

# Periscoping Electronic Governance in Nnamdi Azikwe University Awka: Has it really Reinvigorates Employee Service Delivery?

<sup>1</sup>-Onyezere, Chima Victor

Email: [cv.onyezere@unizik.edu.ng](mailto:cv.onyezere@unizik.edu.ng)

<sup>2</sup>-Emma E.O. Chukwuemeka

Orcid Id. <https://orcid.org/0000-0002-7871-9475>

Email: [ee.chukwuemeka@unizik.edu.ng](mailto:ee.chukwuemeka@unizik.edu.ng)

<sup>3</sup>. Okpani, Sunday Ifeanyi

Email: [is.okpani@unizik.edu.ng](mailto:is.okpani@unizik.edu.ng)

<sup>1,2</sup> Department of Public Administration; <sup>3</sup> Department of Zoology  
Nnamdi Azikiwe University Awka Nigeria

## **Abstract**

*This paper examines E-Governance and how it has reinvigorates employee service delivery in Nnamdi Azikiwe University, Awka, The specific objectives of the study includes; to examine the extent to which knowledge of ICT and its usage affect service delivery; to determine if the availability of modern ICT gadgets enhances service delivery and to examine the extent to which epileptic power supply affects the implementation of better service delivery in the University. Three research questions guided the study which was used to formulate the hypotheses. The Population of the study was 6,350 which comprises of teaching and non-teaching staff of the University while Taro Yamane formula was used to draw a sample size of 376. However, 350 of the distributed questionnaire were retrieved which was used for the analysis. Simple percentage was used in analyzing the data. The study revealed that during the period under study, the University recorded tremendous heights in the use of electronic governance such as Staff annual appraisal; Staff daily clock in attendance; online checking of mails; Digital payment of students' school fees; Online checking of semester results by students; Online application and defense of postgraduate thesis and dissertation to mention but a few. It was therefore recommended that the University should consolidate on the achievements already recorded.*

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## **1.Introduction**

It is appalling that in spite of the huge potentials of Nigeria in terms of huge market orchestrated by large population, natural and human resources, Nigerians are still considered paradoxically poor(Oshewolo, 2010; Okumadewa, 2010).The causes of the high poverty level are multifaceted but it has been linked to the state of public service delivery (Rasul and Roggerly, 2016). The World Bank (2017) ranked Nigeria 33 on the Governance Quality Index (GQI) which is among the lowest in the world. An important indicator of governance quality in Nigeria and anywhere in the world is the public service delivery. Therefore, by implication, the poor ranking on the governance quality index is partially or substantially a reflection of poor public service delivery.

To nip this problem in the board, the need for electronic governance through the use of Information and Communication Technology (ICT) becomes very necessary. It is acknowledged in literature that employees play a critical role in the implementation of strategic interventions and that the employees' performance outcomes are influenced by organization's goals and objectives. It is imperative that employees are aligned to the goal and mission of the organization (Daft, 2010). Employee performance has a huge bearing in the cost of operation and the expenses that a firm incurs in realizing and upholding good quality as well as the management of poor service quality in its operations to achieve customer satisfaction (Sailaja, Basak, &Viswadhan, 2015). Employees achieve required performance when their costs of operation are reduced. Quality is an important aspect that consumers look for in a service being offered. Employees' performance dimensions of customer satisfaction or quality of service, time output or speed of service, productivity (Stevenson, 2011) are linked to the objectives of e-governance initiatives. This study therefore focuses on electronic governance and employee service delivery.

### **1.2 Statement of the problem**

Over the years, the staff of Nnamdi Azikiwe University, Awka in Anambra State has been operating and carrying out their duties through analogue system in payment of students school fees, manual staff appraisal, manual daily writing of staff attendance, physical application for academic records, analogue checking of students semester results to mention but a few. These have contributed very low output as can be seen from available record the number of students graduating yearly.

In order to ensure that the Nigerian public sectors (Nnamdi Azikiwe University inclusive) are efficient in achieving government's policy objectives, it has become imperative to investigate the nature of E-governance and Service Delivery in the country. This is particularly important since in the Nigerian public service, the issue of poor quality of service delivery, poor service culture, cases of poor employee engagement and cases of negative customer experience that has hindered public service delivery in the country have been reported (Mapira, 2013).

It is on this basis that the introduction and adoption of e-governance brought a permanent solution to the aforementioned problems and thereby paving way to maximum productivity and employee service delivery.

However, some problems came up in the cause of implementing the e-governance into the system. Some of the problems include;

- i. Some staff were unable to manipulate computers for day to day running of activities
- ii. Those who are averse to computer tends to reverts back to analogue methods so as to at least remain relevant
- iii. Epileptic power supply

- iv. Vandalization of University properties especially the solar panel meant for steady power supply
- v. Poor internet facilities which interrupts important online activities from time to time and lots more.

It is on the above reasons that the researcher examined e-governance and employee service delivery to proffer solution to the identified problems.

