administrative burdens and minimizes errors.

In addition to human resource management, G2E e-governance model also ensures that important internal communications, including policies, announcements, and updates, reach all employees promptly through digital channels, fostering a sense of inclusion and awareness. The introduction of IPPIS in 2006 and the subsequent implementation in 2007 with core objectives: to pay federal government employee on time and accurately, to have a centralized payroll system that meets the needs of federal government employee and helps government to plan and manage payroll budget by ensuring proper control of personnel cost, have been riddled with lots of inconsistencies.

Furthermore, business process automation tools play a pivotal role in G2E e-governance by digitizing and optimizing internal workflows. This reduces manual tasks, accelerates processes, and enhances overall operational efficiency. Promoting employee engagement is a key aspect of G2E e-governance. Engaged employees are more committed to their roles and contribute positively to organizational outcomes. Digital platforms can facilitate feedback mechanisms, surveys, and recognition programs.

Government-to-Government focuses on the provision of intergovernmental services to governments. This includes activities to coordinate national, state/provincial, and municipal government stakeholders in humanitarian or crisis situations.

E-government does not spontaneously emerge or manifest itself. It evolves through a series of stages over time. There is divergence in the literature regarding these stages, with many authors using various nomenclatures or varying numbers of stages and levels of complexity. For instance, Howard identified three e-governance stages. (i) publish, (ii) interact, and (iii) transact are the stages. The 'publish stage', involves one-way communication of government activities and dissemination of government information via an online platform. The interact phase allows citizens to have basic electronic interactions with the government via applications such as email and chat. The transaction phase is considered a phase where the government's online services are utilised<sup>23</sup>.

Two studies regarded stage one as a one-way dissemination of information to the general public via an online platform, typically a static website(s). The interaction stage corresponds to stage two (interact) of the Howard model. At the 'interaction' stage, the government or its agencies have basic interactions with the public. The third stage is the transaction stage. The stage represents the capacity for online, two-way interactions between the government and citizens, as well as e-commerce capabilities.

The fourth stage is called "integration." The integration phase encompasses the integration or seamless interactions between government agencies and parastatals, as well as between government, private organisations, and the general public.

This shows that the stages of e-governance involve a one-way online communication medium through which government information is disseminated to the public, a two-

way interaction with an increased level of activities, and fully integrated systems that create the appearance of a virtual government. Nevertheless, there are evident deviations from this straightforward summary. Public Administration experts have attempted to standardise the phases of global e-government development. The attempt at harmonisation resulted in the adoption of five stages, including emergence presence, enhanced presence, interactive presence, transactional presence, and networked (or highly integrated) presence<sup>85</sup>. These stages are explained concisely below:

As the term implies, during the emergence presence, the government establishes an online presence with a website that may include connections to ministries and departments. The majority of information is inactive and there is minimal or no interaction with citizens.

The government provides more information on public policy and governance and makes it readily accessible to citizens; links are created to record information such as newsletters, documents, reports, etc. Governments offer online services, such as application forms that can be downloaded, and an interactive portal with services to facilitate its use by citizens is being developed. There is now two-way communication between 'citizens and government' in this location. It includes options for paying taxes, requesting identification cards or passports, and other functions comparable to G2C interactions<sup>86</sup>.

This is the highest level of e-government implementation sophistication. It integrates all facets of e-government service (G2G, G2C, and G2B). At this point, the government uses technology to connect with and respond to the requirements of its citizens. Because of its huge population, Nigeria is sometimes called "the giant of Africa" in the worldwide system, but this has not been due to the country's

advancements in IT. International perceptions of Nigeria's degree of development and economic potentials have been inconsistent. The consistently low ranks it earns in polls conducted by international organisations is one indication of this discrepancy. Nigeria, like the rest of the world, is working towards a future in which e-governance is the norm rather than the exception<sup>85</sup>. It has established a goal of improving its ICT infrastructure to the point that it can be used as a conduit for the exchange of data across different parts of society.

Nigeria is often described as the fastest expanding market in Africa for telecommunications and ICT since the country has used a variety of approaches to enhance its ICT sector. This has made experts to recommend that the government should use e-governance across the board to improve the quality of public services and facilitate communication between different sectors<sup>86</sup>. In response, from 2011 to 2013, the government of Nigeria used a variety of digital methods, including mobile apps and mobile portals, to aid in efforts to end poverty, advance gender equality and social inclusion, and boost economic growth, environmental sustainability, and crisis management<sup>86</sup>.

Experts notes that several nations are trying to implement a new governance strategy that can control social service models. This worldwide shift does not exclude Nigeria. Thus, the government has elevated its level of e-governance by increasing its use of various scientific techniques to improve the technical skills of ICT in order to anticipate citizens' wants and needs and detect anomalies in the purchase of public goods across the economy<sup>87</sup>.

e-government services in Nigeria are distributed in a way that is fundamentally different from the rest of the world, despite the many efforts made by the international

community to encourage the expansion of ICT connectivity and to highlight the significance of adopting e-governance for the purposes of service delivery. The international system still assesses the country as having a low e-governance level, despite the country's best efforts to improve its e-governance status and character<sup>86</sup>. Nigeria's e-governance status is ranked 162nd out of 193 nations in the 2014 UN E-Governance Survey Report. Nigeria was found in the survey to have an e-governance development index of 0.2929, placing it in the lower middle-income range of countries<sup>86</sup>. Only by analysing the many factors used for determining the state and type of e-governance in Nigeria can the reasons for the country's low ranking by the international community be understood.

Among these metrics are the expansion of both technological and human resources. According to a United Nations survey on e-governance, the vast majority of Nigeria's e-governance and online services are delivered via mobile apps<sup>88</sup>. Nigeria's telecoms and ICT sector has made great strides towards its goal of providing its population with free and unrestricted access to the internet. The number of mobile subscribers has rocketed from 95 million in 2011 to 134.5 million as of September 2014, according to data from the Ministry of Communication Technology. Tele-density rose from 68% in 2011 to 96% in the same time period, while the number of people with mobile internet connections went from 45,000,000 in 2011 to 73,800,000 as of September 2014. From roughly 26.5% in September 2011 to about 52.5% in September 2014, internet penetration more than doubled.

It was reported that, with more than 125 million users and a penetration rate of approximately 75 percent, Nigeria's mobile market has steadily emerged as the largest market on the African continent. According to statistics, the Nigerian market still has

one of the continent's highest average revenues per user rates. The International Telecommunications Union (ITU) put Nigeria as #87 out of 140 nations for home internet penetration. The poll found that 7.8 percent of the population was online and that the country was one of 61 that had a national broadband policy. The UN e-governance study rated Nigeria's progress in providing access to government services online and expanding its telecommunications infrastructure at 0.3071 and 0.1905, respectively<sup>84</sup>.

the country's digital divide was closed after the federal government established a rural telephone initiative in 2006 to implement several measures that bridged the gap<sup>87</sup>. The initiative also promoted the idea that people no longer need to buy a computer or other internet equipment to obtain access to the internet, thanks to the rise in popularity of smartphones like the Blackberry, Android, and tablet computers. Although there are many broadband service providers in Nigeria, including Main one, CUOI, Sat3, and WACS cables, the high cost of internet access prevents it from reaching many Nigerian households.

Human Development Index-Dependent According to the United Nations' 2014 e-governance assessment, Nigeria is one of the countries with low human development, ranking 152nd out of 187 in Human development, an indicator of the state of the country's e-governance. The Human Development Index for Nigeria is estimated in the report to be 0.381, which is lower than the required minimum. According to the UNDP research, a lack of inclusiveness in a country's economic growth trajectory is a major contributor to the gap between economic growth and the welfare index. The report, in keeping with the human development paradigm, adopted a people-centered approach, focusing on inequalities both between and within nations in order to

pinpoint their structural causes. That is to say, the demographic that is disproportionately targeted and discriminated against because of their past experiences.

According to a report by the UN Development Programme. Sub-Saharan Africa has the highest human inequality coefficient, according to the organisation. Sub-Saharan Africa is home to over 585 million people, or 72 percent of the continent's total population, and nearly all of them are either now experiencing or at risk of multi-dimensional poverty, which is characterised by severe deficiencies in economic security, health care, and education. The investigations also showed that the people's living standards have not improved since they are not afforded a voice in the state's political decision-making. Evidence suggested that Nigeria shared some of the same traits as other countries with a poor human development index, as determined by an examination of these nations. Accordingly, Nigeria ranked ninth on the UNDP's 2014 list of low human development countries, out of a total of 42 countries<sup>89</sup>.

Nigeria's e-governance level is still in its early stages, according to reports and analyses of the three primary factors used to evaluate its current condition and nature. Adeyemo (2013) argues that the Nigerian government is still making strides to advance e-governance, despite the country's low standing in international rankings. Therefore, the Federal Executive Council (FEC) decided to create the National Information Technology Development Agency (NITDA) to acknowledge the private sector's role in promoting the expansion of the information and communication technology industry.

Another scholar added that the Nigerian government had taken note of the preceding shifts in the international community and had therefore revised its national

information technology policy and established an ICT development strategic action plan committee to create a new ICT plan to advance e-governance in the country<sup>86</sup>.

The National Information Technology Development Agency (NITDA) launched a new programme it called Information and Communication Technology for Development (ICT4D). The goal of the strategy was to use information and communication technology (ICT) in government in order to carry out the government's vision 2020 development plan<sup>88</sup>. With the help of ICT, Nigeria has been able to advance towards its millennium development goals, implement NEPAD Development programmes, and implement its Transformation Agenda in recent years. An effective governance framework designed to appropriately support and manage a citizen-centered service delivery model is one of the primary components that the United Nations e-government report suggests can boost the development of e-governance. Governments of all participating countries should adopt an ICT policy and e-government strategy to fortify governmental bodies and inspire public servants to take their jobs more seriously.

The international system is shifting, and as a result, many developing countries are beginning to see the value of e-governance in their own administrative procedures. An expert argues that governments in developing countries have come to recognise the many ways in which e-governance can improve public services, and as a result, they are increasingly implementing it in their administrative structures<sup>88</sup>. According to another expert, e-governance has the potential to improve efficiency, make government more open about its role in society, increase accountability among public office holders, streamline access to government services, make democracy more people-focused, and reduce the cost of administrative procedures<sup>90</sup>.

They claim the following must be implemented in order to reap the benefits they foresee: The government's responsibility is to facilitate citizens' use of electronic channels for communicating with the government. This will improve communication between government agencies and the public. To combat corruption at all levels of government, strong institutions need to be put in place.

Accountability among public office holders should be a top priority for the institutions as well. No matter one's age, social standing, educational background, or gender, the rule of law must always be upheld. Therefore, everyone should be afforded the same accessibility to resources when they are needed. To cut back on money, time, space, and manpower, bureaucratic bottlenecks should be minimised, information should be shared between departments, and similar services should be integrated. A scholar said that African countries have reached consensus on the importance of integrating e-governance in its administrative operations as a means of improving good governance and bolstering democracy. Electronic governance improves interactions between the government and the public by allowing government agencies to better coordinate and integrate their services through ICT<sup>86</sup>. e-governance has the potential to reduce the country's perpetual political instability. If e-governance is handled correctly in Nigeria, it has the potential to boost the country's culture, transparency, and accountability<sup>91</sup>.

In addition, the widespread use of computerised technologies in government administration would significantly lessen the burden on the labour force. There have been several setbacks in Nigeria's and other Sub-Saharan African countries' efforts to implement an e-governance model into the political process. The expansion of self-governance is hampered by a number of factors. Among these are: - The government's reluctance to release relevant data to the public. As a result, unhelpful rules have been

enacted and government websites have been set up, but few details are available to the public. The level of education in the areas of information and communication is quite low. As a result, navigating government websites to gather information is a challenging task requiring a high degree of access and manipulation. Because of the low penetration rate, internet speeds can be poor, the cost of connecting to the internet is high, and the availability of internet services is unevenly distributed. A fundamental problem with e-governance is the lack of cooperation across different government departments. He claims that the system lacks interactivity because individual ministries all have their own websites but are not linked to one another. Despite these obstacles, the government is implementing a number of efforts to encourage the expansion of e-governance across the country<sup>88</sup>.

## **2.2 Theoretical Framework**

This section discusses the theories that guides the current studies. The theories include New Public Management (NPM), The Service Delivery Management Model and the E-governance maturity model.

