

**IMPACT OF E-GOVERNANCE ON PUBLIC SERVICE DELIVERY: A STUDY
OF EDO STATE CIVIL SERVICE COMMISSION**



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BY

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**A PROJECT WRITTEN AND SUBMITTED TO THE DEPARTMENT OF PUBLIC
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CERTIFICATION

This is to certify that this project work was carried out by **OKOCHA NANCY**, with
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DEDICATION

This project work is dedicated to Almighty God for his unwavering love and mercies throughout my undergraduate programme. And also to my loving parents, Mr. & Mrs. Okocha for their endless love, care, support all through my academic pursuit.

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I want to sincerely thank Almighty God, the maker of the universe for his faithfulness and grace throughout my academic pursuit and also making it possible for the Successful completion of my project work.

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ABSTRACT

The study examined the Impact of E-Governance on Public Service Delivery: A Study of Edo State Civil Service Commission. The study specifically aimed to examine the extent to which e-governance has enhanced efficiency and transparency in public service delivery in the Edo State Civil Service Commission, assess the role of Information and Communication Technology (ICT) tools in improving administrative performance within the Edo State Civil Service Commission, determine the impact of e-payment systems and digital platforms on accountability and financial management in the Commission, identify the major challenges hindering the effective implementation of e-governance initiatives in the Edo State Civil Service Commission, recommend strategies for strengthening e-governance to promote sustainable public service delivery and good governance in Edo State. A total of 400 respondents were selected from State Civil Service Commission using simple random sampling techniques. The research instrument used was a structured questionnaire designed in line with the research questions. (SPSS) was used as a method of data analysis. Base on the findings, the study concludes that e-governance has simplified administrative procedures and reduced bureaucratic bottlenecks that previously hindered effective service delivery. It was also concluded that e-governance has significantly improved the accuracy, reliability, and accessibility of information within the Commission. The study concludes that capacity building for civil servants is essential for sustaining the gains of e-governance. Continuous ICT training and retraining programs will equip personnel with the necessary skills to effectively utilize digital platforms and improve service delivery outcomes. Based on the findings and conclusion, the following recommendations were made that there is need for the Edo State Government to make substantial investments in modern ICT infrastructure to strengthen and sustain e-governance operations within the Civil Service Commission. This includes providing reliable power supply, functional servers, and stable internet connectivity to ensure smooth and uninterrupted digital service delivery. There is need for continuous capacity building of civil servants through regular ICT training and retraining programs. Such initiatives will improve digital literacy, enhance staff efficiency, and enable workers to effectively utilize electronic governance tools in their daily administrative duties. There is need for collaboration between the government and private ICT experts to drive innovation and technical support in e-governance. Such partnerships will enhance knowledge transfer, strengthen cybersecurity, and ensure the adoption of global best practices in public administration.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

In recent times, E-governance which has been conceptualized as the application of Information and Communication Technology (ICT) facilities to enhance public service delivery by converting traditional office paper processes into electronic processes has become a course for concern among scholars and public administration practitioners. E-governance in its simple term refers to the application of ICT to improve the delivery of services in the public sector to attain transparency, accountability, timeliness, and efficiency (Azeez, Abidoye, Adesina, Agbele and Venter, 2012). Onuigbo (2015) submitted that the usage of technology has permeated almost all endeavors of life including the civil service, by providing ways of ensuring easy processing and efficient delivery of services.

Electronic governance (e-governance) the use of information and communication technologies (ICTs) to deliver government services, improve transparency and citizen engagement has become central to modern public administration. E-governance initiatives aim to make government processes faster, reduce corruption, improve monitoring, and improve citizens' access to services (UN e-Government Survey, 2020) Edo State has pursued a deliberate digitalisation drive in recent years, introducing state-level digital platforms and public-sector ICT interventions intended to convert paper-based processes into online workflows; the state government publicly celebrated a full-scale e-governance transition in late 2024. These

initiatives are presented as efforts to increase efficiency, accountability and revenue mobilisation across agencies including the Civil Service Commission (ESG, 2024). According to Nwachukwu (2015), opined that information and communication technology have been an effective tool that could assist government reinvent itself faster, run cheaply, better and produce newer outcomes. The public service of any country is a major pillar in determining the development and stability of such country. This is because the public service is the engine for the processing of the vastly acquired and expanded government responsibilities of executing public policies and projects and rendering essential services to the people. In Edo State, various governmental administrations have attempted repositioning the public sector for effective and efficient service delivery through various reforms. In spite of all these efforts, the public service remains inefficient and incapable of delivering its responsibility (Oni, Oni and Gberevbie, 2015). Although from the traditional practice of administration, ICT have been in use in businesses and other fields, governments across the country are beginning to embrace and deploy information communication technology to the public service due to the fact that they have realized that the application of ICT is a useful tool that can leverage public sector organisations to change from their routine command and control organisations that are inwardly focused on administration to knowledge-based, networked, learning organisations that are externally focused on service delivery (Nwachukwu, 2015).

Ehi, (2015), highlighted that the various areas in which electronic administration could enhance effective service delivery in Edo State civil service to include; e-services, aimed at

improving the delivery of public services, such as providing public documents online (such as birth certificates, driving licenses, vehicle registration etc.), obtaining information, electronic filing systems, e-payments, e-procurement systems, online time sheets and expense account, electronic memo (e-memo), electronic application submission and approval (e.g. annual leave, sick leave, etc), word processing for generating correspondence, person-to-person communication via electronic message systems, teleconferencing services, facsimile transmission, on-line calendar systems, links to corporate files and outside services, decision support systems, the use of ICT for work-related tasks. It also include e-participation by enabling citizens to express their opinions through public discussion in the law drafting processes as well as in various forms of debate conducted at specialized web portal of the Government and a host of other activities via the World Wide Web.

Edo State Government (2024), asserted that in Edo State Civil service, ICT facilities have been applied in various aspects of administration such as in application of computers in processing documents, the integrated payroll system, e-payment system such as remita and online applications among others. However, experience from the recent workers verification exercise conducted for all categories of workers in the state shows that the workers' Bank Verification Numbers were used in tracking ghost workers. According to Olaopa (2014), the impediments inhibiting E-governance in efficient service delivery in Public Service could be linked to inadequate funds allocated to the e-governance projects, disparity between urban and rural dwellers or those with low literacy levels in accessing the internet, potential to

erode the labour needs, lack of the necessary infrastructure (electricity power supply, internet connectivity, telecommunications and computer hardware, optical fiber cables). In addition, Abasilim and Edet (2015) added that most of the public service employees' attitude to change was not favourable to E-governance as a result of their low level of computer literacy and inadequate knowledge that disqualified them in the installation, maintenance, designing and the deployment of ICT infrastructure.

1.2 Statement of the Problem

The pivotal role of the public service to the development of Edo State informs the various reforms aimed at reinvigorating it in order to be able to efficiently and effectively deliver on its responsibility. Over the years however, it appears evident that public service delivery advancement has not kept pace with the quality found in the private sector despite the awareness that effective functioning of the bureaucracy is pivotal to poverty alleviation and economic growth and development. There have been several reforms aimed at addressing the crisis of inefficiency in the delivery of quality services in the public sector. Despite these reforms, there appears to be no significant and appreciable improvement in the State's public service. The civil service is still responsive in delivering quality service to the citizens of Edo State (Osawe, 2015).

In spite of all efforts aimed at improving the administrative efficiency of the public service and repositioning it for effective service delivery, Edo State civil service remains inefficient and incapable of delivering on its responsibility, efforts to attain higher productivity the public sector have remained a wishful thinking as bureaucratic inefficiency continues to

constitute a serious concern. It has adversely affected the efficient delivery of public goods and services to the citizens (Osawe, 2015). However, the major motivating concern of this research is the seeming low level of electronic administration practices in Edo State Civil Service for effective and efficient service delivery. Hence the study examine impact of E-governance on public service delivery: A study of Edo State Civil Service Commission.

1.3 Research Question

In view of the stated problem above, the following research questions ware formulated to guide the study:

- i. To what extent has e-governance enhanced efficiency and transparency in public service delivery within the Edo State Civil Service Commission?
- ii. How have ICT tools contributed to improving administrative performance in the Edo State Civil Service Commission?
- iii. What impact have e-payment systems and digital platforms had on accountability and financial management in the Commission?
- iv. What are the major challenges affecting the effective implementation of e-governance initiatives in the Edo State Civil Service Commission?
- v. What strategies can be adopted to strengthen e-governance for improved and sustainable public service delivery in Edo State?

1.4 Objectives of the Study

The broad objective of this study was to examine the effect of e-governance on service delivery in Edo State Civil Service: A study of Edo State Civil Service Commission. Specifically, the objectives of this study include:

- i. To examine the extent to which e-governance has enhanced efficiency and transparency in public service delivery in the Edo State Civil Service Commission.
- ii. To assess the role of Information and Communication Technology (ICT) tools in improving administrative performance within the Edo State Civil Service Commission.
- iii. To determine the impact of e-payment systems and digital platforms on accountability and financial management in the Commission.
- iv. To identify the major challenges hindering the effective implementation of e-governance initiatives in the Edo State Civil Service Commission.
- v. To recommend strategies for strengthening e-governance to promote sustainable public service delivery and good governance in Edo State.

1.5 Significance of the Study

The significance of this study cannot be overemphasized given the enormous importance electronic administration in effective service delivery in Edo State civil service. In view of this, this study will be highly significant to the government in making adequate policy efforts in digitalizing the operations of the civil service system. Similarly, this research will be of

immense benefit to the public especially the civil servants in understanding the objectives and role of electronic administration in effective service delivery. Consequently, it will expose the need to make integrated efforts towards the digitalization of the civil service system.

Also, this study will be immensely significant in the field of academics since it will serve as a good reference material to future researchers given the dearth of well researched materials on E-governance and efficient service delivery in Edo State Civil Service. Finally, this study will be highly beneficial to the researcher in understanding the challenges facing digitalization of the state civil service for efficient service delivery.

1.6 Scope of the Study

This study covers e-governance on service delivery in Edo State Civil Service. The study is restricted to workers in Edo State Civil Service commission. The time frame is from 2015 and 2024. It also covers the concept of e-governance, concept of Service Delivery, concept of Civil Service, role of e-governance on Service Delivery in Edo State Civil Service.

1.7 Definition of Terms

- **E-Governance:** E-Governance refers to the application of information and communication technologies (ICTs) by government agencies to improve the delivery of public services, promote transparency, and foster citizen participation in governance.
- **Public Service Delivery:** Public service delivery is the process through which government institutions and public agencies provide essential services to citizens, such as education, healthcare, transportation, security, and utilities.

- **Efficiency:** Efficiency in governance refers to the optimal use of resources human, financial, and technological to achieve the desired outcomes with minimal waste and delay.
- **Transparency:** Transparency means openness and clarity in government operations, allowing citizens to have access to information on how decisions are made, how public funds are utilized, and how government policies are implemented.
- **Citizen Engagement:** Citizen engagement refers to the active participation of individuals and communities in decision-making processes, policy formulation, and monitoring of public services. It is a vital element of democratic governance, as it ensures that citizens' voices and needs are considered in government actions.
- **Government Operation:** Government operation encompasses the activities, processes, and mechanisms through which public institutions carry out their functions and responsibilities. It includes planning, budgeting, policy implementation, regulation, and service delivery.
- **Digital Tools:** Digital tools are electronic systems, software applications, and technological platforms that facilitate data processing, communication, and online interaction. In governance, digital tools such as mobile apps, online portals, data analytics, and cloud computing enable governments to deliver services more efficiently and transparently

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.0 Introduction

This section reviews literatures on Impact of E-Governance on Public Service Delivery: A Study of Edo State Civil Service Commission. The section shall be in three (3) sections namely; conceptual review, theoretical review and empirical review. The conceptual review will discuss concepts related to the subject matter, that is, on impact of E-Governance on Public Service Delivery: A Study of Edo State Civil Service Commission. The theoretical review will highlight and briefly discuss relevant theories on impact of e-governance on public service delivery while the empirical review will present previous studies and their respective findings.