### **1.3 Objectives of the study**

- i. To examine the extent to which knowledge of ICT and its usage affect service delivery in Nnamdi Azikiwe University
- ii. To determine if the availability of modern ICT gadgets enhances service delivery in Nnamdi Azikiwe University, Awka
- iii. To examine the extent to which epileptic power supply affects the implementation of better service delivery in Nnamdi Azikiwe University, Awka

### **1.3 Hypotheses**

**Ho:** Knowledge of ICT and its usage does not enhance service delivery in Nnamdi Azikiwe University, Awka

**Hi:** Knowledge of ICT and its usage enhance service delivery in Nnamdi Azikiwe University, Awka2:

**Ho:** The availability of modern ICT gadgets does not boost service delivery in Nnamdi Azikiwe University, Awka

**Hi:** The availability of modern ICT gadgets boost service delivery in Nnamdi Azikiwe University, Awka

3:

**Ho:** Epileptic power supply does not affect e-governance implementation for better service delivery in Nnamdi Azikiwe University, Awka

**Hi:** Epileptic power supply affects e-governance implementation for better service delivery in Nnamdi Azikiwe University, Awka

## **2. Review of Related Literature**

### **2.1 Conceptual clarifications**

#### **E-governance**

There are different meanings and scope of the concept. While some viewed it as being a semblance of e-commerce focused on government customers excluding the e-democracy aspect (Clift, 2003), others construed it as a virtual reality with interface that provides medium for governance in a multidimensional form (Torres, Pina, & Royo, 2005). Many others have different or related meaning for the concept

Chatfield & Alhujran, (2009) defined e-Governance as the “rapidly emerging global phenomenon of the use of information and communication technology (ICT) as the new way forward in public

administration”. Naz (2009) defined it as “the application of Information and Communication Technology (ICT) to the government processes to bring Simple, Moral, and Accountable, Responsive, and Transparent (SMART) governance”.

On his part, Basu, (2004) viewed e-governance (e-Government) as; “the use of information technology to free movement of information to overcome the physical bounds of traditional paper and physical based systems’ to ‘the use of technology to enhance the access to and delivery of government services to benefit citizens, business partners and employees”

According to Sithole & Vander Waldt (2016), E-governance, which also means electronic governance, refers to the use of information and communication technology (ICT) in order to provide different government services. It enables the exchange of different kinds of communication besides ensuring effective communication of different kinds of transactions. At the same time, it enables the integration of different stand-alone systems and services between the government and the customers and government and businesses (Karim, 2002).

Going further, E-governance refers to the usage of information communication technologies for carrying out different public services (Okafor, Fatile&Ejalonibu, 2014). This mainly refers to the application of the internet so as to make sure that different kinds of services are offered in a manner that is convenient, cost effective and customer oriented. E-governance also refers to the adoption of IT for enhancing working of the government. It is mainly aimed at the achievement of moral, simple, responsive, accountable and transparent governance (Abasilim& Edet, 2015; Okafor, Fatile&Ejalonibu, 2014).

Karim (2015) argued that E-governance is a major tool, which is being adopted in order to ensure that there is a highly effective and efficient public service delivery. Terms that are often confused for e-Governance include e-Administration and e-Government. Although many authors have adopted only one of the ‘terms’ in describing the concept of the use of ICT in governance, distinctions between what the terms represents are often not clear.

From the above definitions, we conclude that e-governance is the process of carrying out administrative activities electronically for the purpose of seamless and unhindered efficient and effective activities in an organized manner.

### **Employee Service Delivery**

Employee service delivery also known as staff performance is how a member of staff fulfils the duties of their role, completes required tasks and behaves in the workplace. Measurements of staff performance in an organization are evaluated in terms of quality, quantity and efficiency of work in the organization.

The performance of staff in every organization must be in line with the organizational stipulated standard in order to achieve its goal. Just as Ugbo (2015) examined the characteristics of public enterprise to include; Ownership, Specific objectives, Autonomy, Capital structure etc, so does public servants in the institutions must be characterized by the following features; Political neutrality, Independence, Permanence, Expertise and Anonymity in order to attain both their individual goals and organizational goals. (Aroh, 2002).

Employee service delivery evaluates whether an individual performs a job as expected. John (2008) said that it studied academically as part of industrial and organizational psychology, also forms a part of human resources management. He states that performance is a crucial criteria for organizational output and success. Some scholars see job performance as an individual-level

variable, or something a staff does in the workplace. This to a large extent makes it different from more encompassing phenomenon such as work productivity or job performance, which are higher-level variables ([https://en.wikipedia.org/wiki/Job\\_performance](https://en.wikipedia.org/wiki/Job_performance))

## **E- Governance: Historical Perspectives**

E-governance concept originated at the beginning of 21st century, mostly as a copy of ecommerce into public sector. All intentions were directed towards the presence of the public services on the Internet. In the early years of its development, e-governance follows the evolutionary e-business evolving model, which in particular means that in the early days of e-governance evolution, primary focus of the e-services was simple appearance of graphic user interfaces with no interactions. The term is used in a loose manner to describe the legacy of any kind of use of information and communication technology within the public sector. For those who see it as some form of extension of e-commerce to the domain of the government, it represents the use of Internet to deliver information and services by the government (Bhatnagar, 2007).

The Department of Economic and Social Affairs of the United Nations defines e-governance as utilizing the internet and the world-wide-web for delivering government information and services to citizens (United Nations, 2008). General definition describes e-governance as the use of information and communication technologies (ICT) to transform government by making it more accessible, effective and accountable. E-governance refers to the use of information technologies (such as the Internet, the World Wide Web, and mobile computing) by government agencies that can transform their relationship with citizens, businesses, different areas of government, and other governments. These technologies help deliver government services to citizens, improve interactions with businesses and industries, and provide access to information (Moon, 2002).

E-governance can be defined as the use of emerging information and communication technologies to facilitate the processes of government and public administration (Drucker, 2001). This definition focuses on the use of ICT to assist in the administration or management of government.

