

Effect of e-governance on employee service delivery of staff of Anambra state civil service commission Awka

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ABSTRACT

The emergence of e-governance is expected to make work routines and proper documentation of official records easier and less cumbersome. With e-governance, information sharing, consultation, citizen's participation, sending feedback to the citizens, monitoring and evaluating government projects and making government accountable and transparent is facilitated. This study examined the effect of e-governance on employee service delivery in Anambra State Civil Service Commission, Awka. The study was anchored on technology determinism theory. The study was guided by three research questions and hypotheses. The study adopted the survey design. It relied on primary and secondary data, and simple random sampling techniques were used to select the sample population. The data collected were presented in frequency table and simple percentage. T-test statistical technique was used with the aid of Statistical Package for the Social Sciences (SPSS) to test the research hypotheses. Findings of the study show that e-governance facilities are available for use in Anambra State Civil Service Commission, Awka. It also discovered that the use of electronic governance improve accessibility to government information service delivery in Anambra State Civil Service Commission, Awka. The study therefore recommend that government should create opportunity for public sector employees in Nigeria to own computers and be ICT literate and made compulsory to upgrade the skill and abilities of the civil servants. Agencies like the National orientation Agency (NOA) and the Nigeria ICT Development Agency (NITDA) should organize regular workshops to enlighten public officials and sensitize the populace on the advantages and importance of ICT. Government should make policies by ensuring that computers, communication equipment and other information technology infrastructures are manufacture in the country, so that the people can have quick access to it at cheap and affordable price and make computer literacy a compulsory criterion for employment in the public service.

Keywords:

Delivery, Efficiency, Effectiveness, Service, Technology.

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1. INTRODUCTION

The concern for better service delivery of staff of the Nigerian civil service has been a recurring issue, which most of Nigerian governments have tried to address with little success. Various administrations have initiated reform measures that were aimed at making the public organization more efficient and result-oriented Mitchell, (2000). The primary function of government organization anywhere in the world is to provide welfare service and protect the lives of the citizen. In this effect, one can safely say that the civil service is part and parcel of the government and governance onah (2000) Though its role is more visible in the the area of policy implementation, the bureaucracy is as much involved in policy initiation. 'To be effective and efficient in the 21st century, public sector organization need to adopt a sound and innovative service delivery tool' Budiarto, (2014)' Thus, the digitalization of governance received rapid acceptance worldwide in the 1990s. E-governance, which stands for electronic governance became the new focus of modern day governments which is all about using ICTs to support and enhance the delivery of public goods and services. For this reason, many governments have introduced some public sector reforms which are yet to bring the expected changes in government business. Today in Nigeria there is practically no public sector organization that has not undergone one form of reform or the other. Similarly, following the introduction of modern technology worldwide, there is practically no sector or segment of the society where the influence of Information and Communications technology (ICT) has not penetrated (Esteve and Janovski, 2013).

Furthermore, Lango (2021) sees E-Governance as the integration of information and communication Technology (ICT) in all the processes, with the aim of enhancing government ability to address the needs of the public. In this regard, the basic purpose of e- governance is to simplify processes for all, i.e. government, citizens, businesses, etc. at National, State and Local levels. Infact, is the use of electronic means, to promote good governance. It entails the access and delivery of government service,

dissemination of information, and communication in a quick and efficient manner (Okot, 2016). E-government is the use of information and technology to enhance access and delivery of government service for the benefit of all. It is also said that e- governance is a process whereby the use of information and communication technology and service is deployed and employed by the internal running and linkages among different government department and agencies (Backus, 2002). Service Delivery in Nigeria has been described as poor, inefficient and ineffective, inconsistent with citizen preferences. It is often subject of ridicule because of its rigidity. These problems are mostly due to lack of accountability, transparency, high cost of administration, wastage and lack of commitment in making service work for the citizenry (World Bank, 2012). Arising from the above, the challenge of service delivery affects all citizens who demand quality services from the public service which has widened the gap between the peoples' expectation in terms of service delivery and the actual realities in the Nigeria public sector. However, as the world is going fully digital and nations seriously integrating e-governance into every sector, Nigeria cannot afford to be left behind. The era of carrying files from one office to another, putting notices on the board, inviting people for physical interviews, queuing at the bank to pay for government services is fast coming to an end as the goal of technology is to make life better and to minimize the stress and time wasted on things that should not take much time. Clients are ready to pay more if they can be saved time and stress. Even transport companies now ask commuters/passengers to book online, in some tertiary institutions, students results and transcripts are published online. We have come to a time in our history when individuals, companies, institutions and agencies whether public or private that refuse to embrace e-governance will be left behind.

