E-governance compliance and Service Delivery in Ebonyi State Civil Service: A Study of Selected Ministries

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Abstract

In many developing countries worldwide, the civil service has significantly improved service delivery by adopting e-governance. However, in Ebonyi state, the status of e-governance remains uncertain. This study investigates the impact of e-governance compliance on service delivery within the Ebonyi state civil service, focusing on selected ministries. The study draws on cybernetic theory of communication, initially proposed by American scholar Schein Edgar (1985) and later developed by Hatch Mather and Cunliffe Ann (2006). Using a descriptive survey design, the study involves a population of 1,797. The sample size of 327 was determined using Taro Yameni's formula. Data were collected through questionnaires, and analysis involved percentage distribution tables. The findings reveal that e-governance significantly improves timeliness in policy advisory roles and enhances policy implementation efficiency in Ebonyi state. Despite these improvements, certain areas still lack full operational e-governance. As a recommendation, the Ebonyi state government should ensure that civil servants across ministries, departments, and agencies receive proper training on utilizing digital e-governance facilities.

1. Introduction

The rapid advancements in information and communication technology (ICT) have significantly impacted various aspects of human endeavors globally. Nearly every facet of human activity is now driven by ICT. Organizations have experienced the influence of information and communication technologies (ICTs) on business transactions and meeting customer demands (Daru, 2015). These advancements have led to the emergence of new products, services, and market opportunities. In organizational management, ICTs have revolutionized decision-making, planning, coordination, and control (Salihi, Jibril, & Ibrahim, 2015). Governments worldwide, including Nigeria, have actively embraced this trend. E-governance, defined by Oyediran (2017), involves the application of ICTs to deliver government services, facilitate information exchange, and manage transactions across government-citizen, government-business, and government-government interactions. It also encompasses office processes within the entire government system. E-governance leverages the internet and the World Wide Web to enhance public participation in decision-making, ensure accountability, transparency, and improve governance efficiency (Onuigbo & Eme, 2015). Its primary goal is to transform existing paper-based government procedures, making services more accessible to citizens (Akunuyili, 2010). By promoting effective governance and transparency, e-governance contributes to better resource management, growth, and development (Nchuchuwe & Ojo, 2016).

Key indicators of e-governance include the use of ICTs such as computers, telephones, websites, email, electronic payment platforms (e.g., Remita, E-banking, E-commerce), and digital systems like the Treasury Single Account (TSA), Integrated Payroll and Personal Information System (IPPIS), e-conferencing, and e-procurement (Onu, 2016; Anigbata, 2020).

Historically, Nigeria's adoption of e-governance traces back to the year 2000 when President Olusegun Obasanjo's administration introduced the National Policy on Information Technology (Abalisim & Edet, 2015). Recognizing the transformative potential of ICTs in various economies worldwide, the Nigerian government established the National Information Technology Development Agency (NITDA) through the Ministry of Science and Technology. NITDA serves as an administrative mechanism responsible for implementing the policy, leading to the adoption of e-governance in both public civil services in Nigeria (Omerie & Omeire, 2014). The civil service, as defined by Ademolekun (2002) and cited in Akintola (2017), comprises paid officials recruited on a permanent basis. Their role involves assisting political officeholders in policy formulation and implementation. Beyond political appointments, the Nigerian civil service includes workers from various ministries, departments, and agencies.

Its origins date back to the colonial period when the British government established a body to assist colonial officials in governing Nigeria as a colony. Okoli and Onah (2010) note that the civil service initially served as a tool employed by colonial masters to manage indigenous populations. I hope this provides a clearer and more professional understanding of the background related to e-governance and its impact on governance in Nigeria In the past, the civil service had a dual purpose: to pacify native rulers and negotiate treaties with native chiefs. During the period from 1914 to 1946, the Nigerian civil service operated as a unitary system, with British officials dominating the top echelons (Akintola, 2017). However, after the adoption of the federal constitution between 1954 and 1966, the Nigerian civil service transitioned to a federal structure, emphasizing administrative devolution (Nwosu, 1985, as cited in Akintola, 2017).