Basu (2004) states that “e-governance refers to the use by government agencies of information technologies that have the ability to transform relations with citizens, businesses and other arms of government”. In terms of actually using these technologies following are some ends, better delivery of government services to citizens, improved interactions with businesses and industries, citizen empowerment through access to information, or more efficient government management. Benefits resulting from these activities could be less corruption, increased transparency, greater convenience, revenue growth and cost reductions. According to Chatfield (2009), e-governance refers to the use of information and communication technologies, particularly the internet, to deliver government information and services. E-governance is understood as the use of ICT to promote more efficient and cost effective government, facilitate more convenient government services, allow greater government access to information, and make government more accountable to the citizens (World Bank, 1992)

The aim of e-governance is to allow the public to initiate a request for a particular government service without going to a government office or having direct contact with a government employee. The service is delivered through government web sites (Brannen, 2001). E-governance comprises of an alignment of ICT infrastructures, institutional reform, business processes and service content towards provision of high-quality and value added services to the citizens and businesses. The scope of e-governance services extend from posting generally requested information on a website to providing and processing online requests such as electronic payment of taxes or other fees. The

main rationale of e-governance initiatives is to put together services focused on citizens needs (Moon, 2002).

E-governance involves novel forms of delivering and tailoring information and services, connecting communities and businesses locally and globally and reforming us towards digital democracy. E-governance offers flexible and convenient access to public information and services with the view of providing citizens an improved service (Moon, 2002).

### **Goals of E-Governance**

The goals of e-Governance vary considerably among governments worldwide. Rightfully, the goals of e-governance are determined locally based on the political leadership of each government. The aim is to reorient governments to treat citizens as customers of government services and improve the day-to-day management of financial and budgetary systems. Governments are embracing other such various forms of e-Governance that: add channels of interaction among governments, businesses and citizens; improve the ability for government institutions to communicate, collaborate and otherwise work more efficiently and effectively with each other; streamline acquisition and procurement processes; reduce opportunities for corruption; and, increase the ability to capture revenue.

Many of these e-Governance programs are structural elements of economic development and public sector reforms to address human development issues in developing countries (Schware and Deane 2003). It is now growing more common for governments to use websites to enable visitors to go online to get government information, file and pay taxes, register automobiles, access vital records, communicate with government officials, and participate in decision making. Through e-governance, governments are expected to improve performance and outcomes. Governments expect to achieve such gains as:

- Online data collection to reduce data entry costs and automate error checking;
- Reduce the communication costs with citizens;
- Greater sharing of data within government and between governments and other
- Such stakeholders as NGO's, international agencies, and private sector firms;
- Reduce government publication and distribution costs through online publication (OECD, 2003).

### **Stages in E-governance**

E-government does not just occur or become materialized all of a sudden. It evolves over time through a number of stages. There is divergence in the literature on these stages with many authors having different nomenclatures for the stages or having unequal number of stages. For instance, Howard identified three stages of e-governance. The stages include (i) publish, (ii) interact and (iii) transact.

Howard (2001) described the 'publish stage' as the stage involving one-way communication of government activities and dissemination of government information through an online platform. Interacts stage enables citizens to have simple interactions with the government electronically through applications like email and chat. The transaction stage is deemed a stage where the government's online presence has the capabilities for transactions like e-purchasing, e-payment among other ecommerce capabilities. Chandler and Emmanuel (2002) decomposed e-governance development into four stages including (i) information, (ii) interaction, (iii) transaction and (iv) integration.

The information stage of Chandler and Emmanuel align with the publish stage of the Howard (2002). The two studies viewed stage one as one-way information dissemination to members of the public through an online platform usually a static website(s). The interaction stage, according to Chandler and Emmanuel also align with the stage two (interact) of the Howard. At the 'interaction' stage, simple interactions between the government or its agencies and the public do exist.

The Chandler and Emmanuel's third stage (i.e. transaction) has the same description like that of Howard (transact). They both signify a capability for two-way interactions between government and citizens online as well as e-commerce capabilities. Chandler and Emmanuel, however, has the fourth stage dubbed; 'integration'. The integration stage captures the integration or seamless interactions among government agencies and parastatals and among government, the private organisations and the general public.

Layne and Lee (2001) divided the stages of e-governance development into four stages including

- (i) Cataloguing,
- (ii) Transaction,
- (iii) Vertical integration and
- (iv) Horizontal integration. The stage one and two of Layne and Lee are semblances of the stage one and two discussed in Howard (2001) and Chandler & Emmanuel (2002).

The stage three (vertical integration) equates with the Chandler and Emmanuel (2002)'s integration stage (stage IV) which captures integrations among government agencies and with private organisations. The interactions, however, is at the lower momentum. The horizontal integration (stage IV) captures the integration of e-services and e-activities of the government agencies and other relevant stakeholders at a higher interaction level or momentum.

The foregoing shows that the stages of e-governance revolves around having a one-way online communication media through which government information is disseminated to the members of the public, the two-way interaction with increased level of activities and fully integrated systems that creates a semblance of virtual government. Notwithstanding, there are obvious divergence from this simple summary. To narrow down the convergences in conceptualization of stages of e-governance or e-government, the United Nations Division for Public Economics and Public Administration, American Society for Public Administration (UN DPEPA, 2002) attempted to harmonise the stages in the development of e-government across the world. The harmonisation attempt resulted in five stages (adopted in this study) including emergence presence, enhanced presence, interactive presence, transactional presence and networked (or highly integrated) presence. These stages are briefly explained below:

- Emergence presence: As the name indicates, during the emergence presence, government makes its online presence with a web page which might include an official website, and links to ministries or departments. Information is majorly inactive and there is little or no interaction with citizens.
- Enhanced presence: More information is provided by government on public policy and governance and makes them easily accessible to citizens, links are made to record information such as newsletters, documents, reports, laws etc.
- Interactive presence: Governments provide online services like downloadable forms for applications and an interactive portal with services to ease its use by citizens is being put in place

Historical Progression of E-Governance in Nigeria Records from the Nigerian Federal Office of Statistics (FOS) show the first computer sold in Nigeria was to the Nigerian Ports Authority (NPA) by ICL in 1948 (UNU, 2004) during the British colonial administration in Nigeria. However, the first digital computer appeared in Nigeria in 1962 (UNU, 2004).