### **2.2.1 New Public Management (NPM)**

New Public Management (NPM) is an approach to public administration and government management that emerged in the late 20th century, primarily in Western countries. the concept of New Public Management (NPM) was introduced in 1982<sup>92</sup>. The concept embraces many new innovations such as managerialism, market-based governance, enterpreneurialism, and reforms that are widely deem necessary to bring about effectiveness and efficiency in the delivery of welfare, social and essential services. It represents a shift away from traditional, bureaucratic models of public administration towards more business-like and market-oriented principles. NPM

advocates for greater efficiency, accountability, and responsiveness in the public sector.

Some of the focus of the New Public Management (NPM) include decentralization, market orientation, performance evaluation, customer focus, flexibility and innovation, and results-based management among others<sup>93</sup>.

New Public Management (NPM) encourages the decentralization of decision-making authority from central government agencies to lower-level government units, public agencies, or even non-governmental organizations. This is done to make public services more responsive to local needs. The model also promotes the use of market mechanisms and competition to improve the delivery of public services. This can include outsourcing services to private sector providers, introducing user fees, or implementing performance-based contracting.

Another dimension of the New Public Management (NPM) is the use of performance metrics and indicators to assess the efficiency and effectiveness of public organizations. This data-driven approach is intended to improve decision-making and accountability. This is explained through the idea of resource-based management. NPM promotes a results-based approach, where public organizations are expected to achieve measurable outcomes and demonstrate value for money. Budgets may be tied to performance, and organizations that do not meet their targets may face consequences.

As a framework modelled on the private sector, New Public Management (NPM) encourages public agencies to adopt a customer-oriented approach, treating citizens as clients or customers. The aim is to provide services that are responsive to citizens' needs and preferences. This means that practicing the New Public Management (NPM)

means that public entities value flexibility and encourages public managers to be innovative and entrepreneurial in finding solutions to public problems. This often involves experimenting with different service delivery models.

The framework also promotes human resource management reforms. New Public Management (NPM) often involves changes in the management of government employees, such as introducing performance-based pay and hiring practices from the private sector. This is often done to reduce bureaucratic red tape and streamline administrative processes to make government more efficient. Most importantly, the framework supports the use of information technology. It is the main promoter of can improve service delivery, increase transparency, and facilitate data-driven decision-making.

According to scholars, New Public Management (NPM) is seen as a politically neutral movement that is concerned with improving efficiency, effectiveness and accountability, especially in the area of infrastructural development and social/welfare services. The advent of the modified model intends to corroborate the concept of NPM in order to attain efficient service delivery by MDAs<sup>94</sup>.

Out of the numerous models that are being used for service delivery, governments of emerging and developing economies are still searching for new ways of improving public sector efficiency in order to address the issue of service delivery to the yearning of the vast majority of the citizens. It was posited that the model of public management will eventually change the way the public sector operates in terms of service delivery<sup>95</sup>. argued that public managers require new skills and knowledge to be effective in delivering infrastructural development and social/welfare services. Another scholar further lends credence by saying that managers had to develop new

concepts, values, skills and new mindsets about public service. He went further by saying that the managers need to develop their staff, and engage them in the change processes in order to deliver efficient and effective social/welfare services to the public<sup>96</sup>.

It is important to note that while NPM has been influential in reshaping public administration in many countries, it has also faced criticism. Some argue that it overly emphasizes market principles at the expense of public values and equity, leading to privatization and the erosion of government's social role. Additionally, the implementation of NPM principles can vary widely from one context to another, depending on local political, cultural, and economic factors.

### **2.2.2 The PPR Maturity Model**

An E-Government Maturity Framework is a model or set of criteria used to assess and evaluate the development and progress of e-government initiatives within a country or organization. It provides a structured way to measure how well government agencies are leveraging information and communication technologies (ICTs) to deliver services, engage with citizens, and improve overall governance. Such frameworks are valuable tools for governments seeking to enhance their e-government capabilities.

The maturity model of an e-government e-portal encompasses a series of progressive stages, ranging from rudimentary to sophisticated, which serve to ascertain the level of maturity achieved by the e-government e-portal. The primary advantage of employing maturity models is in their ability to provide a systematic framework for evaluating and classifying e-government websites. Maturity models can also function as a valuable tool to assist agencies in improving the quality of their e-government portals. Scholars classified e-government maturity models into three distinct types<sup>97</sup>:

The governmental models refer to frameworks that have been devised by governmental bodies, consultants, and scholars with the aim of assisting agencies in assessing and enhancing their level of e-government maturity. One illustrative instance is the "e-Government Capacity Check" which comprises a collection of diagnostic instruments employed to evaluate the proficiency of governmental organisations in providing electronic services to the general public<sup>98</sup>.

The holistic approach models, which are specifically tailored for implementation in public services development projects, serve as tools for agencies to assess the potential success of e-government initiatives. One illustrative instance is the "Capacity Assessment Toolkit", a tool that evaluates the potential viability of an e-government initiative by scrutinising capacities across 180 variables<sup>85</sup>.

The evolutionary e-government maturity models concentrate on the progressive development of e-government through a series of sequential stages, such as the transition from an immature state to a mature state characterised by enhanced quality. From an academic standpoint, two notable maturity models are the Layne and Lee model and the Andersen and Henriksen model. Both of these models have identified five distinct stages of e-government maturity. These can basically be described as the emerging stage, enhanced stage, interactive stage, transactional stage, and the transformed stage.

The Emerging Stage is characterized by basic online presence. In this stage, government agencies create websites to provide information about services and contact details. At this stage, there is limited online services. Only simple transactions like tax filing or license renewals may be available online. This is the most common

in Nigeria and it has started spreading across the country. Some organisations are even moving to the enhanced stage.

The Enhanced Stage represents a significant improvement in the capabilities of e-government. During this phase, online services are expanded to include a broader range of government functions, making them accessible to citizens via digital platforms. In addition, government websites include interactive elements such as forms, online payment options, and rudimentary interactivity, thereby increasing user engagement. This phase also includes the initial implementation of data integration, allowing for some level of data sharing and collaboration between government agencies<sup>99</sup>.

The e-government landscape undergoes further evolution as it advances to the Interactive Stage. With the majority of government functions accessible online, extensive online services become the norm. Government websites offer interactive features such as personalised accounts, feedback mechanisms, and online conversation support in real time. In addition, there has been a notable increase in data sharing between government agencies, resulting in more efficient operations and less duplication<sup>100</sup>.

The transition to the Transactional Stage represents a significant maturation of e-government. Here, all government services are accessible online, allowing citizens to conduct nearly all government transactions electronically. With highly customised services and even predictive recommendations, interactivity reaches its pinnacle. This phase is distinguished by the seamless sharing of data between government agencies to improve overall efficiency and service quality. In this advanced stage of e-

government development, comprehensive security measures are implemented to safeguard citizen data, reflecting the heightened security consciousness.

Entering the Transformed Stage marks the pinnacle of e-government development, characterized by a seamless integration of services tailored to individual needs. These services are highly personalized, adapting proactively to citizens' unique requirements. In this stage, advanced analytics play a pivotal role, with extensive utilization of data analytics and artificial intelligence for crafting policies and enhancing service quality. Furthermore, cybersecurity takes center stage with robust security measures and proactive practices that ensure the protection of sensitive data and systems. Citizen engagement reaches new heights, with a strong emphasis on high levels of participation and active involvement in shaping decision-making processes.

The Transformed Stage transcends national borders through cross-border collaboration, fostering international cooperation in e-government initiatives. This stage embodies the zenith of e-government evolution, bringing together the best practices in personalization, analytics, security, citizen engagement, and global collaboration for a truly transformative experience.

The specific criteria and indicators employed to evaluate each stage can vary depending on the framework in use. Governments and international organizations, such as the United Nations, often utilize these frameworks to gauge their progress in the realm of e-government. This assessment aids in pinpointing areas requiring enhancement and establishing strategic objectives. Through the measurement of e-government maturity, governments can elevate their digital service offerings, augment transparency, and foster more effective citizen engagement in today's digital era<sup>101</sup>.

When characterizing different stages within a continuous process, terms like "mature" and "immature" are frequently employed. These labels are assigned to their respective subjects, for instance, to signify that e-government has not yet reached full development. However, because both the term and its associated concept are somewhat ambiguous, describing e-government as "immature" can create a conceptual void.

E-government encounters a multitude of organizational and technical challenges. The concept's ontology is not clarified merely by incorporating the notion of maturity. To define the attributes of various levels of maturity, it becomes necessary to establish qualitative and/or quantitative metrics.

Maturity is a concept widely acknowledged in various fields, including information systems (IS), where it is integrated into models like the Stages of Growth. When evaluating an organization's IT maturity, the Stages of Growth model can serve as a valuable visual aid. What distinguishes the strength of the Stages of Growth paradigm is its comprehensive consideration of both IT and organizational aspects, in contrast to the six-stage breakdown proposed by Galliers and Sutherland. An e-maturity model, focusing on e-government capabilities, is crafted based on this expansive classification of technology and organization.

### **2.2.3 Service Delivery Management Model**

A researcher brought together four main elements for effective and efficient service delivery which include service culture, quality of service, employee engagement and customer experience<sup>102</sup>. Service culture is viewed as a mode of value creation for both the organisation and the consumer. Although the significance of service culture is recognised, current conceptual models pertaining to diverse service perspectives are

poorly understood. This demonstrates the need to construct and cultivate service value and transition from a product-centric to a service-centric logic<sup>103</sup>. Exoerts contends that service culture is a fundamental mechanism for generating value for both service organisations and their clients. Currently, there is insufficient evidence to bring the supplier's attention to the need for service culture and practise.

Customer Experience: Holbrook and Hirschman introduced the concept of Customer Experience in the mid-1980s. Since then, consumer researchers have broadened their perspective beyond the traditional approach, which viewed consumers predominantly as rational decision makers. Recently, the concept of experience has become an essential component for comprehending consumer behaviour<sup>104</sup>. In addition, the concept has served as a guidepost for numerous significant marketing literatures. Specifically, the book on the Experience Economy provides an excellent overview of how experience emerged as the fourth economic offering after commodities, products, and services<sup>105</sup>. In the years that followed, numerous works acknowledged the significance of experience as a means of creating value for both companies and customers. In this vein, a number of marketing specialists have contributed to the field in terms of experience<sup>106</sup>.

Service Quality: businesses can gain a competitive edge by utilising technology to improve service quality and assemble market demand. Many researchers have developed a service perspective over the course of decades. This explains that the concept of service quality should be approached from the customer's perspective because customers may have various values, criteria for evaluation, and circumstances<sup>30, 107</sup>.

Service quality is an extrinsically perceived attribute based on the customer's perception of the service during the service encounter. According to the research, service quality is involved not only in the final product and service, but also in the production and delivery process; therefore, employee participation in process redesign and commitment are crucial for the production of final tourism products or services<sup>47</sup>.

A scholar presents an additional research study on service quality that focuses on a model that compares customer expectations of the service to their experience of previously received service. This model is known as the "total perceived service quality" paradigm<sup>108</sup>. The service quality is based on two dimensions, as he emphasises what customers are truly seeking and what they evaluate. The first dimension is technical quality, which refers to the result, what is delivered, or what the client receives from the service. The next criterion is functional quality, which refers to the manner in which the service is delivered. Both dimensions have diverse effects on the corporate image and the perception of quality. According to the total perceived service quality model, the perceived quality of a service is not only influenced by the consumer's experiences with the quality dimensions used to determine whether the quality is perceived as good, neutral, or poor. It is also affected by the perceived quality of a particular service and the evaluation process's outcome.

The idea of "employee engagement" has been a longstanding concept in the context of public services. However, one of the earliest and most influential pieces of practical literature on this topic was penned by Harter, Schmidt, and Hayes in 2002.

In their work, scholars drew upon data obtained from a meta-analysis encompassing 7,939 business units across various industries. They utilized a research framework which later became an integral part of the Gallup Strengths movement and gained

prominence through the publication of "First Break All the Rules" by Buckingham and Coffman in 1999. Through this extensive dataset, the scholars became the first to examine employee engagement at the business unit level. They discovered a positive correlation between higher levels of employee engagement and successful outcomes within public service organizations<sup>109</sup>.