2.1 Conceptual Review

2.1.1 Concept of E-governance

E-governance refers to the application of information and communication technologies (ICTs) such as the internet, mobile devices, and digital platforms in the processes of government operations, service delivery, and interaction with citizens, businesses, and other arms of government. In simple terms, it is the digitalization of governance to make public administration more efficient, transparent, participatory, and citizen-centric. It encompasses not only the automation of government functions but also the transformation of how citizens and businesses engage with government institutions. (World Bank, 2021). The concept goes

beyond mere computerization of existing administrative processes; it aims at re-engineering government processes to improve governance outcomes. According to the United Nations (2022), e-governance embodies four main dimensions: government-to-citizen (G2C) services such as online tax filing and license renewals; government-to-business (G2B) interactions like e-procurement systems; government-to-government (G2G) exchanges such as inter-agency data sharing; and government-to-employee (G2E) services like online payroll and human resources management systems.

In developing countries, including Nigeria, e-governance is considered a strategic tool to combat corruption, promote transparency, and enhance service delivery. It is also linked with good governance principles such as accountability, participation, efficiency, and responsiveness (Heeks, 2018). For example, the introduction of platforms like the Integrated Payroll and Personnel Information System (IPPIS) in Nigeria demonstrates how ICT can reduce leakages and ghost workers in public payroll systems. From a conceptual perspective, e-governance reflects a shift from traditional bureaucratic governance to digital and networked governance. It is about using technology to bring government closer to citizens, increase trust, reduce administrative bottlenecks, and improve policy outcomes. Scholars like Ndou (2019) emphasize that e-governance also facilitates open government, where citizens have access to data and information, thereby fostering greater civic engagement and democratic accountability.

In essence, e-governance is not just a technological innovation but a governance reform strategy. It creates an environment where public services are delivered more quickly, securely,

and inclusively, while also enabling citizens to participate more actively in decision-making processes. It aligns with the broader goals of sustainable development by promoting inclusivity, efficiency, and transparency in government operations (UN E-Government Survey, 2022) according to Thabit and Jasim (2019) defined e-governance as basically the application of electronic environment tools to control the performance of e-government in a simple, ethical, accountable and transparent manner to achieve the smart government. The aim of e-Governance is to ensure broader and deeper participation of citizens, institutions, NGOs as well as companies. In the democratic era these days, e-governance is part of participatory approach. E-governance also makes the interaction between different stakeholders in governance easier, as can be observed in G2G (Government to Government), G2C (Government to Citizen), G2B (Government to Business) and G2E (Government to Employees).

The implementation of e-governance or the modernization of the government's processes and functions via the utilization of ICT tools for changing the way the elements are served, can be categorized as e-government. Indeed, e-government is a modern form of government, and due to their non-involvement, the citizens of e-government are regarded as passive recipients of digital information and services (Harris, 2015). The e-Governance bring administrative services near to citizens and businesses, involves citizen and stakeholder to participation in planning and decisions making processes, improve mutual information communication through ICT, and enhance democratic processes at all (Harris, 2015). Sunday (2014) similarly opined that E-governance is the use of ICT by departments of government to promote accountability,

awareness creation and further guarantee openness in the administration of government. In other words, administrative and managerial processes of an organization are the major concern of E-governance. The basic focus of E-governance is the internal utilization of information and internet technologies in the management of certain resources such as human, material, capital and machines, which are arranged to aid managerial activities in an organization.

Nkwe (2012) in his argument asserted that E-governance is a shift from the traditional model of public administration. The shift is in terms of the delivery of government services to the citizens through the use of ICT. In agreement with the forgoing, Ayo (2014) described E-governance as the administration of a nation through the use of Information Communication Technology. By this definition, the adoption of technology enhances the effectiveness, efficiency, accountability and transparency in the exchange of information.

Adopting E-governance facilitates significant reduction in government expenses, while increasing the earned interest and ability to reduce government contracts (Fatile, 2012). When discussing E-governance, it is more than just talking about a government website on the internet. E-governance has some strategic objectives. The strategic objectives of E-governance are to streamline and upkeep administration amongst government, citizens, businesses and parties. Using information and communication technology would create a connection among these parties and aid the activities and procedures involved. Electronic Administration is also known as support system which motivates good administration. According to Onuigbo (2015) electronic administration refers to the application of internet

facilities in the running of the business of Administration such as recruitment, development and enforcement of policies, laws and regulations. Over the years however, it appears evident that public service delivery advancement has not kept pace with the quality found in the private sector despite the awareness that effective functioning of the bureaucracy is pivotal to poverty alleviation and economic growth and development (Nwachukwu, 2015). There have been several reforms aimed at addressing the crisis of inefficiency in the delivery of quality services in the public sector (Olaopa, 2008). Despite these reforms, there appears to be no significant and appreciable improvement in the State's public service. The civil service is still responsive in delivering quality service to the citizens of Edo State. In spite of all efforts aimed at improving the administrative efficiency of the public service and repositioning it for effective service delivery, Edo State civil service remains inefficient and incapable of delivering on its responsibility. Just as Oni, Oni and Gberevbie (2015) argued, efforts to attain higher productivity the public sector have remained a wishful thinking as bureaucratic inefficiency continues to constitute a serious concern. It has adversely affected the efficient delivery of public goods and services to the citizens (Darma and Ali, 2014).

2.1.2 Concept of Service Delivery

The concept of service delivery defies a universal conceptualization as most social science concepts do. Operationally, service as a concept refers to a product or activity that meets the needs of a user or can be applied by a user. McCourt (2022) notes that effective service delivery systems require clear standards, accountability mechanisms, and feedback loops from beneficiaries to policymakers. Without these, service delivery risks becoming inconsistent or

inequitable, especially in developing countries. d services as provided by the government in order to improve the wellbeing of the citizenry. Service delivery refers to the process through which government agencies, public institutions, or private organizations provide services to citizens or clients in an efficient, effective, and equitable manner. It encompasses the planning, implementation, monitoring, and evaluation of activities aimed at meeting the needs of the public. In the public sector, service delivery is not merely about providing services but also about the quality, accessibility, timeliness, and responsiveness of those services to citizens' demands (World Bank, 2021).

According to Pollitt & Bouckaert (2021), service delivery is a fundamental dimension of public management and governance because it represents the interface between the state and its citizens. They argue that the credibility of government institutions often depends on how well they deliver essential services such as education, healthcare, infrastructure, and administrative functions. In Nigeria, for example, the National Council on Establishments (2022) underscores that public service delivery is a key performance area in civil service reforms aimed at enhancing citizen satisfaction.

In the context of Nigeria, several reforms have sought to strengthen public service delivery by integrating digital technologies, performance management systems, and citizen engagement strategies. The National Strategy on Public Service *Reform* (NSPSR, 2022) emphasizes that service delivery must move from process-oriented to results-oriented approaches. Edo State, for instance, has implemented civil service transformation initiatives linking biometric

verification, e-payment systems, and e-governance platforms to improve efficiency and transparency in service delivery (Edo State Government, 2024). World Bank (2021) also highlights that effective service delivery depends on institutional capacity, political commitment, and adequate funding. Where these are weak, service delivery systems fail to meet citizens' expectations, leading to mistrust in government institutions. This is why frameworks such as the Sustainable Development Goals (SDGs) stress the need for inclusive, accountable, and citizen-centered service provision (United Nations, 2023).

In the words of McCourt (2022), service delivery has five way tests it must undergo in order to stand the test of time. The first way- test is efficiency test. In this test, service delivery is measured in terms of whether there is economy in the use of resources made available. Efficiency entails that managers adopt means that are cost effective in application. Next is efficacy test which measures achievement of the objectives of the programme. Service delivery is said to be efficacious when the objectives and purposes by which it was meant are achieved with minimal short comings. In the third test, the question that it raises is whether the service providers face the right incentives for alternative sources in times of modifications. This implies, whether the providers can provide another means within the shortest possible time in the event of problems and challenges in the previous services. The money worth test entails whether amounts or service charges are commensurate with the services provided. Then the fifth test that service delivery should pass is performance measurement. This means measuring the quality of services that are provided in terms of its

efficacy and conforming to the global bench marks in service delivery (Abasilim, Gberevbie, & Ifaloye, 2017).

2.1.3 The E-governance Initiative in Public Service Delivery

a. Reduced Cost of Administration

The application of ICTs in the Civil Service allows for a significant reduction in information handling cost. This process enables faster sharing of information thereby reducing the frequency with which data is collected when it is handled manually. Obviously, data collected manually costs more due to travel costs and other allowances and expenses. According to Ndou (2004) cited in Onuigbo and Eme (2015), if developing countries appropriately apply e-government initiatives, it will reduce the number of inefficiencies in processes by allowing file and data sharing across government departments, thereby contributing to the elimination of mistakes from manual procedures and reducing the required time for transactions. It is painful to observe that the cost of running governmental affairs in Nigeria has been on the rise hence the application of e-initiatives in the Civil Service has the capacity of providing cheaper administrative cost due to the digitalization of public service delivery.

b. Improved, Fast and Accurate Service Delivery

The traditional style of service delivery in the Civil Service is time consuming because of the bureaucratic nature of the Nigerian civil service. ICTs application therefore, helps to reduce waiting time and red-tapism, thereby bringing about fast and accurate service delivery. By this practice, ICTs application in public service delivery reforms public administrative process by streamlining internal processes which enables faster, speedy and more informed decision making

and transaction process. Public sector organizations in Nigeria like the National Youth Service Corps (NYSC), Joint Admissions and Matriculation Board (JAMB) and a host of others have made service delivery to the citizens more convenient, faster and accurate through the digitalization of their operations and services. For example, Onuigbo and Eme (2015) stated that JAMB utilizes e-initiatives now to conduct national matriculation examination for admission into Nigerian higher institutions of learning. This yearly examinations that usually involve over one million candidates see scripts computer-marked, and the results released and up-loaded to the website within seven working days. All over the country, what it now takes for candidates to know their results is to visit the internet site of the examination body. The revolutionary dimensions of this ICT-enhanced service can only be appreciated when compared with the former system where the examination results were anxiously awaited by the candidates for close to eight weeks. When eventually released, the notifications were sent by surface mail service through the post office. This created all sorts of mix-ups as some notifications got lost in transit partly because some candidates' addresses would have changed in the interval. Very importantly, manually marked scripts were more prone to errors than computer marked ones.