At the state level, civil service development began in 1967 with the creation of states in Nigeria

(Ota, Ecoma, & Wambu, 2020). Ebonyi State's civil service emerged in 1996 following the state's establishment by the late General Sani Abacha, then the Military Head of State. Civil servants from the former Enugu and Abia states joined the newly formed Ebonyi State civil service (Ebonyi State Government, 2006).

Civil servants play diverse roles, including assisting political officeholders in policy formulation, implementation, and advice. They also engage in negotiations with the public, maintain government records, plan programs, collect revenue, and draft bills (Yama, Ibeme, Ogunlola, & Ishiola, 2017). Service delivery, as defined by Orosaye (2020), involves meeting citizens' needs through efficient procedures. EL-Rufai (2006), cited in Obi, Uzor, and Chukwurah (2020), views service delivery as the performance, output, and productivity of an organization or its employees within available resources. Quality service delivery encompasses openness, transparency, participation, user satisfaction, accountability, efficiency, timeliness, and cost-effectiveness (OECD, 1996, as cited in Nwosu & Ugwuerua, 2015).

Given the changing landscape, civil servants face evolving expectations. Technological advancements, urbanization, and citizens' demands necessitate a paradigm shift from traditional bureaucratic models to embrace e-governance. E-governance compliance becomes crucial for achieving better service delivery in Ebonyi State and beyond 2024.

E-governance compliance within the civil service involves the government's interest in implementing ICT facilities such as computers, telephones, websites, and electronic payment platforms. Ebonyi State is one of the Nigerian states that has embraced e-governance. Official efforts toward e-governance compliance began in 2010 when the Ebonyi State government, under Governor Martin N. Elechi's leadership, introduced the ICT and Strategic Action Plan (IPSAP)

1. The policy was developed in alignment with the National ICT policy, the National Information Technology Development Agency (NITDA) Act 2007, Vision 20-2020, and the Transformation Agenda. Its purpose was to enhance service delivery by leveraging various ICT tools and solutions, a critical aspect of the state's development agenda. During this period, implementation efforts focused on procuring computers and training workers to efficiently manage government records, including typing, printing official documents, and maintaining confidential electronic files.

Additionally, attention was directed toward revenue collection, including taxes, vehicle licenses, certificates of ownership, and business premises. Notably, the administration introduced e-tax payment and biometric verification. The e-tax payment system facilitated tax collection through digital platforms, assigning each taxpayer an electronic barcoded number (Tax Identification Number, TIN). Biometric verification aimed to identify and eliminate ghost workers who were previously receiving payments in the state payroll

2. Furthermore, the state established websites for each ministry, department, and agency, enabling public access to information and services. Governor David Nweze Umahi, upon assuming office in 2015, reaffirmed his commitment to e-governance. He emphasized ICT as a major driver in his administration, leading to the purchase of additional ICT resources, the launch of comprehensive ministry websites, and the adoption of e-payment platforms such as Remita, the Treasury Single Accounts system (TSAs), and the Integrated Payroll Service (IPRS)

3. Remita services, an online payment platform, allowed people to make payments conveniently without barriers. The TSA unified all state accounts into a single system, ensuring transparency and proper approvals for transactions. Previously, different ministries and agencies operated multiple accounts with various banks. The adoption of

integrated payroll services streamlined and digitized public and civil servants' salaries in Ebonyi State. In summary, e-governance initiatives in Ebonyi State have significantly improved service delivery, curtailed corruption, and enhanced transparency. These efforts underscore the state's commitment to leveraging technology for effective governance and better outcomes for its citizens.

Despite the wealth of research, this critical area—assessing how e-governance influences service delivery—has received limited attention. Consequently, a gap exists, leaving room for further exploration and understanding of e-governance effects on the state's administrative processes and citizen services.