The conceptualization of employee engagement as "an individual's involvement and satisfaction with and enthusiasm for work" significantly transformed our understanding of engagement<sup>109</sup>. This definition introduced the crucial element of an individual's satisfaction level, adding a new dimension to the concept. Prior to Harter's work, employee engagement had been commonly perceived as something under the exclusive control of senior leaders and often treated as a binary variable—an aspect organizations either possessed or lacked.



**Figure 2.2 Service Delivery Management Model**

## **2.3 Review of Empirical studies**

### **2.3.1 E-governance and Public Service Delivery**

Several studies have been conducted to determine the effect that e-government has on public service delivery across the world. Estonia is a great example of how technology has practices has changed the traditional approach to governance and the delivery of services by the government, thanks to its increasing digitalization and efficiency in digital service delivery<sup>110</sup>. This finding has been replicated by researchers all over the world.

Researcher in India conceded that technological changes of the 20<sup>th</sup> and 21<sup>st</sup> centuries, the growth of computer technologies, digital technologies and telecommunications have changed the way the state conducts its functions and delivers governance. Whether or not they have improved the welfare function of the state, the way governance is delivered has been altered. They therefore examined the application of electronic governance (e-governance) in Karnataka with the help of three case studies. The study discussed the cases of land records management in rural and urban areas and initiatives in Bengaluru traffic management. The case studies indicate that e-governance improves service delivery and that there are points to be gleaned from the successful implementation of the same in Karnataka. Finally, we argue that while there is necessity for optimism regarding the application of technology in service-delivery functions, the overall influence of e-governance on the economy may be something qualitatively different<sup>111</sup>.

Furthermore, researcher also posited that having government services readily available online is a key component of e-government, which is a subset of e-commerce. A road map for effective, doorstep service delivery is provided by the tools and processes employed in the E-Governance initiative. Use of and investment in E-Government systems are now considered as critical to a country's economic

growth and development. The degree to which a nation has adopted E-Government is an indicator of that nation's level of development. In addition, the current administration has complete faith in E-Government, as seen by the global reach of its network. Open source solutions and cloud computing are being adopted as a result of the growing demand for electronic governance and the exponential growth of data. The study found that E-Governance has improved the efficiency and openness of government operations by providing a comprehensive catalogue of E-Governance initiatives and technological infrastructure<sup>112</sup>.

Researchers however observed that early attempt at instituting e-government, especially in developing countries have focused more on the business aspect rather than using technology to practices democratic norms and encouragement of citizen participation. Despite the fact that a government website is an important venue for citizens to participate in public affairs and decision-making processes, E-government system design has been practices for allegedly practices the needs of the service provider. In light of these theoretical considerations, researchers propose that a government portal should promote democratic processes that include not just the dissemination of information and the improvement of public services but also deliberation and coproduction. The study explored the complex factors that make government websites effective.

Another scholar explored the obstacles that e-Government faces in underdeveloped nations, with a particular focus on Iraq's e-Government activities. The study was a chronological and structural analysis of relevant literature and government actions preceding, during, and following the implementation of the e-Iraqi initiatives in order to identify impediments to efficient e-Government implementation in a developing

country such as Iraq. The study's findings revealed that the obstacles are political, practices, and technical in character, and are tied to a lack of human capital and security. The Iraqi e-Government projects were found to be hampered by a restricted budget, a delayed decision-making process, bureaucracy, transparency and monitoring gaps, and an inadequate legal framework<sup>113</sup>.

The researchers adopted a qualitative meta-analysis of four areas of literature—information systems, business, public administration, and democratic theory—to develop an integrative model for evaluating a government website. This model is called the Democratic E-governance Website Evaluation Model. The study contributes to the literature by broadening the focus of e-government website analysis from acceptance to engagement, providing a holistic model for public authorities to enhance their websites to promote democratic e-governance and thereby contributing to more effective public outcomes<sup>114</sup>.

Another researcher echoed the same sentiment by pointing out that technology and the administrative effectiveness of public officials are crucial tools for establishing good governance. Strong evidence shows that good governance extensively influences citizens' behaviors toward government. The study empirically examines how good governance promote public trust with possibly mediating role of e-government. A field survey was conducted by distributing questionnaires to 1000 Pakistani individuals. The response rate was 76.3%. Confirmatory factor analysis and structural equation modelling were used to analyze the data. The results confirmed the casual relationship between good governance and public trust. The results also reveal that e-government plays a mediating role in the relationship between good governance and public trust. The findings may be practically useful for both research and policy

making, since it investigated the citizens' perspective of good governance, public trust and e-government<sup>115</sup>. This indicates that e-government is effective in service delivery when it improves or amplifies good work from public officials. It is also helpful if the technology can eliminate issues such as corruption.

The role of e-governance in eliminating corruption is explored in a study. The study examines the impact of information and communication technology (ICT) and corruption on carbon dioxide (CO<sub>2</sub>) emissions within the framework of the Environmental Kuznets curve (EKC) hypothesis. The analysis uses 76 practice panel data encompassing 33 Asian countries over the period 2000-2015. The econometric approach employed in this study addresses issues of cross-sectional dependency, endogeneity, autocorrelation, and heterogeneity in the data. The findings indicate that ICT has a positive effect on CO<sub>2</sub> emissions, and corruption also contributes to environmental pollution. Moreover, the results support the relevance of the EKC hypothesis in relation to the significance of ICT and corruption in Asian countries. Additionally, this study sheds light on the potential role of ICT in combating corruption to address environmental challenges. The implementation of e-governance could serve as an effective mechanism for reducing corruption, thereby improving environmental quality in the region<sup>116</sup>.

Scholars in the field of innovation have conducted research on the process of adaptation and selection within socio-technical systems. They have proposed that in order to facilitate successful transitions, innovations should accumulate as stable designs. This principle also applies to E-Governance systems, which are subject to similar dynamics. In line with this, researchers conducted a study to provide insights on stable designs and transitions by examining the interoperations, specifically the

interactions with rulesets, that occur during the development and deployment of E-Governance systems. The interrelationships between organisations and the coordination of their internal components can offer valuable insights on interoperations.

In order to gain a comprehensive understanding of the phenomena under investigation, it is imperative to carefully select a case study approach that allows for the observation of these phenomena in relevant scenarios. In order to encompass a wide range of analytical and heuristic scenarios, a multi-case study approach has been chosen. The results indicate that a solution based on technology demonstrates solely transactional efficacy and efficiency in service delivery. In order to achieve a successful transition, it is imperative to ensure the robustness of designs. This entails establishing interoperations that facilitate the alignment of internal components inside an organisation with the relationships and coevolution of other entities, including society<sup>117</sup>.

Researchers have however warned that e-government is not a silver bullet. Merely adopting e-governance will not automatically translate to effective service delivery. In this line, Indian researchers conducted a study to examine the reasons behind India's subpar execution of e-Governance, despite notable advancements in the quality and extent of e-Government services within the nation. The present study presents a conceptual framework that is constructed around four hypotheses, which are further examined through the use of the structural equation modelling methodology. The collected results have led to appropriate modifications being made to the conceptual model. The results of the study indicate that the relationship between "service quality" and the "willingness to adopt e-Governance" in India is mediated by "English

proficiency” and the “digital divide” in a sequential manner. What this means is that, using technology developed in foreign language or that requires the use of foreign language, may lessen the effect of e-governance.

The study's findings contribute to the existing body of literature on the quality and uptake of e-Governance services by introducing a novel conceptual paradigm. Nevertheless, doing a longitudinal or experimental study could potentially yield a more comprehensive understanding of the given setting. The practical ramifications of the subject matter are significant and noteworthy. This study would primarily attract the attention of agencies engaged in the development and implementation of e-Governance services. Moreover, the discoveries could be valuable for “big data companies” seeking direct entry to end-users in emerging nations.

This study aims to offer guidance to policymakers about the enhancement of accessibility to e-Governance services for individuals who are now excluded from reaping the advantages of such services. The originality and value of a study or research project are crucial aspects that contribute to its This study is a novel contribution to the existing literature on the relationship between service quality and the readiness to adopt e-Governance by integrating both English competency and digital divide inside a single conceptual model<sup>118</sup>.

Researchers conducted a descriptive survey to investigate the impact of e-government on university service delivery at the Federal University Ndufualike Ikwo in Ebonyi State. Data were collected from 287 university teaching and non-teaching staff members who were chosen using a proportional random sample technique. A structured questionnaire was used to obtain data from respondents. The study data was analysed using frequency counts, percentages, and Chi-square statistics. The

study's findings revealed that e-Governance had a significant favourable impact on workers' service delivery. As a result, the authors proposed that the current ICT infrastructure, internet access, and reducing digital gap among staff be improved as a panacea for the institution to continue to reap the benefits of e-Governance<sup>119</sup>.

In Pakistan, researchers explored the relationship between e-Governance and public service delivery (PSD). The study specifically looked at how manual and electronic PSD affected good governance, , and socioeconomic development, as well as the benefits and justification for e-Governance and policy choices for deepening e-Governance in Pakistan. The research was a review of relevant literature on e-Governance in Pakistan and internationally, with an emphasis on Pakistani studies. Item-by-item and discuss analyses were used to analyse the research. According to the study, there is a favourable association between e-Governance and PSD. It advocated for public-private partnerships (PPPs) in ICT provision, expanding ICT reach in local communities, developing trust with citizens for support and legitimacy of the e Governance project, and combating cybercrime as a sine qua non for enabling effective e Governance in the country<sup>120</sup>.

In the same vein, investigated the socio-cultural elements that influence Nigerians' use of e-Government services. Age, gender, and ethnic background were all explored as socio-cultural variables. The research was conducted through a survey. A questionnaire with 27 items was used to obtain data from 270 randomly selected respondents. The questions were graded using a 5-point Likert scale. The study data was analysed using frequency counts, percentages, and measures of central tendency. The findings demonstrated a broad negative perception and disposition towards the e-Governance effort. However, there were considerable differences in the inclination to

use e-Government based on gender, age, and ethnic group. The study recommended that the government attempt to understand the public's attitude towards government services and their willingness to adopt them in order to avoid mismatch and failure<sup>121</sup>.

Researchers investigate the strategic application of technology by governments to establish accountability through design and policy, specifically in the context of digital accountability. This pertains to websites or platforms that serve as hubs for citizens seeking government services. A multi-method approach has been employed to investigate the diverse constituent aspects that contribute to the establishment of accountability in e-government processes or websites providing web services. The Best Worst Method (BWM) is a practice to determine the relative weights of various aspects within the selected context. The validation of these methodologies is conducted by qualitative methods such as Total Interpretative Structural Modelling (TISM) and the Matrix of Cross Impact Multiplications Applied to Classification (TISM-MICMAC). The study found that the principles guiding e-governance platforms are transparency, controllability, responsibility, responsiveness, liability, and security are privacy<sup>122</sup>. When all of these are in place, it will ensure accountability in government activities.

Researchers in Iraq also explore the link between e-governance and service delivery. The researcher examines the impact of good e-governance practices and adoption on public administration within the Erbil district of Iraq. The primary objective of this research is to examine the extent to which acts as a mediator in the relationship between effective e-governance and public administration, specifically in the context of promoting sustainable local development in the city of Erbil. The analysis involved the examination of a sample including 409 employees from the Erbil

municipality who took part in the survey. Partial Least Square Structural Equation Modelling (PLS-SEM) was employed for the analysis, with the aid of WarPLS 7.0.

The study's findings demonstrated a statistically significant association between the implementation of e-governance practices and the concepts of practices and public administration. Furthermore, it has been determined that practices exerts a substantial impact on the field of public administration. The discovery of a statistically significant inverse correlation between e-governance and 81 ractices 81 81 d 81 181 n implies that the implementation of e-governance in Erbil has a detrimental effect on the process. The discussion in this study is around the implications that arise from devolving power and authority to subunits within Iraq. The findings of the study indicate that such a devolution would have a positive impact on public administration and contribute to the promotion of sustainable local development<sup>123</sup>. Nigerian researchers also indicates that e-governance can only yield effective public service delivery in the country when it is accompanied by other factors. This study employed a case study methodology to examine the reasons behind the lack of significant improvement in service delivery in Cross River State, Nigeria, despite the introduction of e-governance and ICT in government service delivering. The researchers examined the influence of in-service training on the digital literacy of civil officials, as well as the subsequent effects on the implementation of e-governance and service delivery. The finding reveals that there was a deficiency in the provision of in-service training, which can be attributed, in part, to the cognitive inclination of public officials who exhibited limited cooperation in facilitating the execution of the e-governance reform. The study is consistent with established theories of institutional and political change, which posit that digital transformation necessitates the reorientation of the beliefs and behavioural standards held by members of the society.