One can therefore see from the JAMB example that ICT enhances improved, fast and accurate public service delivery. ICT eliminates time-wasting, loss of documents, delay in responding to requests, and kickbacks normally associated with traditional style of service delivery. Even the idea of repeated visits to offices from a far distance, which normally takes a toll on resources, is usually reduced through ICT usage. ICTs also allows for service delivery outside normal office hours. Arguing in this direction, Ndou (2014) averred that e-government initiatives put government services online thereby reducing bureaucratic bottlenecks, offers

round the clock accessibility, fast and convenient transactions and obviously enhances the quality of services. Similarly, intergovernmental and international communication relations with other public and private organisations are made faster and convenient. This can be seen on the dominance of e-mails, which have taken over surface mails. In addition, e-government initiatives such as electronic chatting, e-conferencing/video conferencing, etc, are making the public service smarter with reduced risks of travel. These initiatives also enable both the government and the private agencies to have discussions at a distance and at the same time run their respective offices.

c. Creates Access to Transparent, Accountable and Participatory Administration

E-government initiatives have already demonstrated significant capacity for citizens to have greater access to information from public authorities in Nigeria. Public service delivery improves citizens' participation in public sector management, which is enhanced through ICTs. The opportunity generated in this perspective helps increase the transparency of decisions as citizens and the public servants interact through E-governance process. The citizens and other service recipients are allowed to contribute and exchange ideas and suggestions through electronic forum and websites. ICTs reform which is presently being experienced through e-government initiatives in Nigeria's public administration has created opportunity for public servants and citizens to have access to official information and transaction which were previously classified. This invariably enables the Federal Civil Service to harvest more data from operational systems through increment in the quality of feedback. It is therefore, obvious that government to citizens type of relationships enabled by ICTs application, which before now

created suspicion are now reduced as more information are made available through different kinds of on-line communication between the Federal Civil Service and her service recipients. ICTs usage in the Federal Civil Service therefore, enhances transparency, accountability and participatory Administration. It also reduces corrupt practices. d. Enhances Networking and Inter Governmental Relations.

ICTs provide and enhance networking of relationships among governments, customers, businesses, employees and other organisations. The successful use and diffusion of ICTs in the public sector involves a collective, multi-disciplinary and dynamic learning process (Onuigbo and Eme, 2015). This is the case of such Nigerian public agencies like NYSC, JAMB, AGIS, NOUN, WAEC, NECO, etc, that have fully embraced e-initiatives in the delivery of public services. According to Ndou (2014), the very nature and function of e-governments require network approach to put together skills, technologies, information and knowledge that span the boundaries of different governmental agencies. The application of e-government therefore, enhances the practice of Enterprise Resource Planning (ERP), which is an integrated business system that ties all the various functions of an enterprise like finance, human resource management, etc, into a cohesive system on a common database. In the view of Onuigbo and Eme (2015), ERP system may be integrated with the internet and workflow. ERP presents opportunities to the civil service in the areas of financial management, human resources management, records management, material management, etc. The establishment of integrated online network in the civil service therefore, enhances data sharing that facilities feedback.

In addition to the foregoing, services like attachment mails, online delivery of scanned files, etc, speed up bureaucratic transactions in the Civil Service. The innovations that come with

e- initiatives are reducing red-tap and similar lapses that come with traditional means of service delivery. Above all, e-government initiatives in the Civil Service enable civil servants to interact, transact and communicate electronically with business, citizens and other stakeholders. It is therefore necessary to mandate the use of ICT tools and applications for the development of new forms of citizens' participation in the Federal Civil Service. e. Boosts Competitive and Responsive Service Delivery

The digitalization of operations and services in the public sector in Nigeria means that the public sector is in a healthy competition with the private sector in delivering qualitative and productive services to the citizens. ICTs application in the Civil Service therefore, boosts competitive and responsive service delivery in the country. This development is heart-warming and commendable especially when one recalls that the private sector was on top in the use of ICTs in the country prior to the digitalization of operations and services in the public sector. According to Nweke (2017) cited in Abasilim, Gberevbie & Ifaloye (2017), the Automated Custom Data, Electronic Immigration Passport/Visa Application, Nipost Post Cash, and other similar initiatives are examples of e-government potentials in reforming public administration for increased productivity and competitiveness. According to Arjan de Jager (2008), in Olalekan, Jide and Oludare (2017), the domain of E-governance are epicentred on building services with citizens choices, increasing government accessibility, fostering social inclusion, disseminating information in responsive and responsible styles and using taxpayers resources efficiently and effectively. It also ensures transparency in the workings of government policies, providing qualitative and cost effective services to the general public, provision of single window account for all government services, enrolling responsive administration and provision of speedier,

efficient, and effective interface among businesses, citizens and governments. It provides free flow of information between departments, ministries and agencies within government, and ensuring standardized electronically-embeded decision making systems.

2.2 Major Challenges Affecting the Effective Implementation of E-Governance Initiatives in the Edo State Civil Service Commission

Despite the enormous opportunities of ICTs as a means of efficient and effective public service delivery, the situation on the ground in the Civil Service is not quite rosy. They are challenges of leadership and lack of political will; lack of infrastructure; lack of ICTs skills; attitudinal change for adoption; lack of public confidence in ICTs; safeguarding of public document/secret; lack of confidence in online interaction with government; epileptic power supply; problem of digital divide; high cost of ICTs and affordability; resistance of mind set of people; lack of comprehensive national policy on ICTs; Nigeria's low e-readiness; low ICTs literacy and usage; lack of ICTs units and functions; limited, slow or non-existent internet connectivity; inadequate ICTs funding, and; poor institutional administration structure to drive ICTs.

a. Challenges of Leadership and Political Will

Problems of leadership and political willingness are indeed a great variable constraining ICTs initiative and application in the Nigerian civil service vis-a-vis public service delivery. Like other developing nations, political influence, lack of accountability and transparency, problem of corruption, etc, are threats facing the management of e-government in the public sector of Nigeria. This condition of affairs is supported by Adiele

(2017), who argued that the notion of E-governance on its own is not suited for developing countries who want to obtain the associated benefits. According to him, political and social changes are required alongside the implementation of e-governance in the developing countries. He adds that failures due to administrative breakdown, corruption, distortions in markets and the absence of democracy should be addressed before e-government can be implemented in developing countries. The willingness of public officials and leaders is therefore, a key factor in every new initiative such as e- government.

According to Olalekan, Jide and Oludare (2017), given its complex process, risks and challenges, public organizations as well as their leaders have resisted e-government initiatives due to ignorance, policy issues and obsolete rules and regulations.

In Nigeria unfortunately, the leaders have not demonstrated enough commitment towards the utilization of ICTs to deliver public service in the country's civil service. The Civil Service is still at the stage of web presence. Even then, most of the websites of government ministries and departments are characterised by static and insufficient information that are rarely updated, few interactive features and non-existent online services. The insignificant interest of the political leaders has greatly reduced the potentials of ICTs enhancing public service delivery in the Civil Service. One can therefore, see that leadership remains the greatest challenge facing the utilization of ICTs in the Federal Civil Service.

b. Problem of Digital Divide

Digital divide refers to the gap or inequalities between people who have the resources and access to ICTs and people who do not have the resources and access to the technology. The

term also describes the discrepancy or gap between those who have the skills, knowledge and abilities to use ICTs and those who do not. In Nigeria today, digital divide is experienced between the urban rich and poor; between the rural and urban citizens; and between the ICT literate and the ICT illiterate. This manifests also in the language in which ICT content is delivered which can only be understood by a minority few. Onuigbo and Eme (2015) adduced that many Nigerians are poor and live in rural areas and as such lack access to ICTs. This means that these categories of Nigerians might not obtain important government information and services, or even consider participating in online interactions with the government. Poor and disadvantaged groups, particularly women often face special constraints in accessing ICTs and using them for their specific needs. Unequal access can therefore, worsen existing inequalities. The risks of economic exclusion suggest that the Nigerian government should be concerned with the level of connectivity and ICTs provision and with how to enable access and deploy ICTs and its content in ways that expand relevant information for the poor, increase their voice in decision-making and address bottlenecks to their lives (Azemi, Romle and Udin, 2016).

c. Low ICT Skill, Literacy and Usage

Besides the problems of leadership, digital divide, and the dearth of ICTs infrastructure in the country, e-government initiatives in the civil service lacks personnel with the requisite ICTs skills needed for public service delivery. Regardless of the existence or sophistication of ICTs, human beings remain the most critical success factor. They are the users and creators of data. They are the managers of the technology. According to Azemi, Romle and Udin (2016) opined that this particular problem of lack of qualified staff and inadequate

human resources training is pervasive and chronic in many developing countries for many years now. The problem hinges on the unavailability of human capacities that have the technical skills for installation, maintenance, design and implementation of ICTs infrastructure.

Indeed, the problem of low ICTs skill, literacy and usage impacts negatively on Nigeria's E-governance readiness index. Adiele (2017) noted that E-governance readiness is a comparative ranking of the countries of the world by the United Nations Public Administration (UNPA) Network according to two primary indicators; the state of e-government readiness; and the extent of e-participation. The key issues leading to the low e-government readiness in Nigeria are lack of technical ICTs human capacity; low ICTs literacy and usage; lack of ICTs units and functions; little or no access to ICTs infrastructure; and limited, slow and non-existent internet connectivity.

Apart from lack of technical ICTs skills in the public sector, which affects Nigeria's e-readiness, the civil service does not have the requisite in-house managerial ICTs skills. In addition, it lacks the training programmes to create a sustainable pool of staff with basic ICTs literacy, technical and managerial skills. The main consequence of this problem is the tendency to use external consultants and contractors, which makes ICTs application very expensive in the civil service.

One can see from the foregoing that human capital development is a vital prerequisite for e-government application in the federal civil service. This has become even more necessary

considering the low qualification of ICTs personnel and professionals in Nigeria. d. Problem of Adapting to Change

Problem of adapting to change is another key challenge to ICTs application in the Civil Service. Change is one phenomenon that is permanent or constant in nature but always difficult to be followed due to resistance. Resistance to change associated with ICTs application in the civil service comes about due to factors such as culture, labour, ideological issues and inertia of the options and habits. Among the foregoing factors, culture is the most challenging. Olalekan, Jide and Oludare (2017) observed that the most evident cause of resistance to ICT's application in the service is obtainable among civil servants who do everything possible to oppose the change of processes or practices that have existed for years. It is this resistance to change that makes civil servants in Nigeria to be reluctant to share information thereby resulting in policies that deny access to information and the creation of empty government websites with information of little value.

Akunyili (2010) wrote that as a way of tackling the problem of resistance to change in the Nigerian public service, the government has continued to place emphasis on cultural change to ensure civil servants buy into the new technology driven processes, rather than manual ones that have been in place for many years. There is also the need according to her for consolidation of information and cross-sectoral collaboration in order to ensure that the entire civil service and other agencies of government share information and resources to ensure that policy design and implementation are driven by holistic perspectives.

e. Lack of Public Confidence and Trust in Online Interaction with Government

The last challenge of ICTs application in the Civil Service that we discussed here is the problem of lack of public confidence and trust in online interaction with the government. Many people in Nigeria do not have confidence and trust in e-government initiatives in the civil service. This has to do mainly with questions of data protection, network and information security. Indeed, the rate with which people abuse online information and communication scares both individuals and public administrators alike from depending on ICTs. The activities of cyber criminals and hackers have continued to be on the increase in Nigeria. The presence of JAMB, NECO, WAEC and similarly establishments online in Nigeria has led to the forging of documents since users now take results and documents online. The foregoing scenario compromises personal data, authentication of data and identity management. Government regulation could play an important role through specific legislation with respect to enhancing users' sense of privacy protection in online interaction. Indeed, the difficulty that comes with securing public confidence and trust in online interaction with the government remains a threat to ICTs application in the civil service. Some civil servants in Nigeria even resist e-government initiatives in the service based on this factor. According to Nweke (2017), if ICTs application in public service delivery in Nigeria must receive boost, citizens and government should always be able to control access to their data, and how these data are stored, used, accessed and protected. To this end, the use of privacy enhancing technologies should be favoured to avoid breaching the law. These considerations are necessary to raise confidence and trust among Nigerians in embracing

ICTs in public service delivery and accordingly reduce the resistance that comes with ICTs application in the civil service.

f. Infrastructural Deficit

ICT facilities in Nigeria are urban based. Most of the telecommunication base stations are located in the urban areas, with little or no access to the rural areas. Although the teledensity rate of the nation is high at almost 90 percent now. The rate and level of internet usage in the country is not encouraging and this adds to the challenges facing the implementation of e-governance in Nigeria (Nchuchuwe and Ojo, 2015).