1.1 Statement of the problem

The civil service in many developed countries has significantly improved its service delivery due to the adoption of e-governance. Unfortunately, the situation appear s to be different in Ebonyi state's civil service. A closer examination reveals that e-governance compliance in developing countries, including Nigeria (of which Ebonyi state is a part), faces numerous challenges. Dode (2007), cited in Obodo and Anigbata (2018), observed that E-governance practices in Nigeria have not encountered strong opposition from bureaucrats who lack ICT proficiency.This implies that many civil servants perceive e-governance compliance as a deliberate Government effort to reduce their numbers. Abdel-Fattah and Galal-Edeen (2008) identified major challenges in Nigerian civil service e-governance, including a shortage of trained personnel to handle ICT, inadequate infrastructure (such as power supply), limited public awareness, and resistance to technological change among civil servants. Over the years, this situation has adversely affected civil servants' ability to fulfill critical service delivery functions, particularly in policy advisory roles, policy implementation, and record management in Ebonyi state. For instance,the e-governance facilities—such as the internet, websites, and social media platforms—that civil servants could use for researching government policies (both in Nigeria and globally),assessing their success or failure, and formulating effective policy advice remain underutilized." "In addition, it states that digital platforms have not been utilized to gather opinions, input, contributions, or views from citizens regarding government performance. Consequently, timely policy advice to political officeholders, aimed at addressing the real needs of the masses in the state, remains lacking.

This deficiency often leads to policies that run contrary to the interests of the people, as their consent is not sought. The issue of hunger, poverty and security challenges bedeviling the country today that necessitate the youth peaceful demonstration (end bad government and president Tinubu must go option) may be attributed to policies failure between the people and government. This stands in contrast to the practices in many developed countries in the 21st century, where e-governance has facilitated closer interaction between people and government, fostering greater participation in governance. Despite the advent of e-governance, there appears to be inefficiency in policy implementation. Civil servants should ideally focus on cost-cutting, resource management, and providing quality service delivery to the public. However, in the state, electronic record management—such as e-filing, e-documentation, and emailing—has not fully replaced manual record-keeping for sensitive government documents and data. Consequently, official documents are still stored on shelves and in files, leading to potential damage and loss. Given these circumstances, research on e-governance compliance and public service delivery in Ebonyi State becomes essential. **Objective:**

The primary aim of this research is to explore the impact of E-governance compliance and service delivery within the Ebonyi State civil service. Specifically, the study seeks to achieve the following objectives: Assess the degree to which e-governance has improved the timeliness of civil servants' policy advisory roles in Ebonyi State. Investigate how e-governance has influenced the efficiency of civil servants in implementing policies in Ebonyi State. Null Hypotheses: To guide the study, the following null hypotheses were formulated:

HO1: E-governance does not positively enhance the timeliness of policy advisory roles performed by civil servants in Ebonyi State.

HO2: E-governance does not significantly promote efficiency in the policy implementation roles of civil servants in Ebonyi State.

1.3 of the Study:

The research focuses on the impact of E-governance compliance specifically related to policy advisory roles and policy implementation within the Ebonyi State civil service.

The study will examine selected ministries in Ebonyi State from 2015 to 2024.

2.. Review of Related Literature

Concept of e-governance

E-governance, like other concepts in the field of social sciences, has been interpreted differently by various scholars. According to Oyediran (2017), e-governance refers to the utilization of Information and Communications Technology (ICTs) for delivering government services, facilitating information exchange, and managing transactions between government entities, businesses, and citizens. Oyediran emphasizes that e-governance aims to make government services more accessible, efficient, and transparent for the public.

Similarly, Adah (2017) defines e-governance as a two-way communication process that leverages information and communication technology to provide government services and ensure their availability to citizens. Abdulkareem highlights the role of ICT in enhancing governance, promoting efficiency, and improving service delivery. The adoption of e-governance aims to streamline processes, enhance speed, and maintain transparency in delivering services to the public and government agencies. Onuigbo and Eme (2015) view e-governance as the use of ICTs as an interface between the government and the public. Their perspective emphasizes improved service delivery, increased public participation in decision-making, and the need for accountability, transparency, and efficiency in governance. Akunyili (2010) similarly sees e-governance as leveraging ICTs to enhance access and delivery of government services for the benefit of all. The primary objective, as stated by the author, is to digitize existing paper-based government procedures, thereby improving accessibility and service delivery to citizens. According to Mohammed (2015), e-governance involves using the internet and the World Wide Web to provide government services to clients, with the aim of enhancing public participation in decision-making, ensuring accountability, transparency, and efficiency in governance. Backus (2001), as cited in Nwokwu and Abah (2015), defines e-governance as the application of electronic methods to enhance interactions between government and citizens, as well as between government and businesses, while maintaining internal operational efficiency E-governance compliance has revolutionized the role of civil service, shifting it from mere "government" to collaborative "governance." In this new paradigm, civil servants engage with diverse stakeholders—citizens, government agencies, enterprises, and nonprofits—to shape policies and drive implementation. Unlike the traditional bureaucratic model, e-governance emphasizes agility, transparency, and responsiveness. Considering the core functions of civil service—policy implementation, advisory roles, record-keeping, revenue collection, and budget planning—effective e-governance