The study suggests that for e-governance to effectively improve service delivery, it is crucial for public employees to embrace the reform and boost their digital literacy skills through suitable in-service training<sup>124</sup>. Whereas this study focus on the lack of management support for e-government training.

A related study pointed to the attitude of employees of public institutions. The primary objective of the study was to evaluate the attitude and perception of active journalists towards e-governance in the South-South region of Nigeria, specifically focusing on the states of Cross River and Akwa Ibom. The underlying theoretical framework was based on the diffusion of innovation theory. The researchers employed the descriptive survey method. The study's sample consisted of 140 practising journalists, selected from a total population of 702 individuals in the two states. The questionnaire served as the primary tool for data collection. The results of the study indicated that a significant proportion of the participants exhibited a negative disposition towards e-governance. This was evident from their lack of engagement in accessing government information, participating in e-governance processes, and reporting or covering e-governance activities. Interestingly, despite this unfavourable attitude, the respondents still held a positive opinion of the innovation and its functioning. Hence, it is advised that journalists should regularly enhance their understanding of this novel approach to governance and actively engage in disseminating information about it to the general public<sup>125</sup>.

This research examined the significant impact of digitized tax systems on the economic stability of rising economies, such as Nigeria, by addressing issues related to fraud and other unethical practices in tax administration. The study relied on secondary data obtained from tax agencies and online sources. The examination of

relevant literature has brought to light the difficulties surrounding e-tax administration, which encompass several factors such as cyber-attacks perpetrated by cyber criminals, low levels of literacy, and the significant expenses associated with establishing e-taxation infrastructures. The paper also highlights several advantages of implementing an e-tax administration system in different jurisdictions. These include the restriction of discretionary powers held by office holders and the reduction of opportunities for bribery extraction. Additionally, the system enhances transaction transparency with revenue officials and enables auditing, thereby acting as a deterrent against corrupt behaviours, among other benefits. Based on the findings, the following recommendations have been proposed: firstly, the Nigerian government should establish an anti-cyber tax crime Act in order to address the inadequacy of the punishments outlined in the Cybercrimes (Prevention, Prohibition, etc.) Act 2015, with the aim of deterring cybercrimes. Secondly, there is a need to expand broadband internet access and electricity infrastructure to all areas identified by INEC and other relevant groups and individuals across the nation. Lastly, the establishment of a specialized court to handle tax-related offences and other related matters is advised<sup>126</sup>.

Another set of researchers from Nigeria also investigated the influence of electronic administration on service delivery in a Nigerian state. The research was anchored on the platform of the Technology Diffusion Theory which advocated for a swifter and more result oriented management method. The study revealed that most government ministries have adopted and integrated e-administration into various areas of their management which have also improved service delivery to some reasonable extent. However, full benefits of this new management technique are not realized due to some undermining factors essentially bordering on low level of technological development in the country. The challenges include internet hiccups, power outage,

poor maintenance culture, illiteracy, and integrity issues. The research therefore calls for the intervention of government (via funding and logistic supports) at all levels to assist tertiary institutions to fully adopt and integrate e-administration in all needed areas of their management<sup>127</sup>.

A similar study was conducted in Ebonyi state of Nigeria. The title of this research study is "Electronic Governance and Service Delivery in Selected Ministries in Ebonyi State." The primary aim of this research is to assess the degree to which electronic governance enhances service delivery within the bureaucratic structures of Ebonyi State. The research in question is based on the Theory of Innovation and Diffusion developed by Everett Rogers in 1957. This theory aims to explicate the ramifications of technology and the internet in diverse domains of contemporary society. The chosen research design is a descriptive survey design. The study found that the implementation of electronic governance confers significant advantages upon individuals with access to power. It was also found that the implementation of electronic governance into the operations of ministries facilitates efficient service provision within the state. The implementation of electronic governance has been found to reduce corruption and promote accountability and transparency in governance. This is mostly due to its ability to facilitate comprehensive internal and external auditing processes within government operations. The application of electronic government in bureaucratic systems also aids in the facilitation of strategy development for project and programme execution within states.

The researchers suggested that the adoption of electronic governance by the administration of Ebonyi State is recommended in order to provide a formalised system for effective budget tracking inside the state. The adoption of electronic

governance by the government in the state is recommended due to its potential to enhance governance through increased accountability and transparency. Additionally, it has the capability to identify and prevent instances of poor service delivery, reduce unnecessary waste, and mitigate arbitrary and capricious behaviour within bureaucracies. It is recommended that the government should recruit a diverse workforce with expertise in electronic governance inside bureaucratic institutions. This would ensure that government programmes and initiatives are consistently executed with high levels of effectiveness and efficiency<sup>128</sup>.

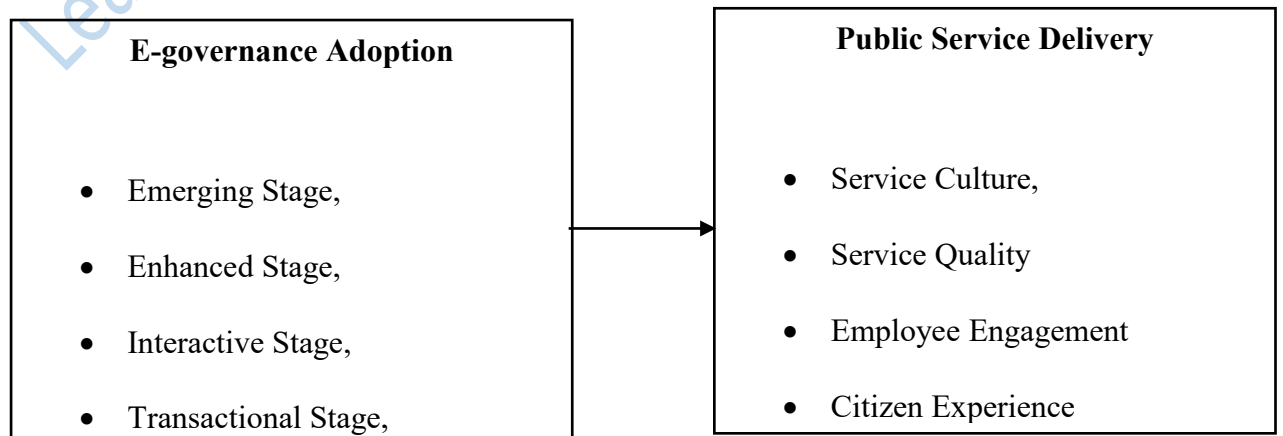
In the same vein, researchers from Rivers state of Nigeria investigate the impact of electronic administration on service delivery in the state. The study was grounded in the framework of the Technology Diffusion Theory, which promotes a more efficient and outcome-focused approach to management. The study findings indicate that a majority of organisations have embraced and incorporated e-administration into different aspects of their operations, resulting in a notable enhancement in service delivery. However, the complete advantages of this novel management style are not fully realised as a result of several undermining elements mostly related to the limited level of technological advancement inside the nation. The obstacles encompass several factors such as intermittent internet connectivity, power disruptions, inadequate maintenance practises, low levels of literacy, and concerns regarding integrity. Hence, the study necessitates governmental engagement, encompassing financial assistance and logistical support, across all tiers, to facilitate the comprehensive implementation and incorporation of e-administration within tertiary institutions, spanning all pertinent aspects of their administrative operations<sup>129</sup>.

Researchers also explored the impact of e-governance on public health services. The study investigates the drivers of e-government service adoption in healthcare delivery in federal health institutions. The study considers factors such as perceived usefulness and perceived convenience of use, as well as their impact on the adoption of E-Government Services in the delivery of healthcare services in Federal Health Institutions. Using purposive sampling, the survey study methodology was used to collect 400 samples from administrative personnel at the University of Calabar Teaching Hospital in Calabar. The acquired data was analysed using simple regression analysis at a confidence level of 0.05. Perceived usefulness was found to have a substantial influence on the adoption of E- Governance Services in the delivery of Healthcare services in Federal Health Institutions (R-value of 0.176a). Furthermore, the results showed that perceived ease of use has a substantial influence on the adoption of E- Governance Services in the delivery of Healthcare services in Federal Health Institutions (R2 -value of 0.018). Based on this finding, the report advises, among other things, that the government's efforts to improve this fundamental infrastructure, both in terms of coverage and quality, be reinforced<sup>130</sup>.

## 2.4 Conceptual Framework

Independent Variable

Dependent Variable



**Figure 2.2:** Conceptual model of the impact of e-government on public service deliver.

**Source:** Researcher's Fieldwork

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## 2.5 Summary of Gap in Literature Reviewed

The literature on e-government and its impact on public service delivery is extensive and provides valuable insights from various countries and contexts. The review of literature has shown the key areas focused by previous studies. Numerous studies, including those in Estonia and India, suggest that e-government initiatives have the potential to significantly improve public service delivery. They enhance efficiency, accessibility, and the overall quality of services. The advancement of digital and information technologies, including ICT and telecommunications, plays a pivotal role in reshaping government functions and service delivery methods.

Research also highlights the influence of socio-cultural factors such as age, gender, and ethnicity on the adoption of e-government services. Understanding these factors is essential for designing effective e-governance strategies. Furthermore, decentralization is seen as a critical element in ensuring that e-governance contributes to effective public administration and local development. Good governance principles, such as transparency and accountability, are emphasized as guiding principles in e-governance initiatives. Accountability is a significant factor in e-governance. Transparent and controllable e-government platforms contribute to trust among citizens and improve accountability in government activities. The study has shown that the challenges of e-governance adoption include political, organizational, and technical obstacles, often exacerbated by factors like budget constraints, bureaucracy, and security concerns. These challenges vary by country and context.

However, areas that have not been covered in the examined studies include the long-term impact of e-governance. Many studies focus on short-term effects. A research gap exists in understanding the long-term impact of e-government initiatives on

public service delivery and governance. Furthermore, while e-government is expected to enhance citizen engagement, more research is needed to explore the depth and effectiveness of citizen participation in decision-making processes. Comparative analyses across different countries and regions could provide valuable insights into the contextual factors influencing the success of e-government initiatives.

In addition, majority of the studies emphasize quantitative metrics. The means that there is a need for more qualitative research to understand the qualitative dimensions of e-government, including user experiences and perceptions. Other factors not prominent in the literature include security and privacy concerns, as well as strategies to address them, is an important research area.

Overall, while the literature on e-government and public service delivery is rich and diverse, there are several research gaps that need further exploration. These gaps include understanding long-term impacts, exploring citizen participation, conducting comparative analyses, delving into qualitative dimensions, addressing security and privacy concerns, promoting inclusivity, and examining policy implications. Closing these gaps will contribute to a more comprehensive understanding of the role and effectiveness of e-government in improving public service delivery and governance.

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## **Chapter Three**

### **Methodology**

This section aims at providing information on the technique and procedure for the collection and analysis of the data used in this study. Also, it highlights the type of data used in the research and their sources. The section further provides useful insight on how the sample size was selected, where the researcher used as the study area and those that make up the simple size.

#### **3.1 Research Design**

The Research Design chosen in the study is a combination of the survey and oral interview. In the survey, the Researcher does not have the control of the independent variables because they have already occurred]. If it is possible for the Researcher to have experimental and control groups, the appropriate Research Design would have been an experiment and not a survey. In the oral interview, the research questions are asked as open-ended questions.

#### **3.2 Population of the Study**

The population of study include citizen and residents of Oyo state who usually assess services from various government ministries and agencies in Oyo state.

#### **3.3 Sample size and Sampling Technique**

The sample size for this study is three hundred and eighty-four (384) residents of Oyo state. This sample is determined using the Krejcke and Morgan sample size table (Table 3.2). The table is a result of a systematic process of determine the appropriate sample size for a particular population in survey studies. The respondents are selected

using convenient sampling technique. This gave the researcher the opportunity to include only those who are available and ready to participate, in the study.

