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**ASSESSMENT OF IMPLEMENTATION OF E-
GOVERNANCE AND WORKERS' PERFORMANCE IN IMO
STATE CIVIL SERVICE, 2013-2019**

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ABSTRACT: This research critically evaluates the impact of e-governance implementation and workers' performance in Imo State Civil Service, 2013-2019. The specific objectives of the study is to find out the relationship between e-governance and worker performance in Imo State Civil Service; ascertain if poor funding and high rate of unskillful personnel on the use of ICT militate against the development of e-governance initiatives in Imo State Civil Service. The task-technology fit model and theory of technological determinism were adopted as the theoretical framework for the study. The survey research design was adopted which made use of questionnaire instrument for data collection as well as the use of secondary sources, while data analysis was quantitative using simple percentage and chi-square statistical method. Based on the analysis, it was revealed that there is a significant relationship between e-governance and worker performance in Imo State Civil Service. Also, it was discovered that poor funding and high rate of unskilled personnel on the use of ICT undermined the e-governance development initiatives in Imo State Civil Service. This paper recommends that provision of adequate funding; proper training of personnel on use of ICT, political will and commitment by government on the implementation of e-governance initiative, development of infrastructures (like power supply), effective security against cyber threat etc, are very necessary for the realization of full e-government development for improvement of workers' performance in Imo State Civil Service.

Keywords: E-governance, Workers' Performance, Imo State Civil Service

Introduction

Man as a tool user always invents several tools or devices in every age in order to easily perform his tasks. In this contemporary times, man now have to make use of Information and Communication Technology (ICT) for easy performance of task in every of his activities. No individual, group, organization, or institution (whether public and private) can function effectively and efficiently in this contemporary time without a functional and functioning ICT. Therefore, ICT is a very essential tool for proper service delivery in any organization. According to Eleke, Nwoke and Okude (2014, p. 137)

The development of any nation is usually measured by the degree of socio-economic and political improvements that are brought to bear through the enterprise of science, technology

and mathematics, which means that information and communication technology (ICT) has a critical role to play in the development effort round the world.

E-government is referred to as the use of ICT by the government and its agencies in delivery of service to the public and for the engagement of citizen's participation. The use of ICT is meant to improve governance, promote efficiency and effectiveness in the delivery of public service (Abdulkareem, 2015). E-governance/E-government is a very useful and veritable tool for human development and essential to the achievement of internationally agreed development goals and many countries are experiencing its transformation powers in revitalizing public administration, overhauling public management, fostering inclusive leadership and promoting high efficiency, transparency and accountability. E-governance, therefore, is the way of realizing the vision of a global information society. Any country that is slow to embrace e-governance will remain mired in the typical institutional pathologies of supply-driven services and procedures, remoteness between government and citizens and opaque decision-making processes (United Nations E-government Survey 2010). Furthermore, the United Nations E-government Readiness Report (2005) stated that:

The potential of information technology rests on unprecedented ability to process, store, retrieve, duplicate and transmit information unconstrained by time, distance and volume. With integrated information systems, products and services worldwide are now increasingly becoming available to the smallest of the enterprise and remotest of regions. While it took 75 years for telephone to reach 50 million users when it was invented, it has taken the World Wide Web (www) only four years to reach the same number of users.

Additionally, "the United Nations 2030 agenda recognizes the potential benefit of using ICT in governance in the delivery of basic economic and social services to people in five key sectors, namely: education, health, labour and employment, finance and social welfare" (Chipeta, 2018, p. 2). That is why Chukwuere and Enwereji (2018) posit that Electronic government has "become a lifeline for many government organizations in the developed and developing world as a practice to increase citizen-centered service delivery mechanism."

With the realization by the Nigerian government on the fact that no country or growing economy can be sustained without the integration of ICT with its development strategy and the need for the country to participate in the race to become a digitalized society and how ICT can empower the people, necessitated the declaration of ICT as a national priority. This resulted in the formulation of a policy for Information Technology in 2001 (Oni, Okunoye & Mberika, 2016). This further led to formulation of enabling law of the National Assembly known as the National Information Technology Development Agency Act of 2007, which formally established the National Information Technology Development Agency (NITDA) that is empowered to plan, develop and promote the use of information technology in Nigeria (Olatokun & Adebayo, 2012).