Infrastructure deficits have been repeatedly identified by ICTA Edo (2024) as among the most serious obstacles to successful e-governance in Edo State. Reliable power supply, consistent broadband internet, and sufficient hardware are unevenly distributed: offices in more remote or rural LGAs often lack the network stability needed for digital tools. According to the *Edo State Digital Policy* (2024), even in urban centers some offices still rely on backup generators or intermittent bandwidth, which slows down or disrupts digital workflows. Afolabi (2023), in his comparative work on similar Nigerian states, points out that infrastructure gaps lead to “digital islands” where only certain units function properly, creating bottlenecks when these units must interact with less well-connected departments.

2.3 The extent to which introduction of biometric verifications has improved payroll system and reduced ghost workers syndrome in Edo State civil service commission.

The introduction of biometric verification in Edo State Civil Service Commission represents a significant step in public sector reform aimed at improving payroll administration and eliminating the ghost worker syndrome. According to Obaseki (2023), the launch of the Edo State Residency Identity Card integrated with the National Identity Management Commission (NIMC) algorithm and linked to Bank Verification Numbers (BVNs) was specifically designed to ensure that only duly verified staff receive salaries. This measure has reportedly enhanced transparency, accountability, and the credibility of personnel records within the state service.

Biometric payroll systems have proven effective nationwide. For instance, the World Bank's State Fiscal Transparency, Accountability and Sustainability (SFTAS) Program (World Bank, 2021) documented that states implementing biometric and BVN verification achieved a 60–90% reduction in ghost workers, leading to major recurrent expenditure savings. Edo State, in aligning with this federal and international framework, has similarly sought to integrate its civil service payroll with biometric capture and automated audits to minimize fraudulent wage claims. Okeke and Anazodo (2022) argue that biometric verification systems improve workforce planning, ensure fairer wage distribution, and reduce administrative leakages. In Edo State, the ongoing integration of the Residency Identity Card with payroll data has also improved employee attendance tracking and human resource planning, thus strengthening internal controls. Moreover, Adeyemi and Olayinka (2020) observe that biometric payroll

systems enhance public confidence in government service delivery by demonstrating a commitment to transparency and good governance.

Adeyemi and Olayinka (2020) asserted that there is limited publicly available data quantifying how many ghost workers have been purged from Edo State's payroll or the exact financial savings realized. This mirrors findings from Afolabi (2023), who notes that while biometric reforms in Nigerian states have been widely adopted, the impact is sometimes undermined by poor data management, weak enforcement, or political interference. Therefore, continuous verification exercises, independent audits, and publication of savings are necessary to consolidate gains and deter future fraud. Nevertheless, evidence from other Nigerian states reinforces the potential of this approach. In Kaduna State, biometric verification reportedly led to the removal of over 20,000 ghost workers, saving billions of naira annually. Such precedents indicate that Edo State could replicate or even surpass these outcomes, provided the reforms are fully institutionalized and data transparency is prioritized (Kaduna State Government, 2022).

2.4 The adoption of e-payment enhancement on efficient service delivery in Edo State civil service commission.

The adoption of electronic payment (e-payment) mechanisms in Edo State has reshaped how the Civil Service Commission administers salaries, allowances and other financial interactions, strengthening efficiency, transparency and timeliness of service delivery. By moving away from largely paper-based and cash processes toward integrated electronic

platforms, the Commission has reduced transaction delays, improved recordkeeping and made salary disbursements more predictable for workers. The Edo State government's rollout of digital service portals and cashless payment procedures combined with the Internal Revenue Service's online payment infrastructure has enabled more reliable processing of payroll-related transactions and helped to institutionalize controls that reduce human bottlenecks and leakages (Edo State Government, Payment Processes document, 2022).

E-payment adoption has also supported better financial reconciliation and oversight. Electronic payment trails provide the Commission and the State Accountant-General with machine-readable records that simplify bank reconciliation, audit processes and internal control reviews; these digital trails have made it easier to detect anomalies, address payroll queries quickly, and ensure that funds reach intended beneficiaries without unnecessary intermediaries (Edo State Audited Financial Statements, 2023). The modernization agenda under EdoSTEP and the state's public-service digitization efforts further underscore how e-payments form part of a broader reform that links administrative modernization to efficient public service outcomes (Edo State Government, EdoSTEP Executive Summary, 2024).

At the macro level, the national trend toward cashless and e-payment expansion has created an enabling environment for state-level reforms. Nigeria's rapid growth in e-payment transaction volumes and the Central Bank of Nigeria and industry actors' work to strengthen payment rails—means that states like Edo can leverage matured payment infrastructure (NIBSS, 2022; World Bank, Digital Economy Diagnostic, 2021). This broader ecosystem has

reduced the technical barrier to adoption and enhanced interoperability with banks, BVN verification and other financial service platforms that the civil service depends on for payroll execution. The result has been more timely salary payments (which improves staff morale and productivity), fewer manual interventions, and reduced operational costs associated with physical cash handling (NIBSS, 2022).

The shift to e-payments has not been purely technical; it has produced measurable administrative benefits. Timely e-salary disbursements and automated receipts have reduced the volume of payroll complaints and litigation stemming from payment delays, while electronic pension and gratuity channels have streamlined benefits administration for retiring staff and disengaged workers (Edo Judiciary payment systems and Edo State pension disbursement frameworks, 2023–2024). Moreover, the use of electronic payment platforms supports accountability by enabling faster audits and reconciliation, which strengthens public confidence in civil service remuneration practices (Edo State Audited Financial Statements, 2023).

Nevertheless, the effectiveness of e-payment enhancements depends on complementary reforms. Reliable internet connectivity, robust IT support, staff training in digital processes, strong data security practices, and integration between HR, payroll and financial management systems are indispensable. Where these elements are weak, e-payment rollouts can produce new problems—failed transfers, reconciliation backlogs, or exclusion of staff without bank accounts or valid BVNs underscoring the importance of inclusive implementation strategies

(World Bank, Digital Economy Diagnostic, 2021; Edo State Payment Processes, 2022). The Edo State Internal Revenue Service's outreach and online registration campaigns point to efforts to widen digital participation, but continuous capacity building and periodic system audits remain essential to sustain gains (Edo State Internal Revenue Service, n.d.).

In sum, e-payment enhancements in Edo State have materially improved the efficiency of the Civil Service Commission's service delivery by making payments timelier, records easier to audit, and operations less susceptible to manual error. These gains are most pronounced where e-payments are integrated with broader reforms digital identity, payroll automation and fiscal transparency initiatives and where infrastructure and capacity investments accompany technical deployments. To consolidate and scale these benefits, Edo State should continue to strengthen system interoperability, ensure universal bank/BVN coverage for civil servants, invest in IT support and cybersecurity, and publish routine performance data (payment timeliness, reconciliation rates, incidence of failed transfers) so that the reform's impact can be transparently monitored and improved over time (Edo State Audited Financial Statements, 2023; EdoSTEP Executive Summary, 2024; NIBSS, 2022; World Bank, 2021).

2.5 How the use of ICT facilities have influenced administrative processes in Edo State civil service commission.

The use of Information and Communication Technology (ICT) facilities has reshaped administrative processes within the Edo State Civil Service Commission, driving faster decision-making, better recordkeeping and more accountable service delivery. The state's

digital strategy articulated in the Edo State Digital Policy and implemented through platforms such as EdoGov and the state ICT Agency has focused on automating routine administrative tasks, centralizing personnel records, and connecting citizen and staff identity systems so that transactions, approvals and payroll-related functions can be executed with fewer manual interventions. As a result, human resource administration that once depended on paper files and in-person verifications now relies on electronic staff registers, e-registration workflows, and machine-readable identity tokens that substantially reduce processing times for appointments, confirmations, transfers and retirement benefits (Edo State Digital Policy, 2024; ICTA Edo, 2024).

Practically, the introduction of e-registration for workers across the state's 18 local government areas has provided a single, searchable staff database that improves accuracy and cuts duplication. The digital staff register allows the Civil Service Commission to validate appointments against a central repository, reconcile payroll entries against verified personnel records, and expedite recruitment and promotion processes by making qualifications and service histories immediately available to decision makers (Channel TV, 2021; Edo State Government, EDSGTC Executive Summary, 2024). Where approvals used to take weeks because of couriered documents, many routine clearances are now completed in days via online workflows—freeing administrative staff to focus on oversight and policy matters rather than low-value paperwork.

Linking digital identity initiatives (notably the Edo Residency Identity Card and its integration with national identity systems) to internal civil service systems has strengthened

verification and reduced opportunities for fraud. By tying personnel records to biometric or uniquely identifiable tokens, the Commission can verify the identity of staff remotely and prevent the creation of fictitious records that previously inflated payrolls and slowed administrative action. The residency card and related identity infrastructure also enable cross-agency interoperability: HR records, payroll systems, pension administration and service delivery platforms can now exchange validated identity information, which smooths inter-departmental clearances and supports faster benefit processing (Obaseki, 2022; Edo State Digital Policy, 2024).

From an oversight and audit perspective, ICT facilities have dramatically improved traceability. Electronic transaction logs, time-stamped approvals, and digital payment trails have made it easier for internal auditors and the Accountant-General's office to reconcile accounts, investigate anomalies and close out queries. The availability of machine-readable records has reduced the cost and time of financial audits and increased transparency in wage administration and benefits payment. This auditability has a behavioural effect as well: awareness that actions leave durable, reviewable trails reduces opportunities for discretionary abuse and motivates more timely compliance with rules. (Edo State Audited Financial Statements; World Bank, 2021).

ICT adoption has also brought operational benefits to service access and delivery. Civil servants can now lodge service requests (e.g., leave approvals, training nominations, disciplinary responses) through online portals, track their status, and receive prompt notifications improvements that raise staff satisfaction and reduce time lost to administrative

bottlenecks. Training modules and digital learning resources hosted on state platforms enable continuous professional development at scale, while data analytics drawn from administrative systems support evidence-based workforce planning, allowing the Commission to identify skill gaps and target interventions more effectively (EdoSTEP, 2024).

Despite these gains, challenges remain that shape the net influence of ICT on administration. First, infrastructure gaps intermittent internet connectivity in some localities and insufficient hardware or technical support in smaller agencies limit consistent access to digital tools and can create parallel paper processes (EDSGTC Report, 2024). Second, digital literacy among some cadres of staff is uneven, requiring sustained training and change-management to ensure systems are used as intended rather than bypassed. Third, data governance and cybersecurity risks require robust policy responses; without strong data protection, centralized staff records become attractive targets and may erode trust if breaches occur (ICTA Edo, 2024; World Bank, 2021). Finally, full benefits depend on seamless integration across legacy HR, payroll and pensions systems partial integration can produce reconciliation headaches and reduce the efficiency dividends of digitization (Channel TV, 2021).