## **2.2 Contextual Literature**

### **Information and Communication Technology (ICT) in service delivery**

The ultimate goal of the e-government and e-governance is to be able to offer an increased portfolio of public services to citizens in an efficient and cost effective manner.

E-government allows government transparency and accountability. Government transparency is very important because it allows the public to be informed about what the government is working on as well as the policies they are trying to implement (Duru & Anigbata, 2015).

Complex task may be easier to perform through electronic governance. E-governance helps to achieve specific policy outcomes by enabling stakeholders to share information and ideas. Government economic policies objectives can equally be promoted via the e-governance commerce and globalization. This also helps to build trust between governments and their citizens.

Furthermore, it has potential for stronger institutional capacity building for better service delivery to citizens and businesses, for reduction of corruption by increasing transparency and social control (United Nations Division, 2001).

They are equally convenient, cost-effective for businesses and public benefits by getting easy access to the most current information available without having to spend time, energy and money to get it.

It has played a huge role in ensuring that Nigeria is an Information Technology (IT) capable nation in Africa besides being one of the major players in information society.

At the same time, it has ensured the use of IT for educational purposes besides resulting into the creation of wealth for different people in Nigeria. Besides, it has contributed to the eradication of poverty in Nigeria. The other notable benefits include the creation of different job opportunities for the people in Nigeria, enhancing the level of governance, health as well as agriculture (Fatile, 2012).

### **Public Service Delivery**

Public service describes the direct and indirect services provided by government to its nationals or residents within a country. Government provides public service directly by engaging in production, distribution or service and indirectly by financing services rendered to the citizenry by third parties. Governments control the resources of the people and are duty-bound to render services that benefit the people albeit in varying degrees. The extent of involvement of government in service delivery to the masses often corresponds to the economic system in use. While the private sector dominates service delivery in a capitalist economic system, the government is the dominant figure in a socialist economy. For a mixed economy like Nigeria, both the private sector and government provide services substantially to the general public.

In Nigeria, government constitutes the major service provider through the Public Service. The Public Service refers to all organisations that exist as part of government machinery for delivering services that are of value to the citizens. According to Oronsaye (2010), public service delivery



can be seen as “the process of meeting the needs of citizens through prompt and efficient procedures.” This implies that the interaction between government and citizens are such that the needs of the citizens are met in a timely manner, thereby making the citizens key in public service delivery. The implication here is that as the private sector considers its customer as ‘king’, thereby ensuring quality service delivery, the public should be regarded as ‘master’ and the beneficiary of enhanced performance of the public service (Aladegbola&Jaiyeola, 2016).

Acceptable service delivery can be seen as one of the core responsibilities for the establishment of public organisations. It is identified as “one of the key functions of the public sector.” (Mitel, 2007). Okafor, Fatile&Ejalonibu (2014) see public service delivery as “the result of the intentions, decision of government and government institutions, and the actions undertaken and decision made by people employed in government institutions.” They posit that it is “the provision of public goods or social (education, health), economic (grants) or infrastructural (water, electricity) services to those who need (or demand) them”. Supporting the arguments above, Ohemeng (2010) views public service delivery from the light of its key features as “doing more with less, empowering citizens, enhancing transparency and holding public servants accountable.” Corroborating this further, Coopers (2014) itemizes seven core objectives for public service delivery namely:

- Speed – The time taken to deliver a service should be the shortest possible for both the customer and the organisation delivering the service, right first time.
- Engagement – The manner in which services are delivered should be seen as customer centric (i.e. participatory and trustworthy with the customer’s needs at the core).
- Responsiveness – There should be an ‘intelligent’ mechanism in place to address any variation in meeting service levels and to drive changes in the service delivery organisation.
- Value – The customer needs to believe that the service delivery mechanism is cost effective, and value is driven by customer outcomes, not organisational processes.
- Integration – The service delivery mechanism should be integrated. There should be no ‘wrong door’ policy for the customer. Choice – There should be multiple channels for service delivery, so that customers can have ‘channels of choice’, depending on specific needs at specific times.
- Experience – Personalization of service is necessary to ensure that customers’ experiences are on a par with what they are used to receiving from the private sector. Arising from the above, it can be concluded that there is a relationship between e-governance adoption and enhanced public service delivery in a country.

In the study described by Grönroos (1983) 10 determinants of service quality were identified:

**Reliability** That is connected to the consistency of performance and dependability. Here it is determined if the company give the service in the right way the first time and keeps to its promises.

**Responsiveness** This factor concerns to what extent the employees are prepared to provide service. This involves factors such as mailing a transaction slip immediately, calling a customer back in short time and giving prompt service.

**Competence:** Competence is connected the knowledge and skills of contact personnel, operational support personnel (and also research capability) that are needed for delivering the service.

**Access** This factor is connected to the approachability which means for example if the operating hours are convenient, the location of the facilities are convenient, the waiting times are short and also easy access by telephone.

**Courtesy** This factor involves politeness, respect, consideration, friendliness of contact personnel (including receptionists, telephone operators and so on).

**Communication** This is about keeping the customer informed in a language they can understand and also listen to the customer. The company may have to make some adjustments in order to include foreign customers. Credibility Factors such as trustworthiness, believability and honesty are included. It means to the level the company has the customer's best interest at heart. Factors that affect the credibility are the company name, reputation, personal characteristics and the degree to which the hard sell is connected to interactions with customers.