In addition, the quest to improve on the adoption of e-governance in public sector led to the repeal of the old Evidence Act Cap E14 laws of the federation of Nigeria and Enactment Act no 18 which states that: "In any proceedings a statement contained in a document produced by a computer shall be admissible as evidence of an fact stated in it of which direct oral evidence shall be admissible" (Cited in Ibekwe, 2015, p. 351). Also, the Freedom of Information Act of 2011 gave citizens the right to sue any public institution that refuses him access to information (Ibekwe, 2015).

The civil service in Nigeria is the machinery of government that helps in initiation, formulation and actual implementation of government policies and programmes. For the civil service to discharge its duties for national development requires to properly adopt e-government initiatives because, in this contemporary time, without adequate application e-government initiative in the civil service, the goals and objectives of the Nigerian government and the state may not be realized. Furthermore, the introduction of e-government in the civil service will reduce the analogue processes with the help of ICT innovation while adhering to the laid down rules and regulations guiding the conduct of government business

Based on the above, this research is set to critically appraise e-government in Imo State Civil Service from 2013 to 2019, by specifically looking at its relationship with workers' performance, and factors that undermine e-government developments in Imo State Civil Service.

Statement of the Problem

There has been general assumption that the Nigerian public service is characterized by low productivity and poor performance of workers. (Chukwuemeka, Ubochi & Okechukwu, 2017; Anabor, Edeh & Onwe, 2015; Ogunna, 2007; Ezeani, 2005). The issue of poor performance of the public institutions in Nigeria can be associated with several factors like corruption, poor remunerations, poor physical work environment, poor management and employee relations and most importantly, the poor application of ICT in operation of governmental activities.

In aspect of E-governance or ICT implementation, studies have indicated that the present problem of realizing high productivity in Nigerian public service is as a result of poor use of ICT in the delivery of government services to the public (Chukwuemeka, *et al.*, 2017; Anabor, *et al.*, 2015; Nosiri & Oloto, 2017). The analogue process being used in most government institutions (with Imo state not an exception) has made citizens have the assumption that bureaucracy in the civil service which ordinarily is intended to ensure that laid down procedures are followed in carrying out government businesses and services are frustrating and slow down the pace at which they want to deliver.

Evidence has shown that Nigeria has failed to improve on e-government development initiatives. Based on the current United Nations e-government survey of 2018, Nigeria has failed to progress from middle level of e-government development (with 0.391 e-

government development index) and is still ranked 143 position in global ranking in e-government readiness/development (United Nations E-government Survey, 2018). The low development of e-government can be attributed to poor ICT infrastructure, high rate of unskilled staff, resistance to change, poor finance, high rate of security threat etc. (Iheanacho, 2018; Ohazurike, 2018; Nosiri & Oloto, 2017; Ibekwe, 2015).

Based on the above issues raised, the work sets out specifically to look at e-governance development in Imo State Civil Service. It is set out to look at the development of e-governance in Imo State Civil Service, its relationship with workers performance and factors that can affect e-government developments in Imo State civil service.

Objectives of the Study

The general objective of this research is to make an appraisal of e-governance implementation and workers' performance in Nigeria with particular reference to Imo State Civil service from 2013-2019. The specific objectives are:

- i. To find out if there is a significant relationship between e-governance and workers' performance in Imo State Civil Service.
- ii. To discover if poor funding is a major challenge to development of e-governance initiatives for improving workers' performance in Imo State Civil Service.
- iii. To find out whether the high rate of unskilled personnel on the use of ICT militates against the development of e-governance initiatives towards improving workers' performance in Imo State Civil Service.

Research Questions

The following are the research questions raised:

- i. Is there a significant relationship between e-governance and workers performance in Imo State Civil Service?
- ii. Is poor funding a major challenge to the development of e-governance initiatives towards improving workers' performance in Imo State Civil Service?
- iii. Does high rate of unskilled personnel on the use of ICT militates against the development of e-governance initiatives in Imo State Civil Service?