compliance should manifest in several ways: Timely Information Utilization: Civil servants must adeptly leverage digital tools to assess policy outcomes worldwide. By analyzing successes and failures, they can distill best practices for effective policy formulation. Websites, social media, and internet platforms become valuable
channels for gathering citizens' views and inputs, ensuring policies address real needs.
Efficient Policy Implementation: E-governance should enhance civil servants' efficiency. They must fulfill responsibilities across ministries, departments, and agencies, even with limited resources. Negotiating business deals, interacting with private sectors, citizens, and other governments—all while utilizing e-payment platforms like Remita, e-banking, and the Treasury Single Account (TSA)—becomes essential for seamless service delivery. Accurate Record Management: The transition from manual to electronic record management is critical. E-filing, e-databases, and email systems should replace cumbersome paper-based processes. This shift guarantees speed, openness, accountability, and reliable access to government data, facilitating
 informed decision-making. Cost-Effective Work Processes: E-governance tools optimize work processes, achieving cost-effectiveness. Whether at the central or local level, governments strive for efficient service delivery. By embracing e-governance, they enhance user experience and time efficiency for both institutions and citizens. Despite these imperatives, the status of e-governance in Ebonyi State's civil service—especially regarding timeliness, efficiency, and record management—remains uncertain. Researchers have explored this topic (Onu, Ezeodili, Anigbata, Chukwuemeka, and others), yet further assessment is needed to ensure e-governance full impact on service delivery1 While numerous studies have explored e-governance impact in various sectors, including tertiary institutions, federal ministries, and agencies, there remains an uncharted territory: the extent of e-governance contribution to service delivery within Ebonyi State's civil service.

Empirical review

In the literature review, various empirical studies related to the current research topic have been conducted by different scholars. Specifically, Vanger and Atsunkare (2021) conducted a study on e-administration and administrative efficiency within the Taraba state civil service. Their research employed a survey research design, involving 4,333 staff members from ten ministries in Taraba state—the pioneers of e-administration implementation. The study utilized multistage sampling to select respondents, and data analysis included descriptive statistics and regression analysis. The study findings highlight that e-administration streamlines unnecessary bottlenecks, clarifies work schedules, and improves communication, leading to reduced work errors and increased employee morale and commitment. Interestingly, the findings suggest an inverse relationship between e-administration and short-term cost efficiency due to significant associated costs. The study concludes by recommending that the Taraba state government develop a change management model to adapt to rapid ICT-driven changes and enhances employee motivation as technology continues to evolve. Exploring the impact of automating administrative processes on government-citizen interaction in Taraba state is essential. The study highlighted here is closely related to our current research, as both investigations aim to understand the influence of ICT (specifically e-governance) on administrative efficiency. Additionally, both studies share similarities in their research design, employing a descriptive approach. However, they diverge in terms of location: the former study was conducted in Taraba state (North-East Nigeria), while our present study takes place in Ebonyi state, Nigeria. 2018,
Onu conducted a study titled 'Challenges and Prospects of E-Governance Implementation in Ebonyi State, Nigeria.' The research employed a descriptive survey design and included a