Finally, the advent and deployment of information communication technology (ICT) in Nigerian public services presents opportunities for its use to facilitate effective service delivery as many countries have embraced it as a way forward. It is in realization of this absolute necessity that this

study tries to examine the effect of electronic governance on service delivery of staff of Anambra State Civil Service Commission, Awka.

1.1 Statement of the Problem

Civil servants are expected to offer effective and efficient services to the members of the public as well as help government in carrying out developmental programmes that will enhance the quality of life of the people. Unfortunately, this has not been so, as a result of many factors which center on poor service delivery of staff. This poor service delivery of staff is experienced in the form of epileptic services, inadequate responsiveness to the citizens, corruption and general non-service delivery of duty as at when due. This scenario continue to be evident in the Civil Service Commission particularly in developing economies that are yet to embrace the opportunities of Information and Communication Technology (ICT). The Civil Service of Anambra State is not exempted from such perceived challenges as the commission is often a subject of ridicule because of its rigidity, delay in service delivery, lack of proper records, corruption charges and other unethical conducts associated with manual traditional style of service delivery. Alao and Alao, (2013) consider these as forms of set-back that affect service delivery of staff and create room for ineffectiveness and inefficiency in the civil service. These consequences of poor service delivery of staff of civil service mostly result to improper accountability, lack of transparency, high cost of administration, wastage and lack of commitment in making services work for the citizenry (World Bank, 2012). These problems have led to the implementation of various reforms aimed at improving efficiency and effectiveness. The introduction of E-governance is one of such enterprise aimed at improving service delivery of staff and civil service effectiveness. Some literature revealed that there is yet to be an empirical evidence on the effect of e-government on service delivery as lot of some literature has failed in effect explaining the relationship (Suresh et al, 2021). Electronic governance has potentials of reducing manual labour, moderating paper work, increasing efficiency and effectiveness. But, the Civil Service which is known for considerable documentation and filing system has not braced up to the opportunities afforded by e-governance via the internet. When communications are written and manually documented in file instant feedback becomes difficult, if not unachievable. Another challenge with non-application of e-governance is that it impacts negatively on decision making; policy formulation and implementation. The use of ICT in government offers an opportunity to break so many barriers in a bid for making the bureaucracy more responsive, dynamic and in tune with modern realities (Nkwe, 2018). The use of the internet in government operations which opens up the potentials of E-governance in the attainment of organizational effectiveness and improving service delivery is yet to be fully harnessed because some staff are not adequately equipped by skill, training or access to internet services. Hence, this study is worried that without E-governance, the likely effects on service delivery staff of Anambra state civil service commission will continue to be disastrous and impact heavily on human development.

1.2 Research Questions

The following research questions were formulated for the study.

1. What is the nature of relationship exist between e-governance facilities and timely delivery of service at Anambra State Service Civil Commission, Awka?
2. How does e-government relate to accessibility to government information service in Anambra State Service Civil Commission, Awka?

2. CONCEPTUAL REVIEW

E-governance/ refers to the efforts of government to use internet to simplify its activities for both the citizen and public. Moreover, in recent times, the level of advancement of Information and Communication Technology (ICT) in Nigeria has reached a crescendo. This is so because the usage of technology has permeated almost all government functions providing ways of ensuring efficient, easy processing and delivery of service. Hence the application of e-governance technology to service delivery becomes imperative (Oxman, 2002). E – Governance can be defined as the application of information and communication technology (ICT) for providing government services, exchange of information transactions, interaction of previously existing services and information portals. The term e-Government (e-Gov) emerges in the late 1990's but the history of computing in government organization can be traced back to the beginnings of computer history. A literature on e-governance goes back at least to the 1970 (Kraemer et al, 2002). This literature concerns

Information and Technology use within government particularly on public use, such as service to the citizens (Ho 2002). The concepts of e-government go beyond service to the citizen to include organizational change and the role of government. Lango (2021) agrees with him adding that "Electronic governance is the integration of information and communication technology (ICT) in all the processes, with the aim of enhancing government public- engagement" which affords the government the ability to address the needs of the general public. E-governance is the use of information and communication technologies and particularly the internet, as a tool to achieve better government. Okot (2004) conceives it similarly as the processes and structures for harnessing the potentialities of information and communication technologies (ICTs) at various levels of government and the public sector and beyond, for the purpose for enhancing Good Governance. Meanwhile, Backus (2001), gives a clearer meaning stating that E-governance, is the application of electronic means in (1) the interaction between government and citizens, government and businesses, as well as (2) In internal government operations to simplify and improve democratic government and business aspects of governance.