Hypotheses

The hypotheses raised for the study are:

- i) There is a significant relationship between e-governance and workers performance in Imo State Civil Service.
- ii) Poor funding is a major challenge to the development of e-governance initiatives towards improving workers' performance in Imo State Civil Service.
- iii) High rate unskilled personnel on the use of ICT, militates against e-governance initiatives towards improving workers' performance in Imo State Civil Service.

Conceptual Clarification

Concept of E-government/E-Governance

The organization for European Cooperation and Development define e-government as the “use of information and computer technologies to ensure transparency of government actions, the accessibility of government services and information and the responsiveness of government to new ideas, demands and rules.” (cited in Chukwuemeka *et al.*, 2017, p. 2). Ibidapo-Obe (cited in Chukwuemeka *et al.*, 2017, p. 2) defined e-government as the “use of web 2.0 technologies both internally (intranet) and externally (internet), to increase collaboration and transparency and efficiency. Signore et al (2005 cited in Abdulkareem, 2015, p. 47) see e-government as a means of improving governance, that is, the use of information and communication technologies (ICT) to improve the process of governance. According to Heichlinger (2004, cited in Abdulkareem, 2015, p. 48) “e-government is a set of activities supported by information systems with the aim of improving the relationships between government institutions and citizens.” According to Ibekwe (2015)

E-governance is characterized by the use of ICT (like internet, websites etc) to create free access to information and citizenship participation in government or business activities to deliver services to the public and manage the affairs of the citizens in an effective, efficient and transparent manner (p. 333).

Furthermore, Akunyili (2010, as cited in Iheanacho, 2018, p. 178) see e-government “as the use of ICT to enhance access to and delivery of government service for the benefit of all.” Akunyili stated that the basic features of e-government is the introduction of computerization of existing paper based procedures to improve access to and delivery of government services to the citizens (Iheanacho, 2018). In addition, the United Nations defined e-government as a government that applies ICT to transform its internal and external business relationship (UNDESA 2016, cited in Chipeta, 2018). The UN global e-Readiness Report (cited in Ojeka *et al.*, 2017) defined e-government as the utilization of ICT and implementation by the government to provide information and service to the public. The United Nations e-government Survey (2008, cited in Oni *et al.*, 2016, p.49) defined e-government as “the use of internet technology as a platform for exchanging information, providing services and transacting with citizens, businesses and other areas of government.”

Theoretical Framework

This research adopted both Theory of Technological determinism and Task-technology fit Model as presented below.

i. Task-Technology Fit Model

This model was first developed by Goodhue and Thompson in 1995 (Iheanacho, 2018). This model posits that adequate utilization of information technology in a particular job improves the performance of workers performing such tasks. This model suggests that fitness between task requirements and capabilities of technologies determines the performance of using the technology. Therefore, a better fit between the functionalities of a technology, task requirements and abilities of individuals lead to better performance (Shang et al, cited in Ekwonna & Nosiri, 2016). Adequate use of technology and ICT that matches a particular task will bring better performance in any organization. Employees will perform well if they made use of technology that fits or relevant to the nature of their job or assigned tasks (Iheanacho, 2018).

Based on the above explanation, this model is based on certain features.

- i. Technology is necessary for better performance of task.
- ii. For successful performance of tasks or assigned tasks, there is need to adopt the technology or IT that is suitable for such task or job. That is, such IT must match or fit to that particular job.
- iii. The technology or IT that fit or suitable to such task must be well utilized in order to produce adequate performance.

Relevance and Application of this Theory for the study

The theory is very relevant to this study because it will enable us to make explanation of whether poor performance of workers is associated with poor utilization of the technology available or unavailability of the required technology for performance of any assigned task in Imo State Civil service.

The application of this theory indicated that Imo State civil service is the main machinery of Imo State government that initiate advice and implement policies and programmes of the state. It has several ministries and departments that perform specific functions and tasks. These departments and ministries need to adopt modern information technology for easy delivery of services which include: computers, internet and intranet, websites etc. All these must be functional and well utilized for effective performance of workers and delivery of services to the public. In a situation where there are inadequate qualified staff on use of ICT, the available IT will not be well utilized for effective discharge of duties thereby undermining the overall performance of staff and the organization.

ii. Technological Determinism Theory

The technological determinist theory was believed to have been originated from the works of Thorstein Veblen, followed by Clarence Ayres, William Ogburn. This theory posits that a society's technology determines the development of its social structure and cultural values. It sees technology as the basis for all human activity (Technological Determinism, 2017).