population of 500 individuals from Ebonyi state. Data were collected through questionnaires and analyzed using various methods, including simple percentage frequency distribution tables, bar charts, pie charts, and histograms. The study revealed that the main challenges hindering e-governance deployment in Ebonyi state were inadequate power supply, deficient communication infrastructure, and the high cost of computer and internet equipment. On a positive note, e-governance holds the potential to enhance government efficiency without significantly increasing state expenses. It can also reinforce democratic principles and ideologies, ultimately leading to better governance for the people. The study recommended that the Ebonyi state government address these challenges to fully leverage the benefits of e-governance. The study mentioned earlier is relevant to our current research because both studies focus on e-governance. They share a common research design—the former study used a descriptive survey research design, which aligns with our present study. However, There are notable differences between the two. The former study faced criticism due to its specific objectives. While it investigated the challenges of e-governance in Ebonyi state, it overlooked the extent to which e-governance contributes to the core functions of civil service, including policy advisory roles, policy implementation, and record management. Consequently, our study aims to bridge this gap.

Additionally, Adebayo and Bliquis (2018) conducted a study on e-governance and effective bureaucratic practices within the Nigerian civil service. Their specific objectives were to assess the adoption level of e-governance and determine its impact on service delivery in Nigeria. Like our study, they also employed a descriptive survey research design. Their study population consisted of 500 workers from both federal and state civil services. The findings revealed that e-governance remains underutilized in the Nigerian civil service and has not significantly impacted service delivery. Based on these findings, the study recommended enhancing public awareness, implementing better policies, developing infrastructure, and providing communication technology training for civil servants in the country. While the study deserves commendation for investigating the adoption of e-governance within the Nigerian civil service, it faced criticism. Specifically, it lacked specificity in identifying areas within federal and state civil service where e-governance deployment has been ineffective. Additionally, the study generalized the poor adoption of e-governance across Nigeria's civil service, overlooking the progress made by various ministries, departments, and agencies at both state and federal levels. These entities have successfully applied e-governance to enhance service delivery, particularly in fulfilling roles related to policy advice, policy implementation, and record management.

Addressing this gap is the compelling purpose of our present study. "In their 2018 study, Chukwuemeka, Okeke, and Onwuchekwa investigated the connection between E-governance and service quality within the context of the Joint Administration and Matriculation Board (JAMB) in southeastern Nigeria. The research employed a descriptive survey design, with a sample of 110 JAMB staff members selected from various offices in the region. Data were collected through questionnaires and interviews, and the analysis involved simple percentage distribution tables and correlation coefficients. Notably, the findings revealed a significant relationship between E-governance and service quality at JAMB. Based on these results, a key recommendation is that JAMB and other public sector organizations in Nigeria should actively embrace the opportunities provided by E-governance.

Theoretical anchorage

This study is based on the cybernetic theory of communication. This theory was initially proposed by American scholar Schein Edgar in 1985 and later expanded by Hatch, Mather, and Cunliffe Ann in 2006. Cybernetics examines how open systems exchange information with their

environment and compares control and communication in humans and the machines they create, as well as how humans think, behave, and learn. The fundamental assumptions of the theory are as follows: An organization is viewed as a system. A system is a collection of interdependent, interrelated, and interacting parts that form a whole or complex unit. Thus, a system comprises subsystems within a larger system, known as a supra-system. Organizations consist of various functional units that depend on one another for effectiveness. If any subsystem becomes ineffective, the entire system experiences a setback or disruption. For a system to function effectively, there must be ICT channels (e-governance) used as coordinating mechanisms linking decision centers in the system into a synchronized pattern. Systematic balances refer to equilibrium mechanisms whereby various parts of the system are maintained in structured relationships. There is energy in the systematic network. This phenomenon explains how the combined efforts of individuals or components exceed the usual mathematical sum of the individual or component units. This is often illustrated as 1+1=3 instead of 2. When organizational activities are effectively and efficiently carried out, with division of labor and specialization, and proper coordination of functional units, synergy is the result.

1. To provide flexible and powerful tools to systematically investigate the pathologies of social systems, the cybernetic model addresses inefficiencies or blockages within the domains.
2. Based on established information structures in an organization, a system can be assessed to respond to external environmental actions. If the set action does not lead to the desired outcome, the organization can adjust its structures to allow for new operations to emerge.
3. The cybernetic models can be grouped into six processes: cultural guidance, strategy implementation, structural guidance, performance assessment, single and double-loop learning, which can be used to map and interpret the pathologies of any social system.