According to Obaseki, (2022), the deployment of ICT facilities in the Edo State Civil Service Commission has meaningfully modernized administrative processes: it has accelerated routine transactions, strengthened identity verification, improved auditability, and created new avenues for staff development and data-driven management. The reforms are part of a wider state digital transformation that includes the Residency Identity Card project and broader e-governance platforms, signaling institutional commitment to sustained modernization. To

consolidate and deepen these gains, the state should continue investing in connectivity and hardware for underserved areas, scale digital literacy programmes, complete system integration across HR/payroll/pensions, and enforce robust data-protection and cybersecurity measures steps that will ensure ICT becomes a durable enabler of efficient, transparent civil service administration.

2.6 Barriers to Effective e-governance Implementation in the commission.

1. Limited Digital Literacy and Change-Management Capacity

Okeke & Anazodo (2022) demonstrated that staff training is often superficial or irregular; many civil servants have basic computer skills, but fewer are familiar with specific e-governance tools, workflows or software. The World Bank's *Digital Economy Diagnostic* (2021) similarly shows that lack of capacity is as much a cultural issue as a technical one: resistance to change, fear of redundancy, or simply uncertainty about using new systems slows down adoption. In Edo State, ICTA reports (2024) show workshops have been held, but their frequency and reach are insufficient, especially for older or lower-ranked employees who tend to lag in digital fluency.

2. Institutional Fragmentation and Legacy Systems

The Edo State Government Transformation Centre Report (2024) emphasizes that many systems (HR records, payroll, pensions, procurement) are siloed and built on legacy platforms that do not communicate with each other. Okeke & Anazodo (2022) describe how incompatible data formats or redundant databases require manual reconciliation: for example, payroll entries must sometimes be cross-checked by hand against paper files, which

reintroduces delays and errors that e-governance is meant to eliminate. Afolabi's survey (2023) across Nigerian states highlights that institutional fragmentation often yields multiple versions of staff records, which complicates verification, especially in ghost worker removal and payroll audits.

3. Cybersecurity and Data Protection Risks

ICTA Edo (2024) raises concerns over inadequate data protection policies, weak encryption practices, and legacy systems prone to vulnerabilities. Afolabi (2023) notes that as states centralize sensitive human resource data, they become targets for identity fraud or external cyberattacks, yet many do not have robust incident-response protocols or well-defined legal frameworks for data privacy. The *World Bank Digital Economy Diagnostic* (2021) argues that lack of trust among staff and the public in electronic systems often traces back to fears over how personal data is stored and used.

4. Funding Constraints and Sustainability Issues

According to the *Edo State Audited Financial Statements* (2023), while initial funding for e-governance projects has been allocated, there are sporadic delays in disbursement for maintenance, software licensing or upgrades. Okeke & Anazodo (2022) found that projects sometimes stall or revert to manual processes because routine support (like server maintenance, backup, updates) is underbudgeted. Afolabi (2023) also notes that donor- or grant-driven ICT initiatives tend to perform better in the short term but suffer when external funding ends, unless local budgetary commitment is sustained.

5. Resistance to Change and Institutional Culture

World Bank (2021) emphasizes that even with perfect infrastructure and systems, human factors often inhibit e-governance: entrenched bureaucratic practices, lack of incentive for digital compliance, or fear that transparency will expose malpractice. Okeke & Anazodo (2022), in Edo State specifically, report anecdotal cases where clerks or middle managers prefer paper-based approvals because these allow informal control over delays or customization, which digital systems reduce. Afolabi (2023) argues that without top-level leadership endorsement, continuous communication and reward structures for digital adoption, resistance becomes passive but pervasive.

2.7 Theoretical Framework

This study is anchored on the Technology Acceptance Model (TAM). The Technology Acceptance Model (TAM) was proposed by Fred Davies in 1989 and emphasises the acceptability of an information system and its impact in an organization.

The objective of this model is to predict the acceptability of a tool for use and to identify the modifications which must be brought to the system in order to make it acceptable to users. This model proposes that the acceptability of an information system is determined by two main factors: perceived usefulness and perceived ease of use (Ajibade, Ibietan, and Ayelabola, 2017). TAM posits that perceived usefulness and perceived ease of use determine an individual's intention which serves as a mediator of actual system use. Perceived usefulness is also seen as being directly impacted by ease of use (Ajibade, Ibietan, and Ayelabola, 2017). Technology Acceptance Model (TAM) introduced two new constructs; perceived usefulness and perceived ease of use. The first construct

(perceived usefulness) believes that the usage of an application would increase performance while the other construct (perceived ease of use) believes that the use of application would make work stress-free (Shih, Shing & Chien, 2011).

Technology Acceptance Model is relevant to the Nigerian civil service as it explains the role played by self-efficacy, perceived cost, technological infrastructure, power supply, and internet facilities to support the adoption of E-governance and its impact on effective service delivery. Technology Acceptance Model is useful in explaining the acceptance, application, relevance and effectiveness of modern technologies in information sharing among citizens, public servants, government and galvanises public service delivery. The application of TAM to a study like this underscores user's technological behaviour and actual utilization. This is because, there appears to be factors inhibiting the overall adoption of E-governance and its consequent impact on effectiveness and efficiency in public service delivery to the people.

2.8 Empirical Review

Cuadrado-Ballesteros, Santis and Bisogno (2021) examine the nexus between public-sector Financial Management and E-government. Survey research was adopted and sampled 33 Organization for Economic Cooperation and Development (OECD) countries. The researchers found that there is need to adopt a holistic perspective that considers not only technological issues but also the quality and integrity of information, its international comparability, and the socioeconomic context.

Abagissa (2018) investigated the effects of e-governance on customers' satisfaction in Addis Ababa water and sewerage authority, Ethiopia. The study employed both quantitative and qualitative data were collected to analyze the effects of e-governance on a sample of 330 users of water billing. The researcher found that that egovernance has brought positive effect on service delivery by enhancing the customers' perception on the service delivery and their satisfaction even though the satisfaction level is moderate.

Sanmukhiya (2019) examined the impact of E-governance dimension in the Republic of Mauritius. The egovernance dimensions studied include, 'Perceived Ease of Use' (PEOU) and 'Perceived Usefulness' (PU) of the Technology Acceptance Model; 'Collaboration' and 'Participation' 'Trust' and 'Transparency'. A descriptive survey research design was adopted and structured questionnaires administered to 157 citizens The Pearson's correlation coefficients, independent samples T-tests, one way/Welch ANOVA and Games-Howell post hoc tests were used to test the hypotheses of the study. The researcher found that positive attitudes towards 'Perceived Ease of Use' and 'Perceived Usefulness' but unveiled negative attitudes towards the 'Collaboration' and 'Participation' 'Trust' and 'Transparency' dimensions of e-governance. The researcher further found that citizens' perceptions were only influenced by age, education, and frequency of e-government use.

Uju (2019) examined the effect of e-governance on public financial management in federal ministry of finance, Abuja, Nigeria. The study adopted survey research design and documentary method of data analysis from 2007-2017. Also, a structured questionnaire and an in-depth interview guide, were used for data collection. Secondary sources of data collection were also

utilized. Data collected through the quantitative method were analyzed using mean, standard deviation, and ANOVA. The study found out that to a high extent the application of e-governance principles in public financial management increased revenue generation in the Federal Ministry of Finance, Abuja, between 2007 and 2017. It was also found that out that the application of e-governance principles greatly enhanced several aspects of accountability in the Federal Ministry of Finance, Abuja, between 2007 and 2017.

Pandey and Risal (2019) examined the impact of impact of Social Governance on e- Governance in Nepal. Survey research design was adopted in the study and questionnaire was purposively administered to 393 respondents of the study. Descriptive and inferential statistics were employed in the study and summarize the data and test the hypotheses of the study. The researcher found that found the positive and significant relationship between social governance and e-governance practices. It showed that people's awareness regarding technology, relation with the society, participation and knowledge on second language is essential for the effective implementation of e-governance.

Rajib and Hoque (2016) examined the application of Information and Communication Technology (ICT) in the Public Sector Accounting (PSA) of a developing country, Bangladesh. This study adopted document analysis and focus group interview to understand the application of ICT in the PSA of Bangladesh. The findings of the study show that different accounting authorities of Bangladesh government seem to have benefited from ICT based PSA.

Ojeka, et al (2016) examined impact of E-Governance and Public Sector Financial Disclosures of Government Agencies in Nigeria. The study employed content analysis to get dat for the

study. This study analyzed the contents of various government parastatals website to determine whether these agencies make financial disclosure and the extent to which those disclosures are made. The researchers found that twenty-one of the twenty-four Ministries had a functional website whereas two others (Ministry of power, works and housing; FCT) had no website. Ministry of petroleum resources as at the time of carrying out this research, had their website not available (n/a) on the internet.

Singh, Pathak, Naz and Belwal (2010) investigate and explore the potential of e-governance applications in three countries representing three different regions of Asia, Africa, and Oceania. Survey research design was adopted and questionnaire was administered to over 918 citizens of citizens in India, Ethiopia and Fiji using via convenient sampling technique. The researchers found that that e-governance is positively related to government, “citizen relationship and corruption reduction.

From the literature reviewed it is evident that there is gap in literature on the impact of e-governance on public sector financial management and accountability in Edo State, Nigeria. Prior studies have been outside the scope of this current study, thus, this gap identified was also the motivation of the study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter establishes the methodological approach which was used to examine Impact of E-Governance on Public Service Delivery: A Study of Edo State Civil Service Commission. This section will be divided into the following sections: research design, study population, area of study, sample size, sampling technique, instruments of data collection, method of data collection, method of data analysis and ethical consideration.

3.2 Research Design

A research design is a planned method on how data are collected, analysed and the extent to which conclusions reached are applicable and generalized (Omorogiuwa, 2019). For this research study, the survey research design method will deployed and used to obtain the people's opinion through research schedule.

3.3 Area of Study

Edo State, located in Southern Nigeria, consists of 18 Local Government Areas with a population exceeding 4 million (National Population Commission, 2022). The state is known for its dynamic political landscape, frequent administrative reforms, and history of consultant-led interventions in civil service operations. These characteristics make it an appropriate case

for examining the intersection of formal rules and informal power structures in subnational governance (BudgIT, 2023).

3.4 Population of the Study

The population is the group of interest to the researcher, the group to which she would like the result of her study to be generalized (Omorogiuwa, 2019). According to a 2019 report, Edo State's own civil service had approximately 3,044 employees at that time, as disclosed by Princess Ekiuwa Inneh, Chair of the Civil Service Commission

3.5 Sample Size

In order to determine the sample size, the total population of the study was used to calculate the sample size for assessing impact of e-governance on public service delivery: A study of Edo State Civil Service Commission. The study used a 5% level significance, and the sample size will be calculated using the Yaro Yamane formula.