This theory believes that technology is the key governing force in society. Therefore, technological development determines social change in terms of the way we think, and interact with others. The level of technology of any society affects how the society will operate. According to Chandler (2014 as cited in Ekwonna & Nosiri, 2016):

Technological determinists interpret technology in general and communication technologies in particular as the basis of society in the past, present and even the future. Technologies such as writing or print or television or the computer changed society ... New technologies transform society at every level, including institutions, social interaction and individuals.

According to technological determinists, particular technical developments, communication technologies or new media technologies or more broadly, technology in general is the prime antecedent causes of changes in society and technology is seen as the fundamental condition underlying the pattern of social organization (Ezebuenyi, Nwokocha & Ihame, 2016).

Mehuhan posits that the way people live is largely a function of the way they process information. Furthermore, the new technologies gradually alter the entire way people use their five senses; the way they react to things and therefore, their entire lives and entire society (cited in Ezebuenyi *et al.*, 2016). Furthermore, Meluhan argued that

Advancement of electronic technology and media will change collective cognitive processes of society at large. People would move from a predominantly individualistic lifestyle instigated by the industrial age into a new wave of social experience...where people are connected worldwide through participation in smaller communities (Ezebuenyi *et al.*, 2016).

This theory is based on the following assumptions:

- i. Social progress is driven by technological innovation
- ii. New world is being force upon by advances in ICT
- iii. ICTs have effect on users, organizations and societies.
- iv. Technologies have an overwhelming power to drive human interaction and social change.
- v. Technology is seen as an independent causal factor.
- vi. The idea of progress or doctrine of progress is centralized around the idea that social problems can be solved by technological advancement. (Technological Determinism 2017; Ekwonna & Nosiri, 2016).

Relevance/Application of the Theory

This theory has relevance to this study because it will help us to explain whether the level of performance of employees and productivity of Imo State civil service is determined by the level of technology it adopts. The civil service which is the main machinery of government must adopt adequate ICT for efficient and effective service delivery, ensure transparency and accountability and promote citizens participation and two-way communication. The civil service handles the complete task required for successful implementation of government policies and programmes and it must adopt relevant technologies or contemporary technologies in order to progress or succeed in its role for national development.

Review of Related Literature

Chukwuemeka, Ubochi and Okechukwu (2017) critically studied the effect of e-government on service delivery in Federal University, NdufualikeIkwo, Ebonyi State. With the adoption of descriptive research design, questionnaire (as source of data collection) and simple percentage and chi-square (as method of data analysis), the study revealed that e-government has strong positive effect on service delivery by enhancing the performance of workers. They further argued that the use of ICT reduces work stress, waste of time, delays and mistakes on part of workers towards discharging their duties. They recommended for improvement of the current ICT infrastructure, expansion of window of opportunities that ICT provide through acquisition of new skills and knowledge and introduction of well coordinated ICT training and development methods for all staff and students of the University.

Oni, Okunoye and Mbarika (2016) evaluated the e-government implementation with particular reference to State Government Websites in Nigeria. With the adoption of content analysis of the official websites of the 36 states and the FCT, the research revealed that out of the 36 states, only 23 (64 percent) had websites and mostly provides textual information, while few provide downloadable digital documents and functional online interactions. They suggested for establishment of guidelines for e-government implementation and NITDA needs to be more proactive in the monitoring of IT policy implementation. This implies that most of the state governments have not progress in e-government development because of poor functional websites and lack of provision of up-to-date and timely information.

Chukwuere and Enwereji (2018) made an analysis of e-government practice with particular reference to Nigeria local government area service delivery. This study which focuses on all 774 local government discovered that none of the local government administration in Nigeria have adopted e-government initiative and most of those LGA e-government are inactive in providing updated information and services to the citizenry and while e-government websites in most of the states are redundant and static. They recommended for adoption of policies by state government that will enforce LGA administrators towards the adoption of e-government for effective service delivery. They equally suggested for the

adoption of the seven important elements of a quality e-government websites for the evaluation of different states and agencies websites in Nigeria.