The theory encompasses most of the variables in the research. Electronic governance is a cybernetic structure, while the Ebonyi State civil service is a system within a supra-system, which is the state at large. Any activity of these component structures affects the units that make up the whole system, either positively or negatively. The ability of the supra-system (the state) to effectively coordinate the components using ICTs will largely determine the survivability and efficiency of the entire system. Cybernetics requires synergy to perform optimally. The optimality of any cybernetic structure is directly proportional to the amount of synergy it has. For a system to thrive, it must consider its environmental variables and work out modalities for appropriate coordination. Electronic governance (cybernetic structure) requires appropriate measures to be put in place to ensure its operational efficiency and coordination. This is because, as a cybernetic structure, it has tendency to affect all the facets of the Entire system that adopts it. The theory is of relevance to the study because it holds views that are in line with the direction of the study. Contemporarily, organization management has gone beyond analogue. The 21st century organization cannot thrive in an analogue system. Therefore, organization's efficiency, effectiveness and sustainability depends largely on strategic application of e-governance platform so as to meet the demands of the modern time organizations. The theory also adopts the global best practices and benchmarks in Modern public administration by emphasizing that cybernetic are very vital and optimal for service integration and networking. It could be seen that service delivery of civil service in Nigeria which Ebonyi state is part of has been unsatisfactory, owing to the fact that the method in which the services were rendered were more of analogue in nature. This factor must have contributed in influencing Ebonyi state government to adopt e-governance in her

civil service. The aim of it adoption is to make the civil service efficient, cost effective and digitized so that citizens can enjoy the dividends of service delivery. This will further make impact on the lives of the citizens because citizens can now access service with ease at the comfort of their rooms. And in the end, it brings transformation in the state's civil service system.

3. Methodology

The study is a survey quasi experimental research design. It was adopted after the critical look at the nature of the problems involved in the study. The population consist of three categories of staff viz heads of departments, administrative staff and subordinate junior staff totalling 1,797 workers. By means of Taro yamane's sample size formula a total of 327 workers was drawn from the population. primary data was collected by means of well structured questionnaire five point likert scale was used to elicit responses from the respondents .To analyze percentage response to item in the questionnaire the option were grouped into three:1.strongly agree and agree means agreed 2.disagree and strongly means disagree 3.neutral remains neutral . The percentage responses are agreed or disagreed if the total percentage responses are 50% and above Neutral if otherwise. Thus, a mean that is less than 3.00 is disagreed; a mean value of three is neutral; while a value greater than 3.00 is agreed .Pilot test and test-retest techniques were used to determine the instrument validity and reliability. Similarly, descriptive and inferential statistics were used to analyze the data collected , while pearson product moment correlation through (SPSS) were used to test the relationship between the various variable of the study. The study also adopted kumer proportional allocation formula to ensure that each of the ministries selected for the study were represented in the sample of the study.

Table 3.1
 Population and sample size of the study.
The table below shows the population of the study and their sample sizes
Table 1: population and sample size of the study

Ministry	Jnr. Staff	Senr. staff	Total	Hummers formula	Allocated sample size
Ministry of Finance	52	89	141	141x327/1797	26
Ministry of info. and state orientation	65	94	159	159x327/1797	30
Ministry of commerce and industry	42	94	121	121x327/1797	22
Ministry of health	33	107	140	140x327/1797	25
Ministry of Education	41	76	117	117x327/1797	21
Ministry of agriculture and natural resources	62	90	152	152x327/1797	27
Ministry Of Justice	19	45	64	64x327/1797	11
Ministry of works and transport	66	114	180	180x327/1797	33
Ministry of Land, survey and Housing	49	82	131	131x327/19797	24
Ministry of public Utility	37	82	120	120x327/1797	22
Ministry of youth and sport	16	66	82	82x327/19797	15

Ministry of Infrastructural development and concession	22	55	77	77x327/1797	14
Ministry of Environment	45	73	118	118x327/1797	21
Ministry of local Government and Chieftaincy Matters	41	68	109	109x327/1797	20
Ministry of internal Security and Boarder peace	39	47	86	86x327/1797	16
Total			1797		327

Field Survey, 2024.