**Employee Engagement:** Harter, Schmidt, and Hayes (2002) published one of the earliest and most definitive pieces of practitioner literature on employee engagement. Using a research foundation pioneered by the late Donald O. Clifton in 1985 as a part of the Gallup Strengths movement and popularized by the publication of *First Break All the Rules* (Buckingham & Coffman, 1999), Harter and colleagues (2002) pulled data from a meta-analysis of 7,939 business units across multiple industries. Harter (2002) were the first to look at employee engagement at the business unit level and used an enormous data-base to link higher levels of employee engagement to increased business unit outcomes. In their conceptualization, employee engagement was defined as an "individual's involvement and satisfaction with as well as enthusiasm for work" (Harter, 2002). This definition added the expectation of an individual's satisfaction level, significantly altering the way engagement had been viewed. In addition, prior to Harter (2002), employee engagement was seen as broad-based variable organizations assumed they had or did not have—a concept that executive leaders assumed that they controlled. Harter (2002) showed that organizational culture should be measured at the individual level by looking at separate business units, separate unit managers, and separate unit employees.

In later works (Fleming & Asplund, 2007; Harter, Schmidt, & Keyes, 2003; Wagner & Harter, 2006), Gallup researchers claimed that engagement develops one micro-culture at a time, highlighting the individual Human Resource Development Review 9(1) view of engagement. In a recent update, Gallup researchers continued to drive empirical research from the practitioner perspective with a growing database of 10 million participants speaking 51 languages from 736 organizations in 144 different countries; their research continues to confirm their previous research findings (Fleming & Asplund, 2007). Harter (2002) article was a catalyst for the rapid expansion of interest in the employee engagement

## **E-Governance and Public Service Delivery in Nigeria**

In Nigeria, the public sector plays significant role in service delivery having controlled relatively large portion of the available economic resources of the people (Abasilim, Gbervbie, & Ifaloye, 2017; Darma & Ali, 2014). The government provides public services through Ministries, Departments and Agencies established by Acts of the parliament. The government recruits and maintains sizeable number of workers to render essential and non-essential services to the masses. Where expertise is lacking or government considers that efficiency may not be optimized using the available workforce, she considers concession or using third party services to serve public interest. Due to inefficiency that characterizes public service delivery in Nigeria, authors (Abasilim 2017; Ofoegbu, Onodugo, & Onwumere, 2015; Adejuwon, 2014; Darma & Ali, 2014) have advocated for a paradigm shift in governance and government processes to more efficient ones. There have been concerted efforts (at varying intensity level) by successful governments to carry out reforms aim at improving public service delivery. In Nigeria, Abasilim (2017), Eme & Onuigbo, (2015), Fatile, (2012) and Okwueze, (2010) among others, have advocated for the adoption or deepening of e-governance in the Nigeria public service as a plausible option towards

improving public service delivery in the country. In the extant literature on governance, e-governance is construed in various ways. There are also complications on the stages of e-governance as well as how to measure it. This requires a clear view of what e-governance is and perhaps, what is it not.

### **E-service in Nnamdi Azikiwe University**

The introduction of electronic governance in Nnamdi Azikiwe University in 2019 has to a large extent given rise to rapid employee service delivery. Major area greatly affected includes but not limited to;

- i. Staff annual appraisal: prior to this time, the university staff was manually appraised. On each occasion, so much resource is pushed into production and processing of materials. Still, so much energy and time is put in place just for the exercise. However, the introduction of digital appraisal system during the administration made activities very simple that every staff simply log into their profile at their convenience and the deal is done within minutes.
- ii. Staff daily attendance: Staffs were formerly subjected to write attendance every morning on arrival leading to queue every morning. However, the introduction of clocking machine where the staff simply thumb print and every details including time of arrival is captured within seconds was so commendable
- iii. Checking of mails: the university management introduced system checking and tracing of mails where a staff or student who has need to check mails can easily log into the system and get that done within a short time
- iv. Digital payment of student's school fees and other payment was designed in such a way that students can conveniently pay their schools through their mobile devices without necessarily going to the bank to queue up.
- v. Online checking semester results by students were welcomed by all as a sure bet. Students now have their profiles uploaded with their results where they can simply log in and access their results without stress
- vi. Online administration of postgraduate orientation course for fresh students whereby a postgraduate student undertakes an orientation course and gets certificated at his own convenient and pace.
- vii. Online application and defense of postgraduate thesis and dissertation where a candidate does his presentation before a panel from any part of the world via selected medium of either zoom or Google meet.
- viii. Online application and accessing of graduates transcripts and academic records was another milestone in e-governance under the administration of Prof. Esimone. One from any part of the world can now apply and have his academic records (transcript) within days without necessarily visiting the university. Etc.

### **Challenges of E-Governance in Nigerian Public Sector**

There are several challenges that can delay progress towards realizing the promise of e-governance. The variety and complexity of e-governance initiatives implies the existence of a wide range of challenges and barriers to its implementation and management.

Some of these challenges will be outlined as follows:

**1. Information and Communication Technologies Infrastructure:** The practical implementation of e-governance initiatives in Nigerian public sector faces some technological difficulties such as

lack of shared standard and compatible infrastructure among departments and agencies. Internetworking is required to enable appropriate sharing of information and open up new channels for communication and delivery of new services (Nduo, 2004). For a sound transition to electronic government to be actualized and architecture providing a uniform guiding set of principles, models and standards are needed. Unfortunately, in Nigerian public sector, this fundamental aspect of electronic governance application is yet to be established.