Augustine, Joseph and Sunday (2015) made a critical assessment of the effectiveness of use of ICT components for service delivery in Etsako West local government area of Edo State, Nigeria. With the use of questionnaire (as method of data collection) and chi-square and simple percentage (as method of data analysis), the result indicated that there is no significant association between ICT and service delivery in the administration of Etsako West Local Government Area of Edo State. In addition, they revealed a low level of ICT usage in the said local government. They recommended for creation of opportunity for staff for ownership of computers and to be ICT literate for efficient service delivery. Furthermore, they suggested for much emphasis on the role of ICT in order to enable local government participate in the e-government.

Ewuim, Igbokwe-Ibeto and Nkomah (2016) studied ICT in Nigerian public sector and its impact on service delivery in Amuwo-Odofin local government council of Lagos State, Nigeria. The study made use of combination of survey through personal interview and questionnaire to collect data and made use of inferential statistics tools to analyze the data collected. They discovered that ICT has significant relationship with delivery of service and that the performance, effective service delivery, transparency are associated with ICT. However, the use of ICT has not solved the problem of high administrative cost and wastage. They recommended for encouragement and expansion of ICT, provision of regular power supply.

Ojeka, Bisi, Fo and Ayo (2017) looked at e-government and public sector financial disclosure with emphasis on government agencies in Nigeria. They focused on analyzing the content of government parastatals websites to determine whether they make financial disclosure and to what extent. The research discovered that most of Ministries (21 out of 24) of the state had a functional websites. However, few of the ministries (4) have websites containing information of the ministry's budget and also, none of the sample 24 ministries have on their websites information regarding their audited financial statements. They recommended for the government regulatory bodies to mandate Ministries to place on their various websites a copy of the audited account of the Ministries. They also suggested for re-design of the ministries' websites in order to include vital information like feedback and FAQs. The result of this study implies that the failure of the federal government ministries to show their audited financial statements prevents citizens to have access to the ministry's budget and financial statements, which would not promote accountability, transparency and trust.

Olusegun, Kola and Abdulrasaq (2016) made a critical assessment of the ICT on the productivity of selected banks in Ilorin. With the adoption of questionnaire as a source of data collection and simple percentage and Pearson r, the research made the following findings: There was significant relationship between technological innovation and employees' performance of the Nigerian banking industry and secondly, there was significant relationship between the adoption of e-commerce and the market share of the

Nigerian banking industry. Furthermore, the technological innovation has revolutionized some banks services through the use of ICT. They recommend for deployment of ICT and e-commerce as a strategy to improve and develop the quality of product and services delivered to customers. Also, there is urgent need for banks to train and retrain their staff in the use of new technologies for effective and efficient service delivery.

Furthermore, Ibekwe (2015) looked at the benefits and challenges of e-governance by making the Nigerian perspective. He observed that e-governance will be relevant in Nigeria because it ensures reduction of administrative cost; fastness in operation; reduction of corrupt practices; promotion of transparency and accountability; facilitation of service delivery; reduction of travelling hazard; reduction of bureaucratic bottleneck and strengthen democratic processes. However, he posits that e-governance in Nigeria is confronted with several challenges like: inadequate infrastructural support, inadequate qualified personnel, high bureaucratic bottleneck, lack of leadership/management support, high digital divide and problem of cyber crime.

Ohazurike (2018) critically evaluated the implementation of e-government initiative in Nigeria. The researcher similarly observed that despite the strategies adopted by Nigerian government for successful implementation of e-government initiative, studies indicated that Nigeria has not improved on the level of e-government or e-governance development. Furthermore, the study identified problem of funding, inadequate infrastructures, digital divide, corruption, cyber-crimes and high level of unskilled personnel on the use of ICT pose challenge to development of e-government initiatives in Nigeria. Apart from the suggestion for adequate training and provision of funds, the researcher further recommended for adequate control or fight against cybercrimes and development of rural communities or areas.