E – governance entails the digitalized coding, processing storage and distribution of data relating to three key aspects of governing societies: The representation and regulation of social actors; the delivery of public service, and the generation and circulation of official information Coleman (2018) defines "E-governance as the center piece of information system support reforms to digitalize the delivery of services and the process of governance occurring across all levels of government. E-governance utilizes the internet and the World Wide Web for both service delivery and information dissemination. According to Estevez and Janows (2013), Electronic governance is the application of technology by government to transform itself and its interactions with customers in order to create an impact on the society. E-governance is more than just a government website on the internet. The strategic objective of e-governance is to support and simplify government for all parties: Government, citizens and business. In other words, e-governance means supporting and stimulating good governance. Generally, the term e-governance refers to a process in which technology is used to share and provide information services and transact business between the government, among other arms and agencies of government with the citizens. In almost, all the countries in the world, government is more than a part of life, it is a necessity to all citizens, in the twenty-first Century government ensures that their respective countries' citizen are secured by enacting public policies through the political system. Some countries have been very fortunate to have government with a social conscience that has galvanized their society to develop, while others have not been able to build positive relationship with their citizens. E-governance appears to be the new public management concept that is innovative and heralding a major change in the role of government for sustainable development. In order to solve the major problems that the federal government of Nigeria has experienced for several decades with bureaucratic governance, e-governance provides new orientation towards empowerment, competition, and meeting the needs of the citizens. Studies report that e-governance creates the environment for better service delivery for government at all levels (Henry, 2010). E – governance again involves how government deliver service with technology and the democratic processes that they must follow in the chain of substantial aspects of production, distribution, supply and demand (Dibie, 2018). In the rural, Local, State, urban or federal territories respectively some element of government service or regulatory functions of public administrators effects the lives of everyone. According to Hill and Lyn (2016) in all ramifications the government interacts with the public Administration as clients or customers or both. it has also been argued that in some cases people still need to meet face to face with a public administrator to address their respective needs (Bloom, 2009).

2.1 Concept of Service Delivery

Service delivery is a business framework that supplies services from a provider to a client. It also includes the constant interaction between the two parties during the duration of the time in which the provider supplies the service and the customer purchases. In the view of Byars and Rue (2000). Service delivery is the degree to which an employee accomplished the task that made his or her job. El – Ruffi (2013) summarizes service delivery as the degree of an organization, employee service delivery, output and productivity in the discharge of their responsibilities within the available time, money and other resources, towards the achievement of overall goals of the organization. The spate of service delivery is determined by the staff of Civil service in Awka, in achieving organizational goals and satisfying the public.

However, for purpose of this study, the researcher views service delivery as the achievement of targets of the tasks assigned to employees' within particular period of time. It involves the execution of duties and responsibilities assigned by constituted authorities which one have promised to do, so as to achieve set goals of an organization. Therefore, the degree to which an organization or employees performs its duties and functions towards achieving set goal determines the spate of service delivery – whether it is efficient or inefficient, effective or ineffective, economical or not economical, productive or not productive Ezekwesili (2010). To ensure that the public organization and institutions perform their service efficiently and cost – effectively, the e-government platform must not only accepted but also implemented in their activities and this could only be done through building the capacities of staff and students in the use of ICT tools.

Types of Service Delivery in E – governance and E – administration:

The quest to improve service delivery through, the use of ICTs in governments typically four main dimensions. These are;

G2C (Government to Citizens):This focuses primary on developing user friendly one-stop centers of service for easy access to high quality government service and information.

G2B (Government to Business):This aims to facilitate and enhance the capability of business transactions between the government and the private sector by improving communications and connectivity between the two parties.

G2G (Government to Government): This is an inter-government effort that aims to improve communication and effectiveness of services between Federal, State, and Local Government in the running of day to day administration. It generally aimed at improving the efficiency and effectiveness of overall government operations. It also occur when the exchange of information and services is within the periphery of the government.