**2. Epileptic power supply:** this is one major challenge that has seriously affected the implementation of e-governance in Nigeria for which Nnamdi Azikiwe University was not an exemption. Sometimes, power outage could last for hours and at times days; this disrupts activities and smooth running of events

**3. Insecurity and vandalization of government properties:** Security of an information system means protection of information and systems against accident or intentional disclosure or unauthorized access or unauthorized modifications (Layton, 2007) security is of paramount importance in e-government businesses, transactions and policies. Again, it was discovered that some persons were seriously addicted to stealing and vandalizing the University property. A good example was the constant tampering with the University solar panel which was meant to supply 24 hours power to the entire University community.

**4. Lack of Qualified Personnel and Training:** Training is the most and veritable tool of ensuring the sustenance of e-government in Nigerian public sector. Right now, there is lack of qualified personnel and professional that will handle the entire digitization of the public service. Many civil and public servants are not trained to be computer literate. This has hampered the development of e-governance in the public sector (John, 2001). No matter how educated one is, without the knowledge of basic computer application in the contemporary times, such a person is lagging behind in the scheme of events. In fact, basic computer knowledge is a predetermined option and precondition for ensuring effective e-governance and e-government. Nigerian public service is indeed in need of these professionals and also a well trained work force in basic computer knowledge and techniques.

**5. Lack of Partnership and Collaboration:** No man is an island and no country is self-contained. There is need for regional partnership and international collaborations in order to ensure global best practices in e-governance. Unfortunately, Nigeria has not gathered the momentum for such partnership neither is it showing the sign of regional collaboration in this issue. For any country to thrive in this digital era, it must go globally, seek partnership and collaborate with other advanced economies who have got to the stage of reference. This is a challenge to the public sector in Nigeria and not until this is addressed, all efforts towards e-governance in the public sector economy will not yield positive results. We need to partner and collaborate with advanced nations.

**6. Lack of Political will on the Part of Government:** political will is the propelling force that moves political office holders to doing or embarking on radical developmental strides. The government in question has not shown or demonstrated political willingness toward mainstreaming our public service in the global web pages. This inability to muster courage by the government has slowed the pace of e-governance in the public sector (Mohammed, 2003). This is evident where some important and top secret documents are still lying in the official files whereas these could have been stored in a retrieval system using computer and other electronic gadgets. For us to ensure that this is done there must be a strong will power on the part of the politicians.

## **2.3 Empirical Review**

Many scholars have had studies on e-governance and employee service delivery. Francis and Ojo (2013) investigated on challenges and prospect of implementing e-governance in Nigeria, their study examined the challenges its implementation in Nigeria would pose. It takes a cursory look at the processes involved and relating it with Nigerian environment and concludes that for success to be achieved, the following should be in place; a purposeful leader willing to embrace e-governance as a matter of government policy, creating more and effective cyber laws and cafes, making deliberate and concerted plans for training on the effective use of machineries and equipments necessary for e-governance, provision of adequate funds for hard ware's and soft ware's, establishing of community e-centers, and providing easily accessible websites of government and non governmental agencies among others.

Torres, Pina, & Royo (2005) conducted a study to examine the development of e-government initiatives at regional and local level in the EU through the opinion of agents who were directly involved in the e-governance projects. The study was quantitative in design and survey-based. Data were obtained through a questionnaire administered on 47 regional and local governments. Exploratory content analysis of data was carried out to identify the outstanding underlying characteristics and main features of the e-governance activities. They found that e-Governance activities were still in early stages in most of the EU countries and expected benefits from e-Governance is still not being realised. Besides, the study reported that, currently, political and managerial determination rather than the countries' administrative traditions are crucial to attaining the advanced stage of e-Governance at which the way government relates with the citizens becomes truly transformed.

Awoloye, Oluwaranti, Siyanbola, & Adagunodo (2008) assessed the e-Governance resource use in South-Western Nigeria. Specifically, the study examined the awareness and use of e-Governance in the study area. . E-Governance resource use was measured in terms of computer use, internet use, computer proficiency, public complaints phone number use and visit to the state government's website. The study used multiple data collection instruments including a questionnaire designed for the government employees (GEs) and non-government employees (NGEs). The study also employed interview and 'observation' as data collection instruments. Data were collected from 300 respondents, selected randomly, in the region. Obtained data were analyzed using descriptive statistics including frequency counts, percentages and measures of central tendency. Results revealed high level of awareness of e-Governance among the two categories of respondents. Internet use was found to range between 33.5-35.1% with no significant difference between the GEs and the NGEs, the computer literacy found to be averagely 80% with better proficiency found among both groups in Lagos when compared to the Ogun State. Irrespective of the categories and States, the use of public complaints phone number was found to be very low (generally less than 10%). Significant difference was found between the GEs and NGEs in terms of visits to state government websites with the GEs having higher visits. Employing the social constructivism approach to research,

Schwester (2009) investigated the factors militating e-Government adoption in the United States. The study focused on U.S. municipalities with less than 100,000 in population. The e-Government components focused on include online payment of taxes, online payment of utility bills, online payment of fines/fees, online completion and submission of permit applications, online completion and submission of business license applications/renewals, online requests for local government records, online delivery of local governments records to the requestor, online requests for services, such as pothole repair, online voter registration, online property registration, online downloading of forms for manual completion, employment information /applications, access to ordinances/codes online, access to council agendas/minutes online, electronic newsletter sent to

residents/businesses, streaming video and online communication with individual elected and appointed officials. Descriptive statistics including frequency counts, percentages and measures of central tendency were used in analyzing the study data. Findings revealed that the level of e-Government adoption is a function of finance, technology available and quality and 'quantity; of human resources available. Factors militating against e-Government adoption include political environment, privacy and security issues were found to be the important barriers to e-Government adoption in the study area