Iheanacho (2018) examined e-government and productivity in the Nigerian public sector. The researcher revealed that e-government is very essential for productivity in Nigerian public service because e-government serves as an essential tool for accountability and transparency, effective and efficient service delivery, reduction of corrupt practices, effective management of public funds and reduction of administrative cost. He suggested that proper enforcement of regulatory policies on use of ICT, adequate sanctioning of public institutions on refusal on embarking on e-government initiative and allocation of adequate funds for ICT infrastructure, will go a long way to improve e-government in Nigeria public service.

Ekwonna and Nosiri (2016) looked at ICT and organizational productivity in Nigerian public sector. They observed that easy accessibility of information, effective service delivery, efficiency/reduction of cost, reduction of bureaucratic bottleneck, transparency and accountability, responsiveness, encouragement of workers participations, reduction of corrupt practices and adequate decision making are associated with effective utilization of ICT in public sector. Based on the challenges to the use of ICT in Nigerian public sector, they observed that poor policy framework and implementation, problem of coordination and cooperation, resistance by public servants, security threats, challenge of finance and

challenge of skill pool on ICT are factors that undermine the successful utilization of ICT in Nigeria public sector. They suggested for adequate information security technology, leadership commitment and political will, fight against corruption, partnership/collaboration with private sectors on ICT installation or e-government transformation.

Chipeta (2018) made a critically review on e-government development in Africa with particular reference to Zambia. With the adoption of the United Nations E-government Development Index (EGDI) as a benchmark for e-government development, the researcher discovered that telecommunication infrastructure is not adequate to support the distribution of electronic services in Zambia and there existed 29% opportunities and 71% challenges to deploy e-services in the public service in Zambia. It was recommended that there is need to encourage more adoption and use of ICT services in public institutions in order to effectively delivery services to the public. Also, policies on universal access and services need to be prioritized and reinforced and need for the government to ensure the availability, accessibility and affordability of ICT services for all.

Gap in Literature

Having reviewed the works of some scholars on issue of e-government in Nigeria, we see it pertinent to examine the e-governance implementation and workers' performance in Imo State civil service because no or little studies have centered on the adoption of e-government in Imo State. In addition, most of the studies focused on issue of e-governance at the national level with emphasis on government agencies and ministries. Therefore, this study is set to delve into the study of e-governance in Imo State civil service and its relationship with performance of workers and factors that undermine its development.

Methodology

This research adopted the survey research as the research design of the study. Survey research is more feasible because the researcher cannot possibly study all the subjects of the population. So, the responses of the selected individual (as sample) will serve as a yardstick to generalize over the whole population of the study. The population of this study consisted of seventeen thousand, eight hundred and fourteen (17,814) employees of Imo State civil service. This number involves both junior and senior staff of the Imo State Civil Service.

The sample size of this study was 391, which was determined with the use of Taro Yamene Formula. In area of sampling technique, the researcher used both non-probability sampling and probability sampling techniques. In non-probability sampling, the researcher used the quota sampling techniques where the researcher select sample by assigning number of quotas to different ministries. After that, the researcher now used the probability sampling with simple random sampling by randomly selecting the respondents that will serve as the required sample.

In sources of data collection, this paper adopted two sources. First was the primary source, with questionnaire instrument. Secondly, the research also applied the secondary sources of

data collection, which include text, textbooks, journal article, magazines/newspaper, unpublished research project/thesis. Data analyzed with quantitative method specifically with simple percentage and chi-square statistical methods.

Data Presentation and Analysis

The analysis of this work was made possible with the use of simple percentage and chi-square statistical method. The questionnaire was distributed to 391 respondents. However, 324 of the questionnaire were successfully returned which was 82% returned rate.

Table 4.1: The respondents' view on use of ICT and employee performance.

Question: Do you think that adoption of ICT will help to improve the performance of employees in your work place?

Options	Responses	Percentages
Yes	261	81%
No	39	12%
Can't Say	24	7%
Total	324	100

Source: Field data, 2019

From the table above, it indicated that the use of ICT will help to improve the employee performance in Imo State Civil Service. This is because 81% agreed with the assertion while 12% and 7% disagreed and undecided respectively.