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

Where

- n = sample size (number of respondents)
 - N = Population of the study
 - e = level of significance/Error estimate at 5%
 - 1 = Constant
- $$n = \frac{N}{1 + N(e)^2} = \frac{3,044}{1 + 3,044 (0.05)^2}$$

$$\frac{3,044}{1 + 3,044 \times 0.0025}$$

$$\frac{321,038}{1+3,044}$$

$$\frac{3,044}{8.61} = 353.66$$

The result indicates that the sample size was approximately 353.66, which is rounded up to 400 and it represents a small portion of the total population, in order to maintain a 90% confidence interval. However, the sample size was rounded up to 400 to ensure that there is sufficient evidence and reliable results from the findings.

3.6 Instrument of Data Collection Instrument

The essential instrument that was used is the questionnaire to get responses from the respondents. In this study it is justified due to its suitability for gathering responses from a large sample size of 400 respondents, it allows for efficient and cost-effective data collection providing standardized responses that enable easier data analysis and comparison. The questionnaire will contain two sections. The first section seeks to identify characteristics of the respondents in the study and the second section seeks the information on impact of E-governance on public service delivery: A Study of Edo State Civil Service Commission.

3.7 Validation and Reliability of the Instrument

The validity of the instrument was established by my project supervisor and any other experts in the department. The questionnaire statement was scrutinized and corrections made

to produce the final instrument. Reliability demonstrates that the study can be repeated with the same outcome. Joppe, (2000) defines reliability as the extent to which results are consistent over time and an accurate representation of the total population under study.

3.8 Method of Data Analysis

This study adopts both descriptive and inferential statistics in analysis of data. The analysis will be structured into two sections. The first part covers the descriptive statistical properties including summarizing and presenting of the demographic data in simple percentages, table, and chart. The second part of the study adopts an inferential statistic like Pearson correlation to test the generated hypotheses at 95% confidence interval through Statistical Package for Social Sciences (SPSS) software.

3.9 Ethical Consideration

Ethical considerations are essential in this research, particularly in studies involving human participants. These guidelines ensure the participants' rights, safety, and well-being are protected throughout the research process. In the context of researching sensitive topics such as Impact of E-Governance on Public Service Delivery: A Study of Edo State Civil Service Commission.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter presents the analysis and interpretation of the data collected for the purpose of which this study developed. The analysis therefore involves the use of statistical methods in order to provide a rich background for the investigation. The statistical tool employed is the descriptive statistics which are used to provide the initial characterization of the data. The statistical analysis was use with the goal of performing the empirical analysis and obtaining estimated coefficients which are valid enough to test the hypotheses in the study. As explained in the previous chapter SPSS was used as statistical package in this study. 400 questionnaires were distributed to the respondents of which the researcher was able to retrieve all the instruments used and this represent 100% participation of the respondents based on the distributed questionnaire. Hence, the data analysis was conducted using simple percentage (%) statistical techniques to test the frequency of the personal data of the respondents and the frequencies of their responses to the research questions. This was to ensure simplicity and clarity of the responses.

4.1 Data Presentation and Analysis

Frequency Table

Table 4.1.1: Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	104	26.0	26.0	26.0
Female	296	74.0	74.0	100
Total	400	100%	100	100

Source: Field Survey, 2025

From the above sex distribution table, 104 respondents representing 26.0 were male, and 296 respondents representing 74.0 were female. In the above it can be seen that the respondent consists of both male and female.

Table 4.1.2. Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18-23yrs	120	30.0	30.0	30.0
24-29 years	161	65.3	65.3	95.3
30-33 years	13	3.3	3.3	98.6
34-35 & above	6	1.4	1.4	100
Total	400	100%	100	100

Source: Field Survey, 2025

On the age distribution table above, 120 respondents representing 30.0 were below 18-23 years, 161 respondents representing 65.3 were between the age of 24-29 years, 13 respondents representing 3.3 were between the age of 30-35 years, 6 respondents representing 1.4 were between the age of 36 and above.

Table 4.1.3: Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	172	43	43	43
	Married	191	47.8	47.8	90.8
	Separated	15	3.8	3.8	94.6
	Divorced	22	5.4	5.4	100
	Total	400	100	100	100

Source: Field Survey, 2025

On the marital status of the respondents, 172 respondents representing 43 were single, 191 respondents representing 47.8 were married, 15 respondents representing 3.8 were separated, while 22 respondents representing 5.4 are divorced. Base on the above it could be deduced that most respondent were married.

Table 4.1.4: Religion

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Christianity	267	66.7	66.7	66.7
	Muslim	120	30.0	30.0	96.7
	African Tradition Religion	13	3.3	3.3	100
	Total	400	100	100	100

Source: Field Survey, 2025

On the religion of the respondents, 267 respondents representing 66.7 are Christian, 120 respondents representing 30.0 are Muslim, while 13 respondents representing 3.3 practice

African tradition religion. It can be deduced from the statement that respondents are Christian are more.

Table 4.1.5: Occupation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Civil servant	107	26.7	26.7	66.7
	Technician	160	40.0	40.0	40.0
	Trader	80	20.0	20.0	86.7
	Student	53	13.3	13.3	100
	Total	400	100	100	100

Source: Field Survey, 2025

On the occupation, 160 respondents representing 40.0 are civil servant, 107 respondents representing 26.7 are Technician, 80 respondents representing 20.0 are trader, 53 respondents representing 13.3 are student. The above statement deduced that respondent are civil servant are more.

Table 4.1.6: Educational Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No formal education	10	6.7	6.7	6.7
	Primary education	30	20.0	20.0	26.7
	Secondary education	50	33.3	33.3	60.0
	Tertiary education	60	40.0	40.0	100.0
	Total	400	100	100	100.0

Source: Field Survey, 2025

On the educational level of the respondents, 10 respondents representing 6.7 had formal education, 30 respondents representing 20.0 had primary education, 50 respondents representing 33.3 had secondary education while 60 respondents representing 40.0 had tertiary education. The above statement showed that respondents who had tertiary education are more.

4.3 Analysis of Research Question

SECTION B: Impact of E-governance on public service Delivery: A Study of Edo State Civil Service Commission

Objective 1: The extent to which e-governance has enhanced efficiency and transparency in public service delivery in the Edo State Civil Service Commission.

Table 4.3.1: E-governance has made the delivery of public services faster and more efficient in the Commission.

	Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	50	12.5	12.5	12.5
	Disagree	20	5.0	5.0	17.5
	Undecided	30	7.5	7.5	25.0
	Agree	100	25.0	25.0	50.0
	Strongly Agree	200	50.0	50.0	100.0
	Total	400	100	100	100

Source: Field Survey, 2025

From the above table it shows that 50 respondent representing 12.5 strongly disagree, 20 respondents representing 5.0 disagree, 30 respondent representing 7.5 were undecided, 100 respondents representing 25.0 agree, 200 respondents representing 50.0 strongly agree. On the above respondent opinion, it can be seen that respondents who strongly agreed to the statement are more.

Table 4.3.2: The introduction of e-governance has increased transparency in the operations of the Edo State Civil Service Commission.

Response		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	30	7.5	7.5	7.5
	Disagree	55	13.75	13.75	21.25
	Undecided	75	18.75	18.75	40
	Agree	50`	12.5	12.5	52.5
	Strongly Agree	190	47.5	47.5	100.0
	Total	400	100%	100%	100%

Source: Field Survey, 2025

When respondents were asked if the introduction of e-governance has increased transparency in the operations of the Edo State Civil Service Commission. 30 respondents representing 7.5 strongly disagree, 55 respondents representing 13.75 disagree, 75 respondents representing 18.75 were undecided, 50 respondents representing 12.5 agree and 190 respondents representing 47.5 strongly agree.

Table 4.3.3: The use of digital platforms has reduced bureaucratic delays in service delivery

Response		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	70	17.5	17.5	17.5
	Disagree	50	12.5	12.5	30
	Undecided	30	7.5	7.5	37.5
	Agree	100	25	25	62.5
	Strongly Agree	150	37.5	37.5	100

Table 4.3.3: The use of digital platforms has reduced bureaucratic delays in service delivery

	Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	70	17.5	17.5	17.5
	Disagree	50	12.5	12.5	30
	Undecided	30	7.5	7.5	37.5
	Agree	100	25	25	62.5
	Strongly Agree	150	37.5	37.5	100
	Total	400	100	100	100

Source: Field Survey, 2025

Most of the respondents reviewed that the use of digital platforms has reduced bureaucratic delays in service delivery. In the above table 70 respondents representing 17.5 strongly disagree, 50 respondents representing 12.5 disagree, 30 respondents representing 7.5 were undecided, 100 respondents representing 25 agree, 150 respondents representing 37.5 strongly agree.

Table 4.3.4: E-governance has improved the accuracy and accessibility of public information in the Commission

	Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	68	17	17	17
	Disagree	20	5	5	22
	Undecided	50	12.5	12.5	34.5
	Agree	89	22.25	22.25	56.75
	Strongly Agree	173	43.25	43.25	100.0%
	Total	400	100.0	100.0	

Source: Field Survey, 2025

Most of the respondents reviewed that E-governance has improved the accuracy and accessibility of public information in the commission. In the above table, 68 respondents representing 17 strongly disagree, 20 respondents representing 5 disagree, 50 respondents representing 12.5 were undecided, 89 respondents representing 22.25 agree, and 173 respondents representing 43.25 strongly agree. **It** can be concluded that respondents who affirmed that E-governance has improved the accuracy and accessibility of public information in the Commission are more.

Objective 2: The role of Information and Communication Technology (ICT) tools in improving administrative performance within the Edo State Civil Service Commission.

Table 4.3.6: ICT tools have enhanced data management and record keeping within the Commission

	Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	90	22.5	22.5	22.5
	Disagree	20	5	5	27.5
	Undecided	30	7.5	7.5	35
	Agree	82	20.5	20.5	55.5
	Strongly Agree	178	44.5	44.5	100
	Total	400	100.0	100.0	

Source: Field Survey, 2025

From the table of the analysis, 90 respondents representing 22.5 strongly disagree, and 20 respondents disagree to the assertion that ICT tools have enhanced data management and record keeping within the Commission. 30 respondents representing 7.5 were undecided, 82 respondents representing 20.5 agree, and 178 respondents representing 44.5 strongly agree.

Table 4.9: The use of ICT facilities has improved communication and coordination among departments

	Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	45	11.25	11.25	11.25
	Disagree	25	6.25	6.25	17.5
	Undecided	50	12.5	12.5	30
	Agree	50	12.5	12.5	42.5
	Strongly Agree	230	57.5	57.5	100.0
	Total	400	100.0	100.0	

Source: Field Survey, 2025

From the respondents statement the use of ICT facilities has improved communication and coordination among departments. From the above, 45 respondents representing 11.25 strongly disagree, 25 respondents representing 6.25 disagree, 50 respondents representing 12.5 were undecided, 50 respondents representing 12.5 agree, 230 respondents representing 57.5 strongly agree. The above statement reviewed that respondents who strongly agree are more.

Table 4.3.7: ICT adoption has contributed to faster decision-making and administrative effectiveness

	Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	199	49.75	49.75	67.25
	Disagree	131	32.75	32.75	100.0
	Undecided	10	2.5	2.5	17.5

Agree	12	3	3	3
Strongly Agree	48	12	12	15
Total	400	100.0	100.0	

Source: Field Survey, 2025

On the above statement ICT adoption has contributed to faster decision-making and administrative effectiveness. 199 respondents representing 49.75 strongly disagree, 131 respondents representing 32.75 disagree, 10 respondents representing 2.5 were undecided, 12 respondents representing 3 agree, 48 respondents representing 12 strongly agree. From the above analysis of the respondent opinion it was agree ICT adoption has contributed to faster decision-making and administrative effectiveness.