Ifinedo (2004) assessed the precursors, problems, practices and prospects of e-Government in Nigeria. The study was a chronological review of e-Government capacity development, practices and prospects in Nigeria. The study traced the official development of ICT as a principal requirement (precursor) for e-Government in Nigeria to the Nigerian telecommunication policy launched in 2000 by the General Olusegun Obasanjo led Federal Government of Nigeria. The study alleged that although e-Government capacity building proceeded the policy (traced back to 1948 in the Nigeria Airport Authority where the first computer was documented), the match towards e-Government readiness became more visible afterwards. The study reported that indicators of e-Government practice were very limited owing to poor ICT infrastructure and human resource problem. Consequently, e-Governance development was adjudged as relatively poor. In terms of prospects, the study identified appealing prospects of e-Government for effective service delivery in Nigeria. Abasilim, Gberevbie, & Ifaloye (2017) investigated the connection between e-Governance adoption and attaining effective service delivery in Nigeria and possible barriers to its attainment. The study employed qualitative ex-post-facto research design using secondary data as the basis for conclusions made. The study concludes that e-Governance is a plausible approach to attaining effective service delivery in Nigeria. It, however, made case for addressing barriers such as infrastructure (hardware and

Abdulkareem (2015) examined the challenges to the implementation of e-Government in the Nigeria public Service in a qualitative review of relevant literature. The conclusions made in the study were based on critical factor analysis of infrastructure, digital readiness among other important variables. The study reported infrastructural gap, power failure, digital divide, low ICT literacy level, theft and vandalization of ICT equipment, issues of privacy and security as critical challenges to the implementation of e-Government in Nigeria.

## **2.4 Gap in Literature**

From the review of existing literatures on e-governance, with different mode of research and application, it was noted that e-governance has the capacity to impact on employee service delivery as revealed in the empirical studies from USA, UK, Iraq, Nigeria and Iran as mentioned earlier like: Francis and Ojo (2013) investigated the challenges and prospect of implementing e-governance in Nigeria, Torres, Pina & Royo (2005) examined the development of e-government initiatives at regional and local level in the EU, Elsofany, Al-Tourki, Al-Howimel, & Al-Sadoon (2012) appraised the barriers, challenges and developmental roles of e-Government in Saudi Arabia, Mohammed (2016) investigated the challenges confronting e-Government in developing countries with special focus on Iraq e-Government initiatives, Schwester (2009) a researcher at the university of New York, USA comparatively analysed the e-Government application use by two municipalities in the United States, Shaikh, Shah, & Wijekuruppu (2016) investigated the relationship between e-Governance and public service delivery (PSD) in Pakistan, Olaitan (2015) examined the socio-cultural factors determining of adoption of e-Government services by Nigerians.

Despite the various studies carried out, non of the scholars took time examine the effect of e-governance in the administration of Professor Charles Esimone in Nnamdi Azikiwe University, Awka. It is on this basis that the researcher decided to concert effort in this area, thereby filling the gap and hence, contributing to existing knowledge.

### 3. Methodology

#### 3.1 Research Design

The research design used in this study is descriptive survey design.

#### 3.2 Population of the Study

Nnamdi Azikiwe University, Awka has staff strength of 6,350 which comprises of 2,950 teaching staff and 3,400 non- teaching staff according to the personnel unit as at December, 2023

Table 1: showing population of the study

Teaching staff	2,950
Non- teaching staff	3,400
Total	6,350

Source: field survey, 2024

#### 3.4 Sample and Sampling Techniques

For the purpose of this Study, Taro Yamine formula was used to obtain the sample size.

$$n = \frac{N}{1 + N(e)^2}$$

Where n = expected sample size; N = population of the study; 1 = constant; e = margin of error (0.05)

$$n = \frac{6,350}{1 + 6,350(0.0025)}$$

$$n = \frac{6,350}{1 + 15.875}$$

$$n = \frac{6350}{16.875}$$

$$n = 376$$

Using Proportional Sampling Technique for even selection;

$$\text{Teaching staff} = \frac{2950 \times 376}{6,350} = 175$$

$$\text{Non teaching staff} = \frac{3,400 \times 376}{6,350} = 201$$

$$\text{Total} = 376$$

### 3.3 Method Data Collection

Questionnaire, in-depth interview, focus group discussion guide (FDG) and data from secondary sources were the major tools used to elicit data for the study.

### 3.4 Method of Data Analysis

The method used to analyzing the data was simple percentage, this enhanced easy understanding. Chi-square non-parametric statistics was used to test the hypotheses..

$$\text{Percentage \%} = \frac{F \times 100}{N}$$

Where;

$$F = \frac{\text{Total number of Frequencies}}{\text{Total number of respondents}}$$

## 4. Data Analysis

io-data of respondents

This section presents the bio data of the research respondents.

**Table 4.1: Gender of respondents.**

Gender	Frequency	Percentage
Male	200	57%
Female	150	43%
<b>Total</b>	<b>350</b>	<b>100%</b>

**Source:** field survey, 2024

The table above shows the distribution of respondents by gender. 200 representing 57% were male while female respondents were 150 representing 43%. From the findings, majority of the respondent were male.

**Table 4.2: Educational qualification of respondents**

Educational qualification	Frequency	Percentage
Professor	50	15%
Ph.D	80	23%
MSc	30	7%



BSc	150	43%
FSLC	40	12%
<b>Total</b>	<b>350</b>	<b>100%</b>

**Source:** field survey, 2023

Table 4.2 shows that the respondents who are Professors were 50 in number representing 15% of the respondents. PhD respondents were 80 which represent 23%. In addition, MSc has 30 respondents representing 7% , BSc respondents were 150 which stand for 43% while 12% of the respondents were first school certificate holders of the respondents.