Table 4.2: The respondents' perception on use of ICT and effective service delivery.

Question: Do you think effective use of ICT is relevant for effective service delivery in your workplace?

Options	Responses	Percentages
Yes	250	77%
No	43	13%
Can't Say	31	10%
Total	324	100

Source: Field data, 2019

From the above table, it indicated adequate use of ICT facilities is relevant for effective service delivery in Imo State civil service. This is because 77% of the respondents agreed as against 13% and 10% of the respondents that disagreed and undecided respectively.

Table 4.3: Showing the respondents' views on effect of inadequate fund on use of ICT

Question: Do you think that inadequate fund is a major factor that hinders the success of use of ICT in your workplace?

Options	Responses	Percentages
Yes	213	66%
No	69	21%
Can't Say	42	13%
Total	324	100

Source: Field data, 2019

From the table above, it indicated inadequate funds militate against the success of the use of ICT in Imo State Civil Service. This is because 66% of the respondents agreed with the assertion while 21% and 13% of the respondents disagreed and undecided respectively.

Table 4.4: The respondents' opinion on use of ICT and speedy performance of tasks.

Question: Do you think that the use of ICT will help you perform your task speedily?

Options	Responses	Percentages
Yes	241	74%
No	64	20%
Can't Say	19	16%
Total	324	100

Source: Field Data, 2019

The result from the above table indicated that the use of ICT will go a long way to help employees perform their tasks speedily (on time). This is shown in the responses where 74% of the respondents agreed with the assertion as against 20% and 16% of the respondents disagreed and undecided respectively.

Table 4.5: Showing the respondents' view on effect of unskilled personnel on adoption of ICT.

Question: Do you think that high rate of unskilled personnel on the use of computer is a challenge to effective adoption of ICT in the civil service?

Options	Responses	Percentages
Yes	276	85%
No	30	9%
Can't Say	18	6%
Total	324	100

Source: Field Data, 2019

From the above data, it revealed that high rate of unskilled personnel on the use of computer is a challenge to effective adoption of ICT in the Imo Civil Service. This is evident on the responses of staff where 85% of the respondents agreed while 9% and 6% disagreed and undecided respectively.

Table 4.6: Showing the opinion of respondents on effect of unskilled staff on adoption of e-government initiatives.

Question: Do you think that inadequate skilled staff on ICT militates against the successful adoption/development of e-government initiatives in your workplace?

Options	Responses	Percentages
Yes	269	83%
No	34	11%
Can't Say	20	6%
Total	324	100

Source: Field Data, 2019

From the above data, it revealed that inadequate skilled staff on ICT militates against successful adoption/development of e-government initiatives in Imo State Civil Service. This is because 83% of the respondents agreed with the assertion while 11% disagreed and 6% opted for can't say.

Question: Identify the factors that are challenges to effective use of ICT in Imo State civil service.

The above question was an open-ended question, which may not necessarily require statistical method to calculate. Based on the question; the respondents viewed that factors that serve as challenge to the use of ICT in Imo State Civil Service are as follows:

- i. Poor funding
- ii. Insufficient power/electricity supply
- iii. Inadequate skilled personnel on use of ICT
- iv. Poor infrastructural development
- v. Resistance to change by staff
- vi. Lack of state ICT policies
- vii. Low internet network
- viii. Poor political will and low commitment by government towards the implementation of e-government initiatives.

Test of Hypotheses

Hypothesis One

There is a significant relationship between e-government and workers performance in Imo State Civil Service.

To test the above hypothesis, the chi-square statistical method would be necessary. Table 4.1, 4.2 and 4.4 were adopted.

Decision Rule: Accept the null hypothesis if the calculated value of chi-square is less than the chi-square critical/tabulated. And reject the null hypothesis if the chi-square calculated is more than the chi-square critical/tabulated.