**1.9 Table 3.2: Table for determining sample size of a known population**

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	302
45	40	170	118	400	196	1300	297	7000	364
50	44	<b>180</b>	<b>123</b>	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	<b>100000</b>	<b>384</b>

**Source: Krejcie and Morgan (1970)<sup>1</sup> Sample Size Determinant**

### 3.4 Description of the Research Instruments

The major instrument for data collection will be a structured questionnaire. The first section comprises of demographic questions – relating to gender, education, length of service, job status, ICT compliance and job category. The second section of the questionnaire is the operational data which deals with the substantive issues of the survey. This study utilized variety of methods (questions) that require a ‘Yes’ or ‘No,’ as well as ‘Strongly Agree’, ‘Agree’, ‘Undecided’ ‘Strongly Disagree’ a Disagree’ as

invented by Rensis Likert, the US Sociologist, requested the respondents to indicate the extent to which they agree or disagree with the statement.

The survey questionnaire contains two sections. The first section comprises of demographic questions – relating to gender, education, length of service, job status, ICT compliance and job category. The second section of the questionnaire is the operational data which deals with the substantive issues of the survey. This study utilized variety of methods (questions) that require a ‘Yes’ or ‘No,’ as well as ‘Strongly Agree’, ‘Agree’, ‘Undecided’ ‘Strongly Disagree’ a Disagree’ as invented by Rensis Likert, the US Sociologist, requested the respondents to indicate the extent to which they agree or disagree with the statement.

### **3.5 Validity of the Research Instruments**

In order to ascertain the validity of the instruments, it examined by the research supervisor and other expert in the field of public administration for clarity as well as to ascertain if the items were related to the objective of the study. After scrutinizing the instruments, they are expected to offer useful suggestions that effected the final copies of the instrument used for field work.

### **3.6 Reliability of the Research Instruments**

Reliability refers to the consistence, stability, or dependability of the data. The measuring instrument will only be reliable when being consistent overtime, credible and dependable. In view of the above, the researcher ensured that the questions are unambiguous, easy to understand, simple and clear. A pilot study will be conducted to test the reliability and validity of the research. The result of the pilot survey will be rated for the Cronbach alpha value of each section and the entire instrument.

### **3.7 Methods of Data Analysis**

The Statistical Package for Social Sciences (SPSS) will be used to analyse the data collected. Representations like tables, bar charts, pie charts etc was used to ensure easy and quick interpretation of data. Responses were also expressed in percentages. Data from the 93 completed questionnaire was checked for consistency. The items in the questionnaire were grouped based on the responses given by the respondents and coded for easy usage of the Statistical Package for Social Sciences (SPSS). This method was used because it is the best instrument to identify, compare, describe and reach a conclusion. Regression analysis was employed to test hypothesis. All tests of hypotheses were at the conventional 5% level of significance.

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## **Endnote**

1. Krejcie and Morgan (1970)

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## Chapter Four

### Results and Discussion of Findings

This chapter dealt with data presentation, analysis and the interpretation of the results. The first section shows the presentation of the descriptive analysis using tables showing percentages and interpretations below the tables. Section two presents inferential statistics and discussion of findings comes at the later end of the chapter. The Decision rule: 0.0.-1.49 = very low, 1.50-2.49 = low, 2.50 -3.49 = High, 3.50-4.00 = Very high. Hypotheses were tested at 0.05 level of significance.

#### 4.1. Demographic Analysis

A total of three hundred and eighty-four (384) copies of questionnaire were administered on various respondents across Ibadan metropolis. However, two hundred and sixty-six (266) copies were duly filled and returned by the respondents. The usable questionnaire represented 69% response rate.

**Table 4.1: Demographic Data Analysis of Respondents**

<b>Demographics</b>	<b>Items</b>	<b>Frequency</b>	<b>Percent</b>
Gender	Male	118	45.6
	Female	148	54.4
	<b>Total</b>	<b>266</b>	<b>100.0</b>
Designation	Junior Staff	86	32.3
	Senior Staff	152	57.1
	Managerial Staff	28	10.5
	<b>Total</b>	<b>266</b>	<b>100.0</b>
<b>Length of Service</b>			
	5 years & below	129	48.5
	6 – 10 years	69	25.9
	11 – 15 years;	34	12.8
	16 – 20 years	20	7.5
	21 years & above	14	5.3
	<b>Total</b>	<b>266</b>	<b>100.0</b>
<b>Highest Qualification</b>			
	NCE/ND; WASC/SSEC/NECO	111	41.7
	First Degree/HND	107	40.2
	Postgraduate	48	18.0
	<b>Total</b>	<b>266</b>	<b>100.0</b>

**Source: Field Survey Data (2023)**

Table 4.1 provided demographic data analysis of respondents. Firstly, the analysis focuses on gender distribution. Out of the total 266 respondents, there are 118 males (45.6%) and 148 females (54.4%). This information is important for understanding the gender representation within the sample, which can be critical when investigating gender-specific trends, preferences, or disparities. It also helps in ensuring that the sample is adequately diverse in terms of gender. Furthermore, the Table provides the

breakdown of the respondents based on their job designations. The participants are divided into three categories: Junior Staff (32.3%), Senior Staff (57.1%), and Managerial Staff (10.5%). This categorization provides insights into the hierarchy and roles within the surveyed population. It can be valuable for understanding how different levels of employees might respond to various survey questions, addressing the research's objectives more effectively.

The length of service is another demographic factor examined in the table. The analysis indicates that respondents' length of service varies. For instance, 48.5% of respondents have been in their positions for 5 years or less, while 25.9% have a length of service between 6 and 10 years. This information is crucial for understanding the experience levels of the surveyed individuals and can be vital in tailoring the research or survey questions to specific segments of the population.

Lastly, the highest qualification attained by the respondents is examined. The data shows that 41.7% of the respondents have qualifications like NCE, ND, WASC, SSCE, or NECO, 40.2% have a First Degree or HND, and 18.0% possess Postgraduate qualifications. This demographic data analysis serves as a foundation for better understanding the characteristics and diversity of the surveyed population. By segmenting the respondents based on gender, job designation, length of service, and educational qualifications, researchers can make more informed interpretations of their findings and develop more targeted strategies for their research objectives.

## 4.2 Research Questions

Research Question One: What is the perceived level of service delivery of selected ministries in Oyo state

**Table 4.2: Perceived Level of Service Delivery of Selected Ministries in Oyo state**

Service Culture (SC)	Strongly Agree	Agree	Disagree	Strongly Disagree	Mean
Civil servants perform their duties in a manner capable of engendering public trust.	188 (70.7%)	72 (27%)	6 (2.3%)		3.68
Corrupt practices and abuse of administrative processes have reduced	154 (57.9%)	103 (38.7%)	7 (2.6%)	2 (.8%)	3.54
Civil servants are consistently at their duty post until close of work.	160 (60.2%)	103 (38.7%)	3 (1.1%)		3.59
Civil servants exhibit courtesy in delivering services.	106 (39.8%)	128 (48.1%)	29 (10.9%)	3 (1.1%)	3.27
Civil servants report to work on time.	58 (21.8%)	113 (42.5%)	91 (34.2%)	4 (1.5%)	2.85
<b>Weighted Mean</b>					<b>3.01</b>
<b>Service Quality</b>					
Civil servants are dedicated to work and emphasize services quality.	63 (23.7%)	151 (56.8%)	52 (19.5%)		3.04
The e-government applications are convenient for customers use.	63 (23.7%)	145 (54.5%)	58 (21.8%)		3.02
Civil servants seem ready to offer people-oriented service.	76 (28.6%)	165 (62.0%)	25 (9.4%)		3.19
<b>Weighted Mean</b>					<b>3.1</b>
<b>Employee Engagement</b>					
Government offices offer services that can be tailored to people specific.	80 (30.1%)	114 (42.9%)	72 (27.1%)		3.03
There is a round the clock availability of services in government agencies.	35 (13.2%)	213 (80.1%)	18 (6.8%)		3.06
It is easy to get issues/complaints resolved.	82 (31.2%)	175 (66.6%)	4 (1.5%)	2 (.8%)	3.28
Ministry/parastatal staffs have positive attitude and are knowledgeable in their job.	88 (33.1%)	164 (61.7%)	12 (4.5%)	2 (.8%)	3.27
<b>Weighted Mean</b>					<b>3.16</b>
<b>Aggregate mean</b>					<b>3.09</b>

Source: Field Survey Data (2023)

Table 4.2 presented the results of the responses on the perceived level of service delivery of selected ministries in Oyo state. The serviced delivery is measure with service culture, service quality, and employee engagement.

In the context of service culture, the data reveals that 70.7% of the respondents strongly agree that civil servants perform their duties in a manner that fosters public trust, and an additional 27% agree with this statement. Similarly, the belief that corrupt practices and administrative abuses have decreased garners substantial agreement, with 57.9% strongly agreeing and 38.7% agreeing. These high agreement percentages indicate a favourable perception of service culture within the selected ministries.

Furthermore, the table outlines perceptions related to punctuality and courtesy among civil servants. It illustrates that 60.2% strongly agree and 38.7% agree that civil servants consistently remain at their duty posts until the end of the workday. There is also a strong inclination towards civility and courtesy, with 39.8% strongly agreeing and 48.1% agreeing that civil servants exhibit courtesy in their service delivery.

However, the data diverges on the issue of civil servants reporting to work on time. While 21.8% strongly agree and 42.5% agree, a substantial 34.2% disagree. The lower mean score of 2.85 for this statement suggests a less favourable perception concerning punctuality.

Moving on to service quality, respondents view civil servants as dedicated to their work and emphasizing service quality. This is apparent as 23.7% strongly agree, and 56.8% agree with this statement, resulting in a mean score of 3.04, reflecting a positive perception.

The convenience of e-government applications is also perceived positively, as 23.7% strongly agree, and 54.5% agree. With a mean score of 3.02, this indicates that respondents generally find e-government applications to be convenient for customer use. Similarly, civil servants' readiness to provide people-oriented service is well-received, with 28.6% strongly agreeing and 62.0% agreeing, resulting in a mean score of 3.19, signifying a positive perception.

In the aspect of employee engagement, the data suggests that government offices offer services that can be tailored to individual needs, with 30.1% strongly agreeing and 42.9% agreeing, culminating in a mean score of 3.03. Furthermore, there is a positive perception of the round-the-clock availability of services in government agencies, with 13.2% strongly agreeing and 80.1% agreeing, reflected in a mean score of 3.06.

The ease of issue resolution is well-regarded by respondents, with 31.2% strongly agreeing and 66.6% agreeing, resulting in a mean score of 3.28. Lastly, the table indicates a positive attitude and knowledge among ministry and parastatal staff, with 33.1% strongly agreeing and 61.7% agreeing, yielding a mean score of 3.27.

The aggregate mean for all these dimensions is 3.09, indicating an overall positive perception of service delivery across the selected ministries in Oyo State. In sum, the table provides a comprehensive insight into respondents' perspectives regarding the service quality, culture, and employee engagement within the ministries, highlighting areas of strength and areas that may require improvement in public service delivery.

Research Question Two: What is the level of e-governance adoption in selected ministries in Oyo state

**Table 4.3: Level of E-Governance Adoption in Selected Ministries in Oyo State**

Maturity Stage	Ministries/Boards Websites		
	Lands & Housing	Health	Internal Revenue
Emerging Information Services	Yes	Yes	Yes
Enhanced Information Services	Yes	Yes	Yes
Transactional Information Services	Yes	No	Yes
Connected Information Services	No	Yes	Yes

Table 4.3 presents the Level of E-Governance Adoption in Selected Ministries in Oyo State (ministry of Lands, Housing and Urban Development, Ministry of Health, and the Board of Internal Revenue) categorized according to the maturity stage of their websites. This categorization aligns with the concept of the Website Maturity Model, which assesses the evolution of websites in their ability to provide information and services. In this case, the ministries/boards are evaluated based on their websites' maturity stages.

The first stage of website maturity is Emerging Information Services. In this category, the Ministries of Lands, Housing and Urban Development, Health, and Board of Internal Revenue all have websites that fall within this stage. This means that these websites are in the early stages of development and offer basic information services. They provide essential information to the public and likely serve as a starting point for online engagement. These websites are essential for disseminating crucial information related to the respective ministries' functions and services.

The next stage, Enhanced Information Services, indicates that these websites have progressed beyond basic information provision. The Ministries of Lands & Housing, Health, and Internal Revenue all have websites in this stage. This signifies that they not only offer basic information but also provide additional features and services, possibly in the form of downloadable forms, contact information, and more detailed descriptions of their services. This represents a step toward more interactive and informative online platforms.