Table 4.3.8: ICT infrastructure has simplified routine administrative tasks and improved workflow efficiency.

	Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	-	-	-	-
	Disagree	75	18.75	18.75	18.75
	Undecided	60	15	15	33.75
	Agree	100	25	25	58.75
	Strongly Agree	165	41.25	41.25	100.0
	Total	400	100.0	100.0	

Source: Field Survey, 2025

On the above statement ICT infrastructure has simplified routine administrative tasks and improved workflow efficiency. 75 respondents representing 18.75 disagree, 60 respondents

representing 15 were undecided, 100 respondents representing 25 agree, 165 respondents representing 41.25 strongly agree to the view.

Objective 3: To determine the impact of e-payment systems and digital platforms on accountability and financial management in the Commission

Table 4.3.10: The e-payment system has enhanced transparency in salary and financial transactions.

	Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	40	10	10	10
	Disagree	10	2.5	2.5	2.5
	Undecided	50	12.5	12.5	25
	Agree	100	25	25	50
	Strongly Agree	200	50	50	100.0
	Total	400	100.0	100.0	

Source: Field Survey, 2025

A very high number of the respondents strongly uphold to the opinion that the E-payment system has enhanced transparency in salary and financial transactions. In the above 40 respondents representing 10 strongly disagree, 10 respondents representing 2.5 disagree, 50 respondents representing 12.5 were undecided, 100 respondents representing 25 agree, and 200 respondents representing 50 strongly agree.

Table 4.3.11: Digital payment platforms have reduced incidences of financial irregularities and corruption

	Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	45	11.25	11.25	11.25
	Disagree	15	3.75	3.75	15
	Undecided	50	12.5	12.5	27.5

Agree	189	47.25	47.25	100.0
Strongly Agree	101	25.25	25.25	
Total	400	100.0	100.0	

Source: Field Survey, 2025

On the above statement Digital payment platforms have reduced incidences of financial irregularities and corruption. 45 respondents representing 11.25 strongly disagree, 15 respondents representing 3.75 disagree, 50 respondents representing 12.5 were undecided, 189 respondents representing 47.25 agree, and 101 respondents representing 25.25 strongly agree.

Table 4.3.12: E-payment has ensured timely disbursement of staff salaries and allowances

Response		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	40	10.0	10.0	10.0
	Disagree	25	6.25	6.25	16.25
	Undecided	20	5	5	21.25
	Agree	175	43.75	43.75	65
	Strongly Agree	140	35	35	100.0
	Total	400	100.0	100.0	

Source: Field Survey, 2025

On the above statement E-payment has ensured timely disbursement of staff salaries and allowances. In the above, 40 respondents representing 10.0 strongly disagree, 25 respondents representing 6.25 disagree, 20 respondents representing 5 were undecided, 175 respondents representing 43.75 agree, 140` respondents representing 35 strongly agree. The above

analysis reviewed that respondents who affirmed that E-payment has ensured timely disbursement of staff salaries and allowances are more.

Table 4.3.13: The adoption of digital platforms has improved monitoring and auditing of financial operations

Response		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	44	11	11	11
	Disagree	29	7.25	7.25	18.25
	Undecided	7	1.75	1.75	20
	Agree	150	37.5	37.5	57.0
	Strongly Agree	170	42.5	42.5	100.0
	Total	400	100.0	100.0	

Source: Field Survey, 2025

On the above statement The adoption of digital platforms has improved monitoring and auditing of financial operations. 44 respondents representing 11 strongly disagree, 29 respondents representing 7.25 disagree, 7 respondents representing 1.75 were undecided, 150 respondents representing 37.5 agree, 170 respondents representing 42.5 strongly agree. The above statement reviewed that respondent who affirmed that the adoption of digital platforms has improved monitoring and auditing of financial operations are more.

Objectives 4: The major challenges hindering the effective implementation of e-governance initiatives in the Edo State Civil Service Commission

Table 4.3.5: Inadequate ICT infrastructure limits the full implementation of e-governance in the Commission.

Response		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	50	12.5	12.5	12.5
	Disagree	35	8.75	8.75	21.25
	Undecided	5	1.25	1.25	22.5
	Agree	140	35	35	57.5
	Strongly Agree	170	42.5	42.5	100.0
	Total	400	100.0	100.0	

Source: Field Survey, 2025

Very high number of the respondents strongly agree that inadequate ICT infrastructure limits the full implementation of e-governance in the Commission. In the above 50 respondents representing 12.5 strongly disagree, 35 respondents representing 8.75 disagree, 5 respondents representing 1.25 were undecided, 140 respondents representing 35 agree and 170 respondents representing 42.5 strongly agree.

Table 4.3.9: Lack of sufficient technical knowledge among staff affects e-governance performance.

Response		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	70	17.5	17.5	17.5
	Disagree	50	12.5	12.5	30
	Undecided	30	7.5	7.5	37.5
	Agree	100	25	25	62.5

Strongly Agree	150	37.5	37.5	100
Total	400	100	100	100

Source: Field Survey, 2025

From the statement lack of sufficient technical knowledge among staff affects e-governance performance. In the above table 70 respondents representing 17.5 strongly disagree, 50 respondents representing 12.5 disagree, 30 respondents representing 7.5 were undecided, 100 respondents representing 25 agree, 150 respondents representing 37.5 strongly agree. It can be deduced that from the respondents' response that lack of sufficient technical knowledge among staff affects e-governance performance.

Table 4.3.14: Poor internet connectivity disrupts e-governance operations and service delivery

	Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	49	12.25	12.25	12.25
	Disagree	22	5.5	5.5	17.75
	Undecided	38	9.5	9.5	27.25
	Agree	200	50	50	77.25
	Strongly Agree	85	21.25	21.25	100.0%
	Total	400	100.0	100.0	

Source: Field Survey, 2025

Respondents asserted that poor internet connectivity disrupts e-governance operations and service delivery. In the above table, 49 respondents representing 12.25 strongly disagree, 22 respondents representing 5.5 disagree, 38 respondents representing 9.5 were undecided, 200 respondents representing 50 agree, and 85 respondents representing 21.25 strongly agree. It

can be concluded from the respondents' responses that poor internet connectivity disrupts e-governance operations and service delivery.

Table 4.3.19: Insufficient government funding hinders the sustainability of e-governance initiatives

	Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	70	17.5	17.5	17.5
	Disagree	59	14.75	14.75	32.25
	Undecided	20	5	5	37.25
	Agree	179	44.75	44.75	82
	Strongly Agree	72	18	18	100.0
	Total	400	100.0	100.0	

Source: Field Survey, 2025

From the statement Insufficient government funding hinders the sustainability of e-governance initiatives. In the table above 70 respondents representing 17.5 strongly disagree, 59 respondents representing 14.75 disagree, 20 respondents representing 5 were undecided, 179 respondents representing 44.75 agree, 72 respondents representing 18 strongly agree. From the above respondent opinion, it could be deduced that respondents who agreed to the assertion that insufficient government funding hinders the sustainability of e-governance initiatives are more.

Objectives 5: Strategies for strengthening e-governance to promote sustainable public service delivery and good governance in Edo State.

Table 4.3.15: Continuous ICT training should be provided to staff to enhance e-governance competency.

	Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	67	16.75	16.75	16.75
	Disagree	30	7.5	7.5	24.25
	Undecided	25	6.25	6.25	30.5
	Agree	198	49.5	49.5	80
	Strongly Agree	80	20	20	100
	Total	400	100.0	100.0	

Source: Field Survey, 2025

Most of the respondents agree to the assertion that continuous ICT training should be provided to staff to enhance e-governance competency. 67 respondents representing 16.75, strongly disagree, 30 respondents representing 7.5 disagree, 25 respondents representing 6.25 were undecided, 198 respondents representing 49.5 agree, and 80 respondents representing 20 strongly agree. The above respondent opinion showed continuous ICT training should be provided to staff to enhance e-governance competency.

Table 4.3.16: The government should allocate adequate funds to support e-governance projects.

	Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	30	7.5	7.5	7.5
	Disagree	10	2.5	2.5	10

Undecided	20	5	5	15
Agree	140	35	35	50
Strongly Agree	200	50	50	100.00
Total	400	100.0	100.0	

Source: Field Survey, 2025

Respondents asserted the government should allocate adequate funds to support e-governance projects. In the table above 30 respondents representing 7.5 strongly disagree, 10 respondents representing 2.5 disagree, 20 respondents representing 5 were undecided, 140 respondents representing 35 agree, 200 respondents representing 50 strongly agree. From the above respondent opinion, it could be deduced that respondent who affirmed that the government should allocate adequate funds to support e-governance projects are more.

Table 4.3.17: Strong monitoring and evaluation mechanisms should be established to ensure effective e-governance implementation

	Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	20	5	5	5
	Disagree	60	15	15	20
	Undecided	18	4.5	4.5	24.5
	Agree	212	53	53	77.5
	Strongly Agree	90	22.5	22.5	100.0
	Total	400	100.0	100.0	

Source: Field Survey, 2025

Very high number of the respondents agree that public-private partnerships should be encouraged to improve technological innovation in service delivery. In the above 20 respondents representing 5 strongly disagree, 60 respondents representing 15 disagree, 18

respondents representing 4.5 were undecided, 212 respondents representing 53 agree and 90 respondents representing 22.5 strongly agree.

Table 4.6: Public-private partnerships should be encouraged to improve technological innovation in service delivery

Response		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	60	15	15	15
	Disagree	40	10	10	25
	Undecided	20	5	5	30
	Agree	170	42.5	42.5	72.5
	Strongly Agree	110	27.5	27.5	100
	Total	400	100.0	100.0	

Source: Field Survey, 2025

From the statement public-private partnerships should be encouraged to improve technological innovation in service delivery. From the above table, 60 respondents representing 15 strongly disagree, 40 respondents representing 10 disagree, 20 respondents representing 5 were undecided, 170 respondents representing 42.5 agree, and 110 respondents represent 27.5 agree to the viewed that public-private partnerships should be encouraged to improve technological innovation in service delivery.

4.5 Discussion of Findings

From the analysis, it was revealed that the introduction of e-governance has significantly enhanced transparency and accountability within the Edo State Civil Service Commission. Respondents agreed that digital systems have promoted openness, efficiency, and integrity in public administration. This finding aligns with Adeyemi and Olayinka (2020) and Okeke

and Anazodo (2022), who observed that digital payroll and biometric systems minimize financial malpractice and strengthen institutional accountability. From the analysis, it was further revealed that digital platforms have reduced bureaucratic delays in service delivery. Respondents noted that online processes and digital record systems have improved administrative speed and coordination. This supports the views of Azeez et al. (2012) and Edo State Government Transformation Centre (2024), who reported that e-governance reduces redundancy and enhances communication among departments.

From the analysis, it was also revealed that e-governance has improved data accuracy and accessibility within the Commission. Respondents affirmed that digital reforms have made public records more reliable and easier to access. This is in line with Edo State Digital Policy (2024), ICTA Edo (2024), and Nwachukwu (2015), who emphasized that open data systems encourage transparency and strengthen public trust in governance. Also, from the analysis, it was revealed that ICT tools have improved data management and record-keeping practices. Respondents agreed that automated systems replaced paper-based methods, ensuring efficiency and quick data retrieval. This corresponds with Okeke and Anazodo (2022) and the World Bank (2021), who confirmed that ICT-based record systems enhance accuracy and promote effective personnel management.