Data presentation
Questionnaire rate of return

Questionnaire	frequency	percentage
Number distributed	322	98.5%
Number not collected	5	1.5%
Total	327	100

Test of null hypotheses
HO1:E-governance has not significantly enhanced timeliness in policy advisory roles of civil servants in Ebonyi state.
This hypothesis was tested using responses which was scaled and correlated using the statistical package for social sciences (SPSS) version 21 at 5% level of significance
Table 3.2: correlation test of hypothesis one correlations

	E-governance	Timeless in policy Advisory role
Pearson Correlation	1	611*
E-governance Sig (2-Tailed) N.	322	011
Pearson correlation Timeless in policy Advisoery role Sig. (2-tailed) N.	611*	322
	322	322

Field Survey, 2024.
Correlation is significant at 0.01 level (2 Tailed)
The result of the test hypothesis one above revealed a correlations coefficient of 0.811 which implied that there was a significant relationship between e-governance and timeliness in policy advisory role of civil servants in Ebonyi state .Moreover the result showed a p-value of 0.011 which was lesser than the 0.05 level of significance. consequent upon the decision rule, the alternate hypothesis was accepted while the null hypothesis rejected and it was upheld that there is a significant positive relationship between E-governance compliance and timeliness in policy advisory role of civil servants in Ebonyi state.
Test of null hypothesis 2
HO2 ; E-governance has not significantly promoted efficiency in the policy implementation role of civil servants in Ebonyi state .

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		E-government	Efficiency in policy
E-Governance	Pearson Correlation	1	711*
	Sig (2-tailed)N.	322	011
Efficiency in policy implementation	Sig (2-tailed) N	771*	322
		011	1
		322	322

 Field Survey, 2024.
Correlation is significant at 0.01 level (2 Tailed)

The result of the test of hypotheses on table two above revealed a correlation coefficient of 0.771 which implied that there was a significant positive relationship between e-governance and efficiency in policy implementation role of civil servants in Ebonyi state moreover, the result showed a p-value of 0.01 which was lesser than the 0.05 level of significance. Consequent upon the decision upheld that E-governance has significantly promoted efficiency implementation role of civil servants in Ebonyi state.

Summary of findings arising from the data collected and analyzed in time with the researched questions and objectives the findings revealed that e-governance has significantly enhanced timeliness in policy advisory roles of civil servants in Ebonyi state. The could be justified by the fact that e-governance has offered the civil servants the opportunity to have access to unlimited information around the world just a click of mouse and tap of their phone button and that e-governance has positively promoted efficiency in policy implementation role of civil servants in Ebonyi state. This findings can be justified from the fact that advent of e-governance has adhered in different digital platforms such as remita ,e-banking,e-procurement, e-conferencing and sharing of information. This platform has reduced the cost of governance and expenditure in revenue collection in Ebonyi state civil service.

4. Conclusion

The study has established that e-governance has influenced every activities of man in all ramification. To that effects, Ebonyi state government, like every other state in Nigeria and developing countries has opted to entrench e-governance to ensure accountability, probity, transparency, efficiency and good governance. Evidence of this could be seen during the time of martin Elechi who adopted digital platforms such as setting up of websites and training of civil servants on the use of ICTs. Introduction of e-tax, e-payments, e-receipt and tax identification number etc to ensure efficiency in service delivery of his government. His successor David umahi also introduced TSA, e-payroll, remita, biometric verification and purchase of more ICT resources etc.

4.1 Recommendations

Based on the above findings the work recommends that governments of Ebonyi state should ensure that all the civil servants in the ministries , departments and agencies are trained and retrained on how to use the digital facilities for service delivery. And government should also ensure that all the necessary ICT infrastructure such as functional websites, state internet service and availability of power supply that will aid the successful utilization of e-governance for service delivery are put in place.

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