Intra –Government: This aims of leverage ICT to reduce cost and improve the quality of administration and management within government organization (Islam and Ahmed, 2007).

G2B (Government to Business): In this aspect, the e-governance help the business class to interact with the government. It aims at eliminating red – tapism, saving time, cost and establish transparency in the business environment, while interacting with government.

G2E (Government to Employees): The government of any country is the biggest employer and so it also deals with employees on a regular basis, as other employers do – ICT helps in making the interaction between government and employee fast and efficient, along with raising their level of satisfaction by providing perquisites and add on benefits e – governance is not a day task and the government has to make plans and implement them before switching to it. Some of the measures includes, investment in telecommunication, infrastructure, budget resources, ensure security, monitor assessment internet connectivity speed, promote awareness among public regarding the importance, support from all government departments.

Electronic Documentation: Electronic documentation means any information in digital form that is conveyed to an agency or third part, where information may include, Computer programmes, software or database.

Areas of Application of Electronic Documentation: Electronic Documentation under Health Records- Electronic Health Records. The idea of computerization of patients' medical records has been around for years, but only in the past decade has it become widely adopted prior to the electronic health record (EHR). A patient medical record was previously documented in hand written notes, typed reports, are used in fewer health care facilities. The transition to electronic health care records came around following the emergence and growth of information technologies facilitated by the internet. Electronic documentation ensure availability of information and increases accuracy of data (Kareem & Haseeni, 2015, Alkha Walden &Alhunaiti (2008) avers that electronic documentation enhances access to information. The eight corefunction listed here becomes determining factors in the evaluation of EHR and the ability to perform these functions. The function is the criteria by which EHR are judged.

Electronic Payment: We can say that e-payment is a type of service that serves the customer who buys the goods over the internet via online shopping portals available at their local countries or globally, it adds values to the online shopping provider and increase the ratio of sell. It is a

payers transfer of monetary claim on a party acceptable to the beneficiary (Worku 2010). Electronic payment can also be defined as convenient safe and secure methods for payment of bills and order transactions by electronic means such as card, telephone, the internet, EFT etc. Electronic payment gives consumers an alternative to paying bill and debts by cash, cheque, money order etc. Its main purpose is to reduce cash and cheque transaction (Okifo & Igbunu, 2015, Worku (2010). According to (Nneka, 2009). E – payment system refer to the automated processes of exchanging monetary value among parties in business transactions and transmitting the value over the information and communication technology (ICT) networks. The common e- payment channels include the payment Cards (debts or credit)

2.2 Theoretical Framework

This study is anchored on Technology Determinism theory propounded by Thorstein Veblen. The theory, postulates that technology is a catalyst to effective service delivery that would lead to positive human development. Nogrsek and Vinter (2011) agree that within the context of organizations, the technology in an organization is the factor that directs the transformation of organizations and their performance. Technological determinism theory attributes any social change and policies of transformation to the indices of technology such as social media networks, ICT and internet-based applications. The modern information society arises as a result of the development of innovations, new technologies, and their social and political implications. A critique of technology determinism is that technology never forces itself on members of the society. Rather, man creates technology to apply it at his discretion, technology requires people to be participatory and involved to its use for optimum benefits. According to the theory, technology determines growth and stands as a basis for society in the past, present and future for which social scientists and managers are trying to comparatively explain the relationship between technology and society in a relatively deterministic manner. Within the perspective of this study, technology determinism theory highlights the importance and role of technology to the organizational goals of Anambra State Civil service commission if e-governance is approached in the administration holistically. Accordingly, technology directs the transformation of public sector organization and the use of technologically driven e- governance would have deterministic effects on how service delivery impacts on the staff and citizens. This theory therefore highlights the imperatives of e-governance to ascertain the effects of e-governance on service delivery of staff of Anambra State Civil Commission

Essentially, the Technology determinism theory is unique here. Firstly technology determinism theory attributes many social change and policies of transformation to the indices of technology such as social media networks, ICT and internet based applications. According to the theory, technology determines growth and stand as a basis for society in the past, present and future for which social scientists managers are trying to comparatively explain the relationship between technology and society in a relatively deterministic manner. This theory highlights the importance and role of technology to the organizational goals of Anambra State civil service commission if e-governance is approached in the administration holistically.