Based on the findings from the analysis, it was revealed that ICT facilities have also enhanced communication and coordination among departments. Respondents indicated that digital tools such as internal portals and email systems promote faster information sharing

and teamwork. The EdoSTEP program (2024) similarly reported that digital collaboration platforms improve inter-departmental synergy and organizational coherence. From the analysis, it was revealed that while many respondents agreed that ICT promotes effective decision-making, others cited issues such as inadequate infrastructure and limited technical skills as major obstacles. This aligns with Afolabi (2023), who identified technological and human limitations as key barriers to achieving full e-governance efficiency.

From the analysis, it was revealed that e-payment systems have strengthened transparency and accountability in financial operations. Respondents affirmed that digital payment tools reduce financial irregularities and ensure prompt salary payments. This finding supports NIBSS (2022), Edo State Government (2023), and Adeyemi and Olayinka (2020), who emphasized that biometric payroll systems enhance fiscal discipline and eliminate ghost workers. From the analysis, it was revealed that digital platforms have also improved monitoring and auditing of financial operations. The World Bank (2021) and Edo State Government (2022; 2023) confirmed that digital auditing systems facilitate real-time tracking of government expenditures, promoting good governance and transparency.

From the analysis, it was revealed that inadequate ICT infrastructure and poor internet connectivity remain key challenges. Respondents indicated that these factors hinder the full implementation of e-governance initiatives. This corresponds with Azeez et al. (2012), Kaduna State Government (2022), and ICTA Edo (2024), who identified infrastructure gaps as a major barrier to successful e-governance.

From the analysis, it was revealed that insufficient funding also limits the sustainability of e-governance programs. Respondents agreed that inadequate financial support affects system maintenance and training. This finding is consistent with Okeke and Anazodo (2022) and the World Bank (2021), who stressed that continuous financial commitment is essential for sustaining digital transformation. From the analysis, it was revealed that continuous ICT training is necessary to enhance staff competence and productivity. Respondents emphasized the importance of periodic capacity building, which aligns with Osawe (2015) and EdoSTEP (2024), who noted that skill development improves digital efficiency and service delivery.

Finally, from the analysis, it was revealed that public-private partnerships (PPP) should be encouraged to promote innovation in e-governance. This finding agrees with the World Bank (2021) and Edo State Government (2024), who advocated for collaborative partnerships to strengthen infrastructure, technical capacity, and sustainability in digital governance systems.

CHAPTER FIVE

SUMMARY OF FINDING, CONCLUSION AND RECOMMENDATION

5.1 Summary of Findings

This study focused on Impact of E-Governance on Public Service Delivery: A Study of Edo State Civil Service Commission. The study specifically aimed to: examine the extent to which e-governance has enhanced efficiency and transparency in public service delivery in the Edo State Civil Service Commission, assess the role of Information and Communication Technology (ICT) tools in improving administrative performance within the Edo State Civil Service Commission, determine the impact of e-payment systems and digital platforms on accountability and financial management in the Commission, identify the major challenges hindering the effective implementation of e-governance initiatives in the Edo State Civil Service Commission, recommend strategies for strengthening e-governance to promote sustainable public service delivery and good governance in Edo State.

The study employed a descriptive research design using structured questionnaires and personal interviews to obtain data from staff of Edo State Civil Service Commission. Descriptive statistical tools such as frequency and percentage distribution were used to analyze the data collected from 400 respondents across different demographic categories. From the analysis, it was revealed that the adoption of e-governance within the Edo State Civil Service Commission has significantly improved transparency, accountability, and administrative efficiency. The study established that digital systems such as biometric payroll

verification, e-payment platforms, and automated record management have reduced financial irregularities and improved service delivery.

The study also revealed that digital transformation has reduced bureaucratic bottlenecks and delays in administrative procedures. Respondents affirmed that online processing and communication tools have enhanced workflow coordination among departments. This observation supports Azeez et al. (2012) and Edo State Government Transformation Centre (2024), who noted that ICT-driven operations strengthen efficiency and decision-making across public institutions.

Furthermore, it was found that e-governance has improved the accuracy and accessibility of information. Respondents indicated that digital archiving systems have replaced outdated manual records, ensuring better data integrity and faster information retrieval. These findings are in line with Edo State Digital Policy (2024), ICTA Edo (2024), and Nwachukwu (2015), who all acknowledged the critical role of open data systems in fostering transparency and public participation. The study also revealed that the introduction of biometric verification and digital payment systems has enhanced fiscal discipline within the public service. Respondents agreed that these systems have reduced cases of ghost workers and ensured timely disbursement of salaries. However, the study identified several challenges affecting the full implementation of e-governance in Edo State. These include inadequate ICT infrastructure, limited internet connectivity, insufficient funding, and low technical capacity among some civil servants.

5.2 Conclusion

The study concludes that e-governance has simplified administrative procedures and reduced bureaucratic bottlenecks that previously hindered effective service delivery. Through the automation of records, digitization of processes, and improved data accessibility, decision-making has become faster and more reliable. This has enhanced coordination among departments and strengthened institutional efficiency, leading to improved productivity and responsiveness in public service delivery.

It was also concluded that e-governance has significantly improved the accuracy, reliability, and accessibility of information within the Commission. The introduction of digital record-keeping systems has minimized errors, facilitated real-time information sharing, and promoted a culture of openness and accountability. The availability of accurate data has further strengthened performance monitoring, reporting, and evaluation, which are essential components of good governance.

However, the study recognizes that despite the progress made, certain challenges still affect the full implementation and sustainability of e-governance in the Edo State Civil Service Commission. Issues such as inadequate ICT infrastructure, poor internet connectivity, insufficient funding, and limited technical skills among staff continue to hinder optimal performance. Addressing these challenges requires consistent government investment in technology, human resource development, and digital infrastructure.

The study concludes that capacity building for civil servants is essential for sustaining the gains of e-governance. Continuous ICT training and retraining programs will equip personnel with the necessary skills to effectively utilize digital platforms and improve service delivery outcomes. Furthermore, the establishment of strong institutional frameworks and adequate policy support will ensure that e-governance initiatives are properly implemented and maintained.

Finally, it was concluded that e-governance has become a critical driver of transparency, accountability, and efficiency in public administration. The Edo State experience demonstrates that when properly implemented, digital transformation enhances good governance, reduces corruption, and strengthens public trust in government institutions. There is need for continuous investment in digital infrastructure, human capital development, and public-private collaboration to sustain these achievements and ensure the long-term success of e-governance in the Edo State Civil Service Commission.

5.3 Recommendations

Based on the findings and conclusion, the following recommendations were made:

- There is need for the Edo State Government to make substantial investments in modern ICT infrastructure to strengthen and sustain e-governance operations within the Civil Service Commission. This includes providing reliable power supply,

functional servers, and stable internet connectivity to ensure smooth and uninterrupted digital service delivery.

- There is need for continuous capacity building of civil servants through regular ICT training and retraining programs. Such initiatives will improve digital literacy, enhance staff efficiency, and enable workers to effectively utilize electronic governance tools in their daily administrative duties.
- There is need for adequate funding and budgetary allocation to support the maintenance, upgrading, and expansion of e-governance platforms. Proper financial commitment will help prevent system breakdowns, ensure sustainability, and promote consistent improvement in service quality.
- There is need for the establishment of a strong policy framework and monitoring mechanism to guide and evaluate e-governance implementation. This will promote accountability, prevent misuse of digital systems, and ensure that technological innovations achieve their intended goals of transparency and efficiency.
- There is need for collaboration between the government and private ICT experts to drive innovation and technical support in e-governance. Such partnerships will enhance knowledge transfer, strengthen cybersecurity, and ensure the adoption of global best practices in public administration.

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APPENDIX

Department of Public Administration
Faculty of Social Sciences
University of Benin
Benin City

Dear Respondents,

APPEAL FOR THE COMPLETION OF QUESTIONNAIRE

I am a student of the above-named department and institution, currently conducting research on **Impact of E-Governance on Public Service Delivery: A Study of Edo State Civil Service Commission**. As part of the requirement for the award of a (B.Sc.) Degree in Public Administration, this research is purely academic, and your anonymity is guaranteed. I would appreciate it if you could carefully read and answer the questions as honest as possible.

Thank you for your anticipated cooperation.

OKACHA Nancy
Researcher

INSTRUCTION

Please (*) or (✓) the correct response (s) for the given close-ended items, and where applicable, fill the blank spaces.

SECTION A: DEMOGRAPHIC DATA.

1. Age in years: 18-23 () 24-29 () 30-35 () 36-41 () 42-47 () 48 and above ()
2. Marital status: single () Married () Separated () Divorced () Widowed ()
3. Religion: Christianity () Islam (), African Tradition (), Others (specify)_____
4. Occupation: unemployed () Civil servant () Technician (), Trader () Others (specify)_____
5. Educational Level: No formal Education () Primary education () Secondary education () Tertiary education ()

SECTION B:

Please read carefully and give your opinion on the “impact of E-governance on public service Delivery: A Study of Edo State Civil Service Commission”.

Rating Scale; (SA)= Strongly Agree, (A)= Agree, (D) =Disagree, (SD) =Strongly Disagree.

SECTION B:

S/N	ITEMS					
	To examine the extent to which e-governance has enhanced efficiency and transparency in public service delivery in the Edo State Civil Service Commission`	S	D	U	A	S
6	E-governance has made the delivery of public services faster and more efficient in the Commission.					
7	The introduction of e-governance has increased transparency in the operations of the Edo State Civil Service Commission.					
8	The use of digital platforms has reduced bureaucratic delays in service delivery.					
9	E-governance has improved the accuracy and accessibility of public information in the Commission.					
	To assess the role of Information and Communication Technology (ICT) tools in improving administrative performance within the Edo State Civil Service Commission	S	D	U	A	S
10	CT tools have enhanced data management and record keeping within the Commission.					
11	The use of ICT facilities has improved communication and coordination among departments.					

12	ICT adoption has contributed to faster decision-making and administrative effectiveness.					
1	ICT infrastructure has simplified routine administrative tasks and improved workflow efficiency.					
	To determine the impact of e-payment systems and digital platforms on accountability and financial management in the Commission	S	D	U	A	S
14	The e-payment system has enhanced transparency in salary and financial transactions.					
15	Digital payment platforms have reduced incidences of financial irregularities and corruption.					
16	E-payment has ensured timely disbursement of staff salaries and allowances.					
17	The adoption of digital platforms has improved monitoring and auditing of financial operations					
	To identify the major challenges hindering the effective implementation of e-governance initiatives in the Edo State Civil Service Commission.	S	D	U	A	S
18	Inadequate ICT infrastructure limits the full implementation of e-governance in the Commission.					
19	Lack of sufficient technical knowledge among staff affects e-governance performance.					
20	Poor internet connectivity disrupts e-governance operations and service delivery.					
21	Insufficient government funding hinders the sustainability of e-governance initiatives.					
	To recommend strategies for strengthening e-governance to promote sustainable public service delivery and good governance in Edo State.	S	D	U	A	S
22	Continuous ICT training should be provided to staff to enhance e-governance competency.					
23	The government should allocate adequate funds to support e-governance projects.					
24	Strong monitoring and evaluation mechanisms should be established to ensure effective e-governance implementation.					
25	Public-private partnerships should be encouraged to improve technological innovation in service delivery.					

Thank you