Moving up the maturity ladder, we reach the Transactional Information Services stage. In this category, the Ministries of Lands & Housing and Internal Revenue have websites that fall into this stage, while the Health Ministry does not. Websites at this stage typically allow users to perform transactions online, such as paying fees or taxes. The presence of transactional services indicates that these ministries are making strides toward enabling citizens to interact with them more conveniently and efficiently.

The highest level of website maturity in the table is Connected Information Services. Here, the Ministry of Health is the only one that has a website classified as such. Websites in this stage not only offer transactional services but are also interconnected with other systems, possibly allowing for data exchange and integration with other

government agencies and services. This indicates a more advanced level of E-Governance adoption. (See the appendix for screen shot of the websites.

In summary, the table reflects the varying levels of E-Governance adoption across these ministries in Oyo State, based on the maturity stage of their websites. The data suggests that while all three ministries offer at least Emerging Information Services, there is diversity in the extent to which they have progressed in providing enhanced, transactional, and connected online services. The adoption of E-Governance principles and the maturity of websites in these ministries can significantly impact the accessibility and efficiency of government services for the citizens of Oyo State.

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Research Question Three: What are the challenges against e-governance adoption by government ministries in Oyo state

**Table 4.4: Challenges Against E-Governance Adoption by Government Ministries in Oyo State**

challenges of E-governance	Strongly Agree	Agree	Disagree	Strongly Disagree	Mean
lack of digital literacy and awareness among citizens	64 (24.1%)	160 (60.2%)	39 (14.7%)	3 (1.1%)	3.07
Poor internet access	106 (39.8%)	128 (48.1%)	29 (10.9%)	3 (1.1%)	3.27
Incessant Power Failure	192 (72.2%)	65 (24.4%)	6 (2.3%)	3 (1.1%)	3.68
Low IT Skill Manpower	82 (31.2%)	175 (66.6%)	4 (1.5%)	2 (.8%)	3.28
Infrastructural Deficit	88 (33.1%)	164 (61.7%)	12 (4.5%)	2 (.8%)	3.27
Privacy and security issues	55 (20.7%)	191 (71.8%)	18 (6.8%)	2 (.8%)	3.12
<b>Aggregate mean</b>					3.28

Table 4.4 provides valuable insights into the challenges that government ministries in Oyo State face when adopting E-Governance initiatives. One of the significant challenges identified is the lack of digital literacy and awareness among citizens. It's noteworthy that 84.3% of respondents either strongly agree (24.1%) or agree (60.2%) with this challenge. This suggests that there is a substantial consensus that citizens' limited digital literacy and awareness present a hurdle to effective E-Governance adoption. Poor internet access is another notable obstacle. The data indicates that 87.9% of respondents strongly agree (39.8%) or agree (48.1%) with this challenge. This highlights the importance of reliable and widespread internet connectivity for E-Governance. Limited access to the internet can hinder citizens' ability to access

*online government services and information, emphasizing the need for infrastructure development.*

Incessant Power Failure is also a substantial challenge, with 96.6% of respondents strongly agreeing (72.2%) or agreeing (24.4%). This challenge is particularly crucial, as uninterrupted power supply is fundamental for the functioning of digital platforms and government websites. Power failures can disrupt E-Governance services and impact citizens' access to online resources. Another challenge is low IT Skill Manpower, with 97.8% of respondents strongly agreeing (31.2%) or agreeing (66.6%). This indicates that the majority of respondents recognize a deficiency in IT skills among government staff. Addressing this challenge through training and capacity building is crucial for ensuring that government employees have the necessary skills to support E-Governance initiatives effectively.

The respondents also identified Infrastructural Deficit as a challenge. The result show that 94.8% of respondents either strongly agree (33.1%) or agree (61.7%) with this. This underscores the significance of adequate infrastructure, including hardware and software, to support E-Governance projects. Finally, Privacy and security issues are identified as a challenge. The data indicates that 92.5% of respondents either strongly agree (20.7%) or agree (71.8%). Concerns related to privacy and security are common in E-Governance initiatives, and addressing these issues is vital to build trust and ensure data protection.

These challenges encompass a range of technical, infrastructural, and capacity-related issues, underscoring the multifaceted nature of E-Governance implementation. Addressing these challenges is pivotal for successful E-Governance adoption, as they directly impact the efficiency, accessibility, and security of digital government

services. The data highlights the need for comprehensive strategies to overcome these barriers and advance E-Governance in Oyo State.

### 4.3 Hypothesis

The following hypothesis will be tested at 0.05 level of significance

H<sub>0</sub>1: There will be no significant influence of e governance adoption on service delivery by selected ministries in Oyo state

**Table 4.5 Influence of e-government Adoption on Service Delivery by Selected Ministries in Oyo State, Nigeria**

#### Model Summary.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.575 <sup>a</sup>	.330	.325	.20103

a. Predictors: (Constant), E-government Adoption

#### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	5.246	1	2.623	64.907	.000 <sup>b</sup>
1	Residual	10.628	264	.040		
	Total	15.874	265			

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), E-government Adoption

### Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.924	.126		15.276	.000
1 E-government Adoption	.226	.037	.347	6.049	.000

a. Dependent Variable: Service Delivery

In Table 4.5 examines the influence of E-Government adoption on service delivery by selected ministries in Oyo State, Nigeria. The results showed that e-government implementation has a significant influence on service delivery in the government ministries. This is shown in the model table. The R<sup>2</sup> value is 0.330, indicating that approximately 33% of the variance in service delivery in the selected government ministries in Oyo state can be explained by the independent variable, E-Government Adoption. This value represents the goodness of fit of the regression model, suggesting a moderate degree of influence of E-Government Adoption on service delivery. Also, the adjusted R<sup>2</sup> is 0.325, which is very close to the R<sup>2</sup> value. It takes into account the number of predictors in the model and is often slightly lower than R<sup>2</sup>. In this case, it suggests that the influence of e-Government adoption remains consistent when considering the model's complexity.

In addition, the ANOVA table assesses the significance of the regression model. The F-statistic is 64.907, and the associated p-value (Sig.) is 0.000, indicating that the regression model is statistically significant. This means that E-Government Adoption has a significant impact on service delivery.

Furthermore, the coefficients table provides information about the relationship between the E-Government Adoption and Service Delivery in the selected government ministries. The unstandardized coefficient for E-Government Adoption is 0.226, and the standardized coefficient (Beta) is 0.347. These values indicate the strength and direction of the relationship between E-Government Adoption and Service Delivery. The positive Beta value suggests a positive influence of E-Government Adoption on service delivery. Overall, the key values in this table demonstrate that E-Government Adoption has a statistically significant and moderately influential effect on service delivery by the selected ministries in Oyo State, Nigeria. The null hypothesis stating that there will be no significant influence of e governance adoption on service delivery by selected ministries in Oyo state is hereby rejected.

#### **4.4 Discussion of Findings**

The first research question focused on the perceived level of service delivery in the selected government ministries. The study found a moderate high level of service delivery in the selected ministries and board. The finding that the study observed a moderate to high level of service delivery within the selected ministries and boards is a positive indication of the performance and effectiveness of these government entities. This observation is important as it suggests that these organizations are, to a significant extent, meeting the needs and expectations of the citizens they serve.

A moderate to high level of service delivery implies that these ministries and boards are making substantial efforts to ensure that their services are efficient, accessible, and responsive to the needs of the public. This is crucial in the context of public administration as it demonstrates a commitment to providing quality services to the citizens, which is one of the primary goals of government organizations.

Several factors could contribute to this finding. It could be a result of effective management, investment in infrastructure and technology, well-trained and skilled personnel, and streamlined processes<sup>1</sup>. Moreover, these ministries and boards may have implemented E-Governance initiatives and digital tools to enhance service delivery, improving citizens' overall experience<sup>2</sup>. This finding also has broader implications for public administration and governance. A high level of service delivery can result in increased citizen satisfaction, trust in government institutions, and potentially even increased citizen engagement in the decision-making processes<sup>3</sup>. It can contribute to the overall well-being and development of the community and region, making these findings a positive reflection on the ministries and boards' roles within the government.

However, it is important to recognize that there is always room for improvement, and ongoing efforts to enhance service delivery should not be overlooked. Regular assessments and feedback mechanisms can help identify areas that may require further development and refinement. Nevertheless, the finding of a moderate to high level of service delivery is an encouraging sign of effective governance and public administration within these selected ministries and boards.

The second research question focused on the level of e-government implementation in the selected government ministries. The study found a high level of e-government implementation among the government ministries. The finding that government ministries exhibit a high level of e-government implementation is a significant and positive trend in public administration. This suggests that these ministries have made substantial progress in harnessing digital technologies to improve their services, enhance efficiency, and increase transparency. The adoption of e-government

practices aligns with a global pattern of governments worldwide turning to digital solutions to modernize their operations and better serve citizens.

Numerous studies in the field of e-government support the observation made in this study. For instance, a study noted that governments globally were increasingly embracing e-government initiatives to enhance service delivery and streamline their administrative processes. This finding underscores the fact that the transition to e-government is not confined to developed nations; it is a worldwide phenomenon that benefits both developed and developing countries<sup>4</sup>.

A comparative study, which focused on developing countries, discovered that ministries in these nations were actively implementing e-government solutions to enhance their services. This supports the idea that e-government is not restricted by geography or economic development but is a transformative tool that can be adopted by governments regardless of their status<sup>5</sup>. Moreover, research by other scholars has shown that e-government implementation positively impacts the efficiency and effectiveness of public service delivery. Government ministries play a pivotal role in service provision, and the high level of e-government implementation found in this study indicates a focus on improving and optimizing these services<sup>6</sup>.

It must be stated that the high level of e-government implementation in government ministries aligns with a global trend towards digital transformation in the public sector. It signifies progress towards better service delivery, efficiency, and transparency. However, it is crucial to remain aware of potential obstacles and continuously work to overcome them to ensure the sustained success of e-government initiatives in these ministries.

The third research questions focused on the challenges that can hinder the effectiveness of the e-government in the selected ministries. The study found some

challenges. These challenges encompass a range of technical, infrastructural, and capacity-related issues, underscoring the multifaceted nature of E-Governance implementation. The finding that the challenges faced in E-Governance implementation encompass a range of technical, infrastructural, and capacity-related issues underscores the multifaceted nature of the digital transformation process in the public sector. This observation is in line with the complexity and intricacy associated with adopting E-Governance initiatives and reflects the various dimensions that need to be considered for successful implementation<sup>7</sup>.

Researchers have also identified various challenges relating to the implementation of e-government, especially in developing countries<sup>8</sup>. First and foremost, the technical challenges highlight the importance of having the right hardware and software infrastructure in place. Technical issues could involve compatibility problems, system integration, and the need for regular updates and maintenance. Without a robust technical foundation, E-Governance services may encounter operational glitches and inefficiencies, potentially affecting the quality of service delivery<sup>9</sup>.

The infrastructural challenges, as highlighted in the finding, are a critical consideration. Adequate infrastructure, including reliable internet access and uninterrupted power supply, is fundamental for the smooth functioning of E-Governance services. Poor internet access and frequent power failures can disrupt digital government operations, hampering citizens' access to online services and information. In the same vein, capacity-related challenges, such as low IT skill manpower, are a substantial concern. A workforce with limited IT skills can impede the effective implementation of E-Governance initiatives. Privacy and security issues are also integral components of the multifaceted nature of E-Governance

implementation. Ensuring data privacy and security is essential for building trust and safeguarding sensitive information.

The multifaceted nature of E-Governance implementation, as indicated by the diverse set of challenges encompassing technical, infrastructural, and capacity-related issues, emphasizes the comprehensive approach required for successful digital transformation in the public sector. Addressing these challenges demands a combination of technological investments, infrastructural development, capacity building, and a strong focus on cybersecurity. Overcoming these obstacles is crucial for realizing the full potential of e-Governance and delivering efficient, secure, and citizen-centric government services.

The test of the hypothesis showed that e-governance has a positive significant impact on service delivery in the selected ministries. The finding that the implementation of e-Government significantly influences the level of service delivery by the selected ministries resonates with an extensive body of research in the field of e-Government. This result underscores the transformative potential of digital technologies in public administration and governance. Several relevant studies have consistently highlighted the positive impact of E-Government on service delivery, reinforcing the significance of this finding<sup>10</sup>.