3. METHODOLOGY

This study employed the descriptive survey design which entails having subjects respond to questions through questionnaires, interviews and describing their responses. The descriptive survey design was used because the objective of the study is to examine the extent to which electronic payment has improved accountability and transparency in the Anambra state civil service commission, Awka. The researcher collected data from both primary and secondary success. Primary sources of data to this work are those obtained through the use of questionnaire. The researcher made extensive use of secondary sources in carrying out his research work. The secondary sources of data to this work include; journals, text books, newspaper, internet materials, government documents, and publications etc. The researcher adopted questionnaire as its main source of collecting data. The questionnaire was designed to capture the challenges of e-governance on the service delivery with special attention on Anambra State Civil Service Commission, Awka. For easy administration, the questionnaire was grouped into sections. Section A, contained personal data of the respondents while section B sought to elicit relevant data. The population of this study consists of the entire population of staff of Anambra State Civil Service Commission, Awka totaling 101.

All the data collected were organized presented and analyzed using both descriptive and inferential statistical tools. The opinion of our respondents are presented in tables, percentages, standard deviations and average were used as descriptive statistical tools, while T-test analysis of SPSS 16.0 was used to test hypotheses to determine the nature and strength of the relationship between revenue generation and service delivery in the local governments being studied.

4- DATA ANALYSIS

Table 1: Respondents’ mean and standard deviation ratings on whether e-governance facilities have a positive relationship with timely delivery of services in Anambra State Service Civil Commission, Awka

S/N	Item Statement	X	SD	Decisions
1	ICT has reduced incidence of work related stress	3.25	0.77	Agreed
2	ICT equipment has ensured accuracy and timely processing of data	3.23	1.06	Agreed
3	ICT adoption has significantly improve work balance of employees	3.18	0.98	Agreed
4	Adoption of e-governance has improved service quality	3.01	0.99	Agreed
5	ICT have reduced bottlenecks associated with bureaucracy	3.16	0.97	Agreed
Grand Mean		3.17		

Decision Rule: The mean was accepted at an average point of the weight of the response as shown below:

SA (4), A (3), D (2), SD (1)
 Acceptance region = $4+3+2+1 \div 4$
 = $10 \div 4 = 2.5$

Table 1 shows the mean ratings of respondents on whether e-governance facilities have a positive relationship with timely delivery of services in Anambra State Service Civil Commission, Awka. The result showed that items 1, 2, 3, 4 and 5 had mean scores above the criterion mean of 3.0, hence the respondents agreed on them. The grand mean of 3.17 indicates that respondents believed that e-governance facilities have a positive relationship with timely delivery of services in Anambra State Service Civil Commission, Awka.

Table 2: Respondents’ mean and standard deviation ratings on whether e-governance has a relationship with accessibility to governance information in Anambra State Service Civil Commission, Awka

S/N	ITEM STATEMENTS	X	SD	Decisions
6	Accessibility of ICT improve service delivery in the commission	3.12	0.89	Agree
7	Staff of the commission has access to desktop publishing system.	3.18	0.97	Agree
8	The staff has access to pay rolling machine, numbering machine, dictating and impressing stamp	3.15	0.93	Agree
9	Web mail (e-mail) g-mail, voice mail are accessible in commission	3.04	1.20	Agree
10	Time recording, check writing and stenographic machines are accessible commission	3.05	0.87	Agree
Grand Mean		3.20		Agree

Rule Decision: The mean was accepted at an average point of the weight of the response as shown below:

SA (4), A (3), D (2), SD (1)
 Acceptance region = $4+3+2+1 \div 4$
 = $10 \div 4 = 2.5$

Table 2 reveals the item by item analysis on whether e-governance has a relationship with accessibility to governance information in Anambra State Service Civil Commission, Awka. The result revealed items 6, 7, 8, 9 and 10 with mean scores 3.12, 3.18, 3.15, 3.04 and 3.87, were above the criterion mean of 3.0. The grand mean of 3.87 indicates that e-governance has a improved accessibility to governance information in Anambra State Service Civil Commission, Awka. However, the standard deviation scores ranging from 0.84 – 1.20 means that the difference between the standard deviation scores were not much, therefore this shows that the items were homogenous.

The hypotheses put toward earlier were tested statistically. Null hypothesis (H₀) and the alternative hypothesis (H₁). The null hypothesis (H₀) is the assumption that there is no statistically significant difference between the hypothesis and the sample result. While the alternative hypothesis (H₁) describes that there is statistically significance difference

between the hypothesis put forward and the sample result. Thus, the three hypotheses in this research as formulated in chapter one was tested with the aid of the T-test analysis of SPSS 16.0. Decision rule: Accept H₀ if p value is greater than alpha level and vice versa.