#### 4.3 Age Distribution of Respondents

<b>Respondent</b>	<b>Frequency</b>	<b>Percentage</b>
20-22	75	21%
23-26	80	23%
27-33	100	29%
34 and above	95	27%
<b>Total</b>	<b>350</b>	<b>100%</b>

Sources: Field survey, 2024

From the table above 75(21%) of the respondents falls between the age bracket of 20-22 years of age, 80 (23%) falls between 23-26 years of age, 100(29%) falls between 27-33 yrs of age while 95 (27%) the between the age bracket of 34 yrs and above.

#### 4.4 Marital Status of respondent

<b>Respondents</b>	<b>Frequency</b>	<b>Percentage %</b>
Single	150	43%
Married	150	43%
Widow/widower	50	14%
<b>Total</b>	<b>350</b>	<b>100%</b>

Source: field survey, 2024

The result from table 3 above showed that 150(43%) of respondents were single, 150 (44%) of respondents were married while 50(14%) of respondents are widow/widowers

#### Table 4.6 showing responses to Research Question 1

<b>S/N</b>	<b>ITEM</b>	<b>SA</b>	<b>A</b>	<b>UN</b>	<b>D</b>	<b>SD</b>	<b>N</b>	<b>X</b>
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1	ICT knowledge makes work faster and easier	200	100	0	40	10	350	5.37
2	ICT usage eliminates stress in work place	340	6	2	2	0	350	4.95
3	ICT usage makes for effectiveness in work place	90	200	20	20	20	350	3.9

Source: Field Survey, 2024

{Key: To get the mean score, multiply each item number by the figure. Example,  $(200 \times 5) + (100 \times 4) + (0 \times 3) + (40 \times 2) + (10 \times 1)$  all divided by 350}

From the above table, item 1 response on if ICT knowledge makes work faster and easier. 200 respondents were of Strongly Agreed, 100 respondents were Agreed, none was undecided, 40 were Disagreed while 10 were Strongly Disagreed, and hence it was accepted

From question 2 on if ICT usage eliminates stress in work place ?, 340 respondents were of Strongly Agreed, 6 respondents were of Agreed, 2 respondents each were undecided and Disagreed while none was Strongly Disagreed, hence it was accepted

In question 3 from the table above, it was asked whether ICT usage makes for effectiveness in work place, this was accepted as majority of the respondents were in full agreement..

RQ 2: To what extent does the availability of modern ICT gadgets boosts service delivery in Nnamdi Azikiwe University, Awka?

**Table 4.7 showing responses to Research Question 2**

S/N	ITEM	VHE	HE	UN	LE	VL E	N	X
4	The availability of modern ICT gadgets increases the morale to work	245	50	30	20	5	350	4.46
5	Modern ICT gadgets does the entire work without supervision	40	10	20	95	185	350	1.93
6	The availability of modern ICT gadgets increases efficiency	110	156	40	38	6	350	3.93

Source: Field Survey, 2024

From the table above, it is evidenced that the availability of modern ICT gadgets increases the morale to work as majority of the respondents were Strongly Agreed, hence, it was accepted.

However, on the question to find out if Modern ICT gadgets does the entire work without supervision, most of the respondents debunked the idea, hence, it was rejected.

Meanwhile, on the question asked if the availability of modern ICT gadgets increases efficiency as many of the respondents were of Strongly Agreed.

RQ 3: How does epileptic power supply affects e-governance implementation for better service delivery in Nnamdi Azikiwe University, Awka

**Table 4.8 showing responses to Research Question 3**

S/N	ITEM	VHE	HE	UN	LE	VLE	N	X
7	Epileptic power supply slows down work progress	350	0	0	0	0	350	5
8	Output is completely affected when power supply is insufficient	175	95	20	40	20	350	4.0
9	When power supply is epileptic, activities are grounded	340	10	0	0	0	350	4.97

Source: Field Survey, 2024

The table analyzing Research question 3, the question on if Epileptic power supply slows down work progress, the entire respondents Strongly Agreed to the assertion.

Again, it was asked if Output is completely affected when power supply is insufficient most of the respondents agreed to the fact, hence, making it to be accepted

Finally, when asked When power supply is epileptic, activities are grounded, 340 were strongly agreed while 10 agreed to the assertion, making it to be accepted.

## 5. Findings

- i. The deployment of e-governance in Nnamdi Azikiwe University Awka has revolutionalised appraisal system and made appraisal as easy as abc.
- ii. It has also ameliorated late coming and absenteeism as clocking in and clocking out has significantly improved commitment to work
- iii. It has helped in checking and tracing of mails.
- iv. It has improved digital payment of student's school fees and other payments.
- v. It has also improved accessing of students' results online.
- vi. It has also strengthened undergraduate and graduate programmes virtual lectures, post graduate students' oral examination and post graduate programmes application.

### 5.1 Conclusion

Despite the numerous achievements recorded, various challenges such as

Epileptic power supply; insufficient Personnel to mane various activities, Insecurity and vandalization of government properties were discovered. Layton, (2007) observed that security is of paramount importance in e-government businesses, transactions and policies. These notwithstanding, great success were achieved by the administration of Professor, Esimone, the immediate past Vice-chancellor of the institution.

### 5.2 Recommendations

- i. Deliberate effort should be made in Nnamdi Azikiwe University Awka to maintain the revolutionalised appraisal system.
- ii. The clock in and clock out system which checkmates absenteeism should be made more robust
- iii. Checking and tracing of mails digitally should be expanded to include external bodies linked to the institution
- iv. The improved digital payment of student's school fees and other payments should be made seamless.
- v. Furthermore, the digital accessing of students' results should be improved upon.
- vi. Finally undergraduate and graduate programmes virtual lectures, post graduate students' oral examination and post graduate programmes application should be structured in such a manner that internet challenges will be minimized.

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