For instance, researchers emphasized that E-Government has the power to fundamentally transform service delivery and citizen attitudes. It argued that digital initiatives can enhance public services by making them more accessible, efficient, and citizen-centric. The finding in your study aligns with this idea by suggesting a significant influence of e-Government on the level of service delivery<sup>11,12</sup>.

A study which focused on the Caribbean context, provided empirical evidence that e-Government leads to improved service delivery, increased citizen satisfaction, and

enhanced government efficiency. These outcomes are consistent with your study's finding and highlight the global applicability of the influence of e-Government on service delivery<sup>13</sup>.

Another study delved into the enablers and inhibitors of E-Government impact. It concluded that, with effective implementation and the right supporting factors, e-Government can positively influence service delivery by enhancing quality, reducing costs, and increasing accessibility. The current study's findings reinforce the idea that, when certain enablers are in place, E-Government can significantly impact service delivery<sup>14</sup>. Furthermore, a related study focused on local governments and found that e-Government initiatives contribute to service delivery improvements, streamlined administrative processes, and enhanced citizen access to public services. This evidence underscores the finding that e-Government has a substantial influence on service delivery and highlights the importance of digital transformation at all levels of government<sup>15</sup>.

Lastly, a study which specifically examined e-Government in developing countries, indicated that e-Government positively affects service delivery, citizen engagement, and administrative efficiency, contributing to good governance. This study echoes the notion that e-Government initiatives are not only about digitization but also about improving service delivery and enhancing the overall quality of governance<sup>16</sup>.

In summary, the finding that e-Government has a significant influence on service delivery by selected ministries is supported by a body of research that underscores the transformative and positive impact of digitalization in the public sector. Embracing e-Government practices can lead to more efficient, accessible, and citizen-centric service delivery, ultimately enhancing the quality of governance and citizen satisfaction.

## Endnotes

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## **Chapter Five**

### **Conclusion**

#### **5.1 Summary of Findings**

The findings of this study on the influence of E-government adoption on service delivery by selected ministries in Oyo state, Nigeria can be summarized as follows;

1. the study found a moderate high level of service delivery in the selected ministries and board
2. the study found a high level of e-government implementation among the government ministries
3. These challenges encompass a range of technical, infrastructural, and capacity-related issues, underscoring the multifaceted nature of E-Governance implementation.
4. The study also found that the implementation of e-government has a significant influence on the level of service delivery by the selected ministries.

#### **5.2 Conclusion**

The findings of this study shed light on the state of E-Governance implementation, service delivery, and the challenges encountered within selected ministries and boards in Oyo State. Notably, the study identified a moderate to high level of service delivery within these government entities. This observation indicates a commendable commitment to providing efficient, accessible, and responsive services to the citizens, reflecting effective public administration. Additionally, the study revealed a high level of E-Governance implementation among the government ministries, highlighting a positive trend toward digital transformation in the public sector. This is consistent

with the global shift toward adopting E-Governance initiatives to modernize government operations and enhance service delivery.

The challenges identified in the study encompass technical, infrastructural, and capacity-related issues, emphasizing the multifaceted nature of E-Governance implementation. These challenges, including inadequate digital literacy, poor internet access, power interruptions, low IT skill manpower, infrastructural deficits, and privacy and security concerns, underscore the complexities and barriers associated with the transition to digital governance.

### **5.3 Recommendations**

The following recommendations are considered relevant to the findings of this study;

1. Although the study reported a moderately high level of service delivery, continuous evaluation of service delivery is still important. Ministries and boards should regularly assess their services, collect feedback from citizens, and make improvements as needed to enhance service quality.
2. Ministries and boards in Oyo state should invest in comprehensive training and capacity-building programs to enhance the IT skills of their personnel. Empowering staff with the necessary digital competencies is essential for successful E-Governance implementation.
3. Addressing infrastructural challenges, such as poor internet access and power failures, should be a priority. Governments should invest in improving these essential infrastructure components to ensure the uninterrupted operation of E-Government services.
4. Promoting digital literacy and awareness among citizens is vital. Governments should engage in awareness campaigns and education programs to familiarize the public with digital services and how to access them.

#### **5.4 Contributions to Knowledge**

This study has made several contributions to knowledge in form of conceptual, empirical and theoretical contributions. Conceptually, this study contributes to a deeper understanding of the multifaceted nature of E-Governance implementation by highlighting the technical, infrastructural, and capacity-related challenges that government ministries and boards face. This insight underscores the complexity of digital transformation and the need for a holistic approach to address these challenges. Empirically, the study adds to the body of knowledge by providing specific findings backed by primary data related to the level of service delivery and E-Governance implementation in the context of government ministries and boards in Oyo State. These empirical findings can serve as benchmarks and references for future studies and policy development.

Theoretically, the study aligns with the evolving theoretical frameworks of E-Governance, emphasizing the importance of digital literacy, infrastructure, and capacity development. It provides practical insights into the real-world challenges and opportunities associated with E-Governance initiatives, contributing to the ongoing theoretical discourse in the field.

#### **5.5 Suggestions for Further Studies**

Subsequent studies can enhance the present studies by investigating the following areas;

- The influence of E-Government Adoption on transparency and accountability in government operations.
- Different governance models for E-Government projects, such as public-private partnerships or collaborative approaches.

- Effectiveness of capacity-building programs for government employees and their impact on E-Government Adoption

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## Appendix I

### Questionnaire

#### SECTION A: Demographic

For each question, please tick (✓) the box you consider most appropriate or that which represent your situation. Please read through all the questions before attempting to complete the questionnaire. Kindly complete the questionnaire without discussing it with other members of your organization. All information supplied will be treated as strictly confidential. Information will be used only in aggregated form.

1. Sex/Gender: (a) Male (b) Female
2. Designation: (a) 01-05 Junior Staff, (b) 06 -12 Senior Staff (c) 07-17 Senior Managerial
3. Length of Service(a) 5 years & below; (b) 6 – 10 years; (c) 11 – 15 years; (d) 16 – 20 years ; (e) 21 years & above
4. **Education Qualification:** (a) Postgraduate; b) First Degree/HND(c) NCE/ND; WASC/SSEC/NECO
5. Job Category: (a) Managerial/Admin; (b) Technical; (c) Others

#### SECTION B: Measure of E-governance

There is no wrong or right answer to any of the question below.

Pls. place a tick (✓) on the answer that represents your feelings or situation about each question using five rating scale Strongly Agree; (4) Agree; (3) Disagree (2) Strongly Disagree (1)

Service Culture (SC)	Strongly	Agree	Disagree	Strongly	Mean
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	Agree			Disagree	
Civil servants perform their duties in a manner capable of engendering public trust.					
Corrupt practices and abuse of administrative processes have reduced					
Civil servants are consistently at their duty post until close of work.					
Civil servants exhibit courtesy in delivering services.					
Civil servants report to work on time.					
<b>Service Quality</b>					
Civil servants are dedicated to work and emphasize services quality.					
The e-government applications are convenient for customers use.					
Civil servants seem ready to offer people-oriented service.					
<b>Employee Engagement</b>					
Government offices offer services that can be tailored to people specific.					
There is a round the clock availability of services in government agencies.					
It is easy to get issues/complaints resolved.					
Ministry/parastatal staffs have positive attitude and are knowledgeable in their job.					

### Website Maturity Assessment Criteria.

Maturity Stage	Criteria	Description
Emerging Information Services	Information about the office	Website contains basic information about the office (e.g. office location, public policy, laws, regulations, types of government services etc.)
	Search	Website allows a user to search contents
	Link to other office/organizations facility	Website contains links to other office/organization websites or social media pages
	Updating	Website has been updated regularly
	Contact Us	Website has 'Contact Us' option
Enhanced Information	Downloadable form	Website allows a user to download relevant forms

Services	Audio/Video Capability	Website can play audio or videos
	Multilingual	Website allows a user to choose different languages
	Feedback	Website allows a user to send feedbacks to office
	Registration	Website allows a user to register or sign up
Transactional Information Services	Uploading forms	Website allows a user to upload forms
	Financial transactions	Website allows sending payments and fees online
	Applying for certificates or licenses	Website allows application for certificates/licenses
	E-voting	Website allows a user to vote online
Connected Information Services	Web comment form	Website contains user comment forms
	Online consultations	Website allows a user to consult online
	Citizens views & democratic participation in decision making	Website engage citizens through citizens' views sections/forums and other methods of allowing them to participate in decision making

lands and housing, ministry of health and Oyo state board of internal revenue

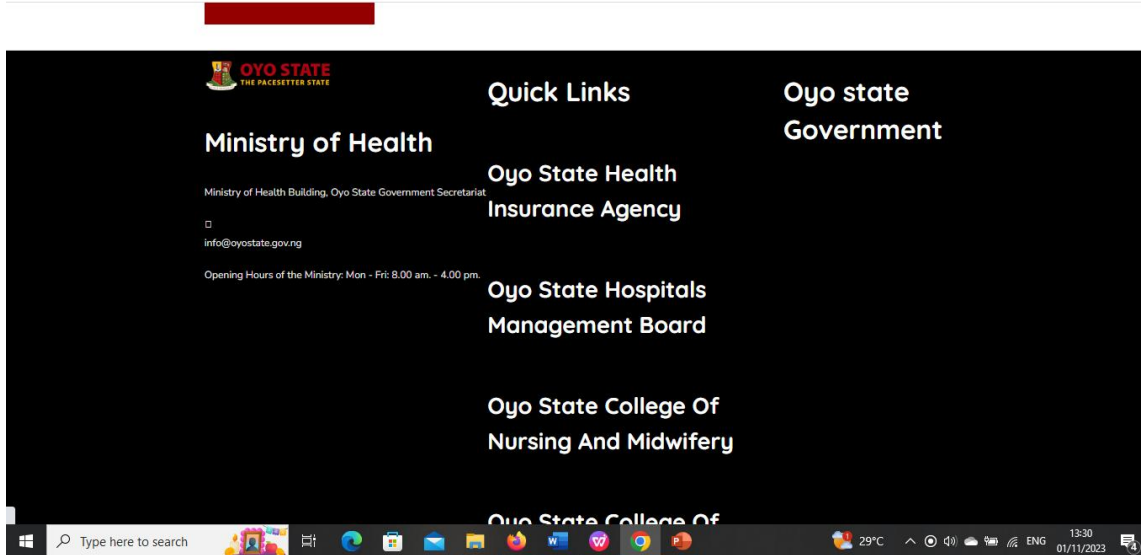
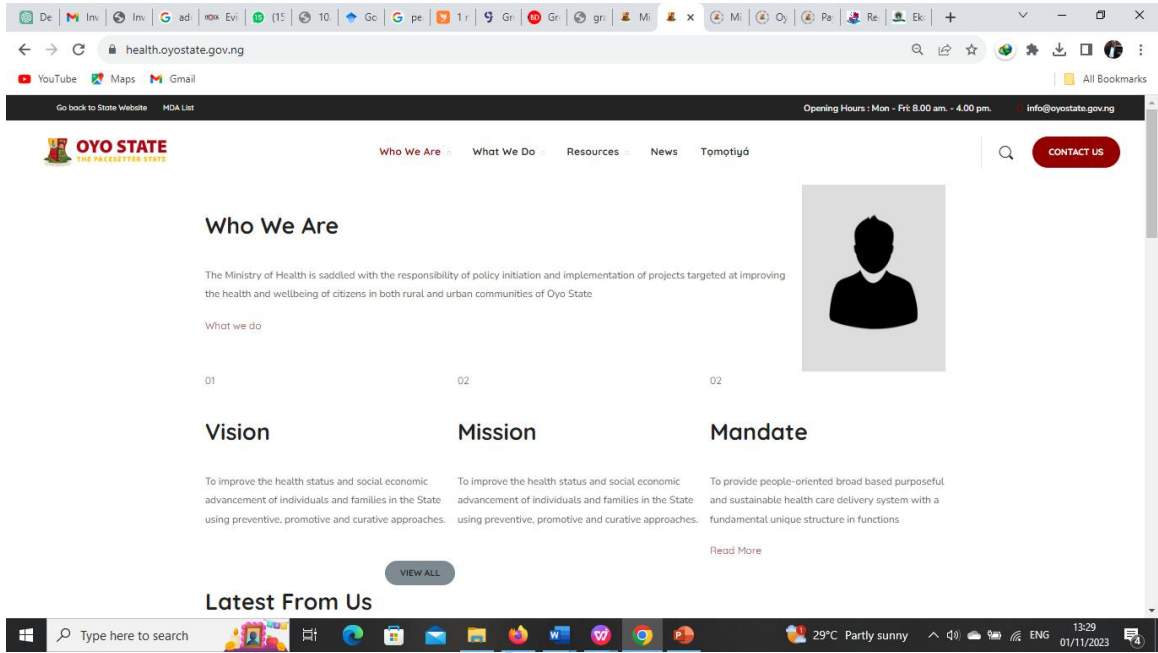
### Section C: Challenges of E-governance Adoption