H₀: E-governance facilities have no relationship with timely delivery of services at Anambra State Service Civil Commission.

H₁: E-governance facilities have a relationship with timely delivery of services at Anambra State Service Civil Commission.

In testing of hypothesis one 4.1.5 and 4.1.10 were used.

Table 3: One-sample t-test on e-governance facilities have no significant relationship with timely delivery of services at Anambra State Service Civil Commission

Statements	N	X	SD	Df	p-value	Alpha level	Decision
E-governance facilities have no significant relationship with timely delivery of services at Anambra State Service Civil Commission	220	30.65	7.59	194	0.00	0.05	Significant

The result in table 3 indicate that since the p-value of 0.00 is less than the alpha level of 0.05 ($0.00 < 0.05$), the null hypothesis is therefore rejected while the alternate hypothesis is accepted. This means that e-governance facilities have a significant relationship with timely delivery of services at Anambra State Service Civil Commission, Awka.

H₀: E-governance has no relationship with accessibility to governance information at Anambra State Service Civil Commission, Awka.

H₁: E-governance has a relationship with accessibility to governance information at Anambra State Service Civil Commission

In testing of hypothesis two, table 4.1.11 and 4.1.17

Table 4: One-sample t-test on relationship between e-governance and accessibility to governance information at Anambra State Service Civil Commission, Awka

Statements	N	X	SD	Df	p-value	Alpha level	Decision
E-governance has no relationship with accessibility to governance information at Anambra State Service Civil Commission, Awka	220	29.82	7.83	194	0.00	0.05	Significant

The result in table 4 indicate that since the p-value of 0.00 is less than the alpha level of 0.05 ($0.00 < 0.05$), the null hypothesis is therefore rejected while the alternate hypothesis is accepted. This means that e-governance has a significant relationship with accessibility to governance information at Anambra State Service Civil Commission, Awka.

5- DISCUSSION OF FINDINGS

The results of hypothesis one shows that e-governance facilities are available in Anambra State Service Commission, Awka. This confirms the assertion of Griffin, Neal and Parker (2017); Gust and Marquez (2012); (2008), argue that in addition to training, e-governance has been used towards achieving organizational goals around the world. Which made Hafiza, Shah, Jamseheed and Zamam (2021) state that e-governance has advantage over other types of management tools. Furthermore, the second hypothesis indicates that e-governance has helped to improve accessibility to government information service delivery in Anambra State Civil Service Commission, Awka. Recent studies showed that e-governance packages are important part of total rewards of organizational expenses (Hatice, 2012). Nevertheless, benefits have grown in size, importance and variety according to (Fox, Spector & Miles, 2001; Frese, Fay, Hilburger, Leng and Tag, 1997). Employee’s benefits have been identified as the glue that holds many satisfied employees in an organization (Nwobi, Obi, & Chukwurah, 2021). In effect, e-governance has reduced paper work and has increased

employees' commitment. Committed and satisfied employees are often more productive and contribute meaningfully to the success and survival of their organizations (Frese, Garst & Fay, 2007).

5.1 Conclusion

In line with the findings above, the study concluded that the imperativeness of electronic governance enhancing service delivery in both public and private establishment cannot be over emphasized. Hence any organization that has not integrated electronic governance in its operation will find.

5.2 Recommendations

The study proffered the following recommendation in Line with the finding of the study. Government should create opportunity for public sector employees in Nigeria to own computers and be ICT literate and made compulsory to upgrade the skill and abilities of the civil servants. Agencies like the National orientation Agency (NOA) and the Nigeria ICT Development Agency (NITDA) should organize regular workshops to enlighten public officials and sensitize the populace on the advantages and importance of ICT. The professional and other administrative bodies like institute of public administration of Nigeria (IPAN) chartered institute of Local government and public administration etc should incorporate ICT in their professional examinations to encourage civil servant on the need to be computer literate.

5.3 Suggestions for Further Studies

Effective e-governance should be recognized as being one of the critical and vital human resources (HR) functions that contribute towards service delivery. It is instructive to note that though researchers in the western development countries have carried out researches in these areas, however, it was observed in the course of our literature review that little research has been carried out in the commission within this context. Upcoming researchers can undertake further research to validate or invalidate the findings of this current study.

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