	Use of E-governance	Strongly Agree;	Agree;	Disagree	Strongly Disagree
	Use of interactive website to pass and receive information				
	Investment in internet backbone and ICT infrastructure development				
	Use of information technologies (Wide Area Networks, the Internet, and mobile computing, etc.) in offices				
	Availability of knowledgeable, skilled and ICT compliant staff				
	Availability of appropriate software for internet connectivity and E-infrastructure				
	Appropriate ICT legal and government support				
	Operational use of ICT in the internal processes and activities (memos/mail distribution, employee salaries and				

	emoluments, staff training, etc.				
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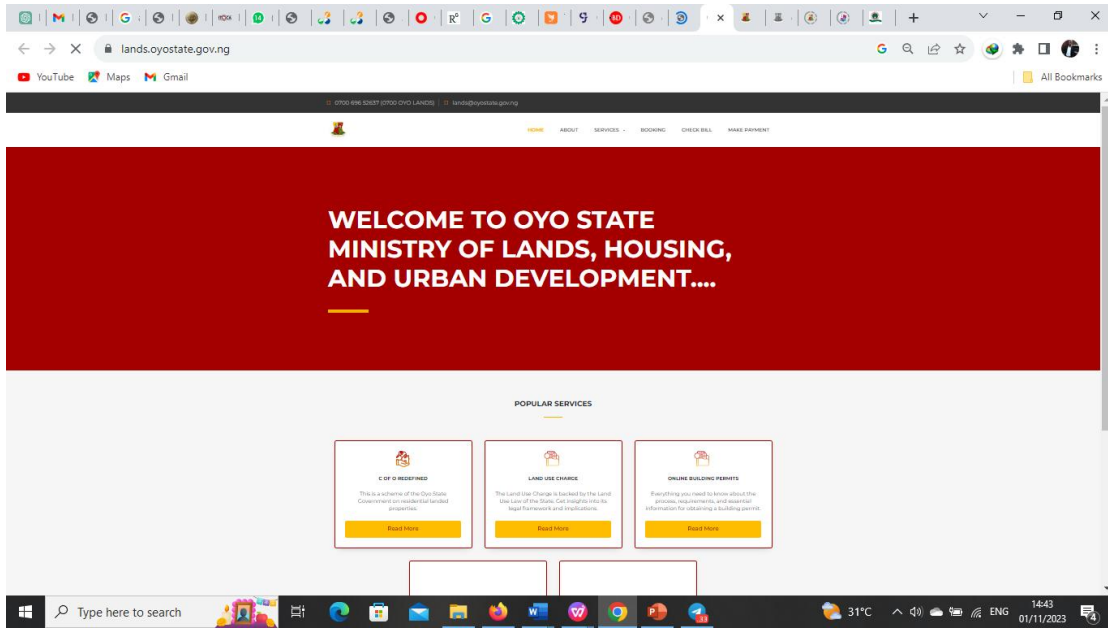
## Appendix II

### Screen grab of websites

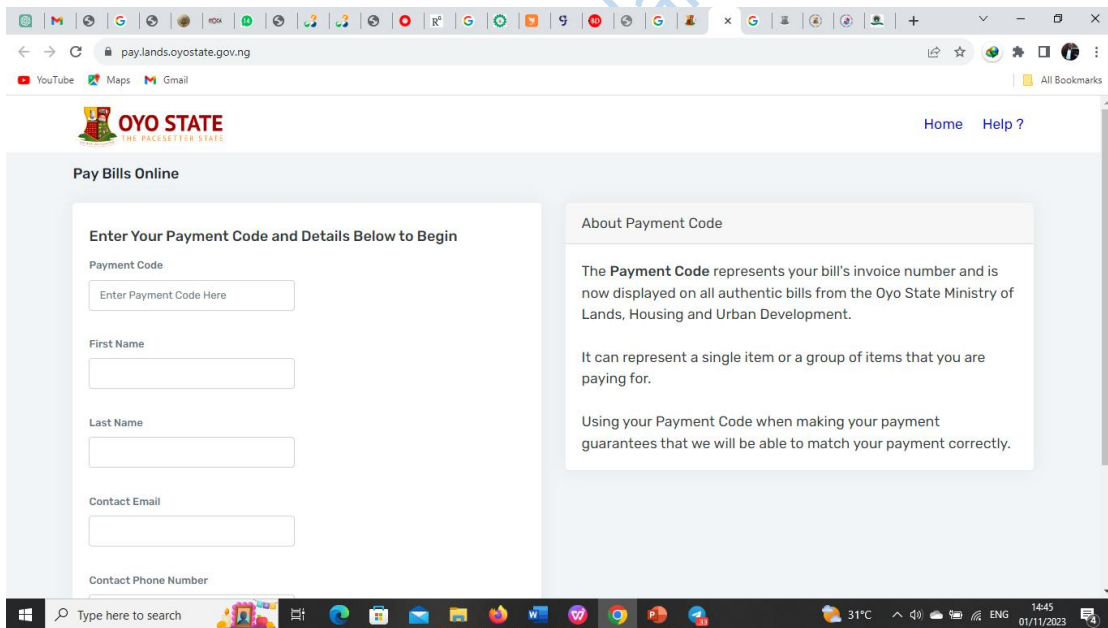


Ministry of Health Home Page

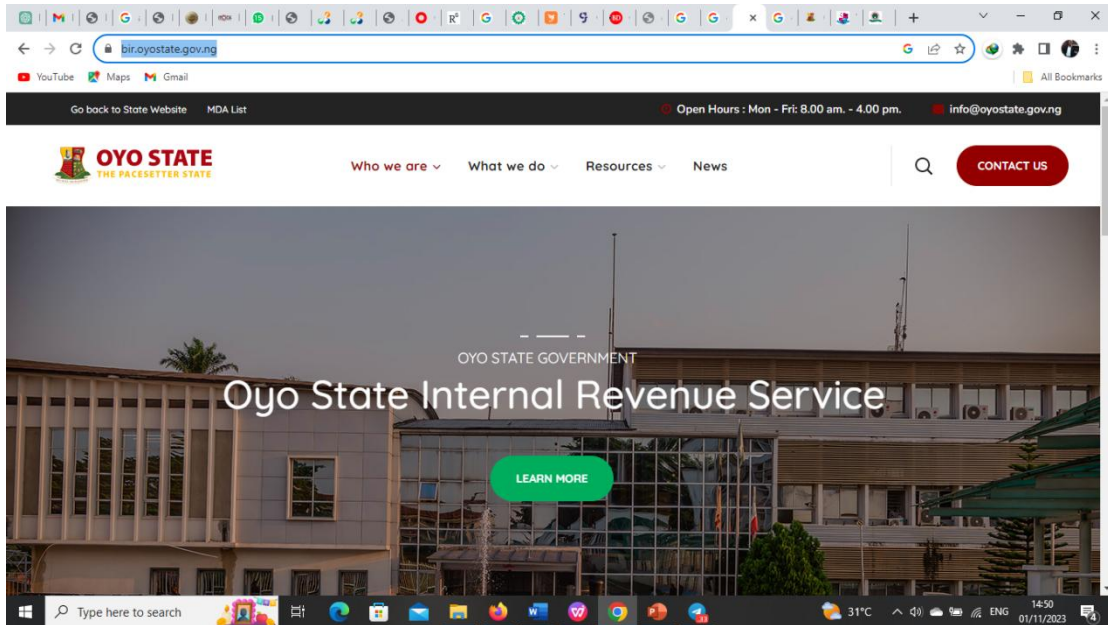
Ministry of Health Quick Links Page



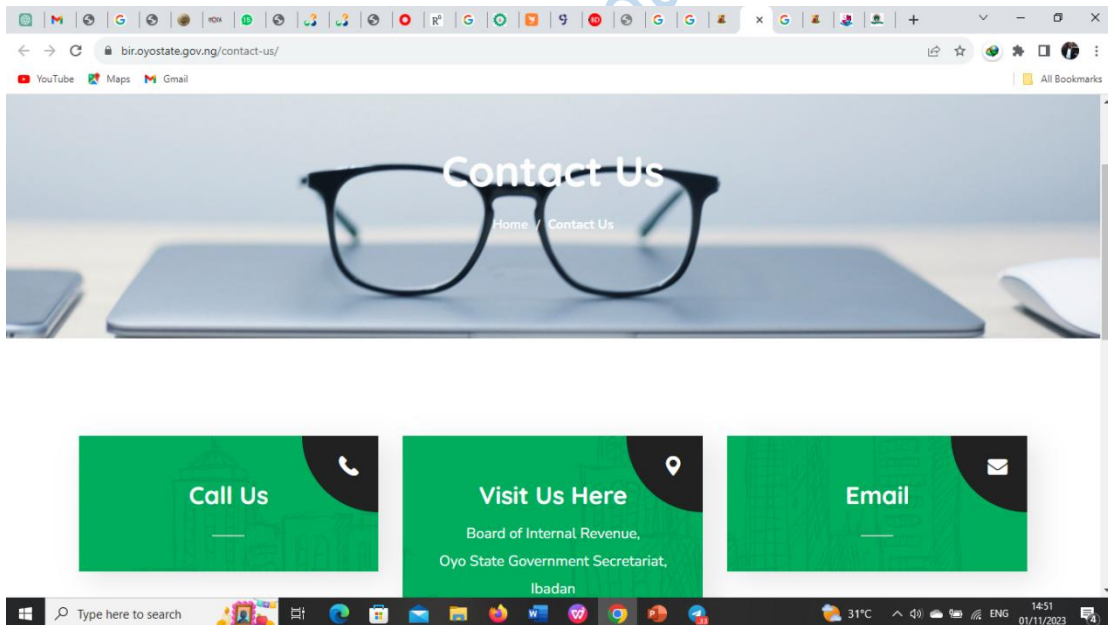
Ministry of Lands Housing and Urban Development Homepage  
(<https://lands.oyostate.gov.ng/>)



Payment Page, Ministry of Lands and Housing (<https://pay.lands.oyostate.gov.ng/>)



Oyo Board of Internal Revenue services (<https://bir.oyostate.gov.ng/>)



Oyo Board of Internal Revenue services, contact page

## Bio-data

### A. Personal Data

Full Name: Henry Aporobarow ITAMORO

Address: No 13, Bisi Raheem Rahman Street, Off Adewale Estate, Ajah.  
Lagos State.

E-mail: ohenryitamoro8@gmail.com

Phone No: +2349039100713

Date of Birth: 29th January 1984

Place of Birth: Epe, Lagos State

Nationality: Nigeria

Next of Kin: Alena ITAMORO  
No 13, Bisi Raheem Rahman Street, Off Adewale Estate, Ajah.  
Lagos State.

### B. Educational Background

#### Educational Institutions Attended with Dates and Qualifications

- MPA in Public Administration – Lead City University, Ibadan, MSc (in view)
- Business Administration (Ed) -Olabisi Onabanjo University, Ago-Iwoye, Ogun State, BSc 2008
- St. Michael College, Egbeda, Lagos State, S.S.S.C.E 1997
- Torch Bearers Nursery & Primary School, Orile Iganmu 2000

### C. Working Experience with Dates

None

**D. Membership of Academic and Professional Bodies**

None yet

**E. Publication**

None yet

**F. Major Conferences Attended with Dates**

None

**G. References**

Available on request

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**Name**

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**Date**

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### **The University Compliance Certification**

This is to certify that this thesis written by Henry Aporobarow ITAMORO, with matriculation number LCU/PG/003056 in the Department of Politics and International Relations, Faculty of Management and Social Sciences, Lead City University, Ibadan, Nigeria, is in full compliance with the approved university format and style.

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Signature

Date

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