Fo	Fe	Fo-Fe	(Fo-Fe)²	(Fo-Fe)² / f e
261	250.66	11	121	0.482
39	48.66	9.66	93.31	1.917
24	24.66	0.66	0.435	0.017
250	250.66	0.66	0.435	0.001
43	48.66	5.66	32.035	0.658
31	24.66	6.34	40.19	1.629
241	250.66	9.66	93.31	0.372
64	48.66	15.34	235.31	4.835
19	24.66	5.66	32.035	1.29
				$\chi^2 = 11.210$

(r-1) (c-1)

(3-1) (3-1)

(2) (2)

Df = 4

Chi-square calculated = 11.210

Chi-square tabulated/critical = 9.488

Decision: Since the chi-square calculated (11.210) is more than the chi-square critical/tabulated ($\chi^2 = 9.488$) we reject the null hypothesis and conclude that there is a significant relationship between e-government and workers performance in Imo State Civil Service.

Hypothesis Two

Poor funding undermined the development of e-government initiatives in Imo State civil service.

To test or validate the hypothesis two, table 4.3 was adopted. The result in table 4.6 indicated majority of respondents (66%) that were of the opinion that inadequate fund is a major hindrance to the implementation of e-government initiatives. In addition, the question asked on the open ended question revealed that inadequate fund is one of the major factors that posed a challenge to the development of e-governance initiatives in Imo State Civil Service.

Therefore, we conclude that poor funding undermine the development of e-government initiatives in Imo State civil service, so we sustain the hypothesis.

Hypothesis Three

High rate of unskilled personnel on the use of ICT militates against e-government initiatives in Imo State civil service.

Testing of hypothesis three was made possible with the use of table 4.5 and 4.6. The result in table 4.9 indicated wide majority of respondents (85%) that argued that inadequate skilled personnel on ICT usage is a challenge to effective adoption of ICT. Table 4.10 show wide majority view that inadequate skilled staff on ICT militates against the successful adoption/development of e-government initiatives in Imo State civil service.

Therefore, we conclude that high rate of unskilled personnel on the use of ICT militates against e-government initiatives in Imo State Civil Service.

Discussion of Findings

After the analysis made in this study, we discovered the following:

- i. This study revealed that there is a significant relationship between e-government and workers' performance in Imo State Civil service. This implies that improvement in the development of e-governance, will improve the performance of workers and productivity of Imo State Civil Service. This is evident on the result of table 4.1, 4.2 and 4.4 which indicated that e-government is relevant towards the improvement of workers performance, effective and efficient service delivery and the overall success of Imo State civil service. This finding is in line with the works of Ibekwe (2015), Chukwuemeka et al (2017), Iheanacho (2018) and Ekwonna and Nosiri (2016) etc, that e-government is essential for employees' performance and productivity.
- ii. It was revealed that poor funding has undermined the development of e-government initiative in Imo State Civil Service. This is in line with the study of Olatokun and Adebayo (2012), Abdulkareem (2015), Ibekwe (2015), Ohazurike (2018) and Ekwonna and Nosiri

(2016) that inadequate finance is a major problem to successful implementation of e-government in the Nigerian public sector.

iii. This study also found out that inadequate skilled personnel militates against the development of e-government initiatives in Imo State Civil Service. It shows that if there are few staff that are knowledgeable on the use of ICT, it will undermine the general operation of Imo State Civil Service. This findings goes in line with the works of Ekwonna and Nosiri (2016), Abdulkareem(2015), Ohazurike (2018), Ibekwe (2015), Nwachukwu and Pepple (2015) etc that high rate of unskilled staff is a problem to the successful implementation of e-government initiatives.

Conclusion

In this contemporary time, the use of ICT is paramount for the success of any organization, whether public or private. Therefore, to understand how organization achieve productivity and gain competitive advantage in the 21 century, we must ask the question of e-governance development.

This study looked at the e-government in Imo State civil service. The study shows that e-government is very essential for the improvement of workers performance because the level of employees' performance also depends on the level of e-government development. It was revealed that Imo State civil service is still battling with the development of e-government and which is a threat to organizational productivity. This can be as a result of some challenges like poor funding/inadequate finance, and high rate of unskilled personnel. Others include poor infrastructural development (like poor power supply), poor network, resistance to change, poor commitment and lack of political will by the government.

Therefore, there is need to adopt measures that will ensure successful implementation of e-government initiative in Imo State Civil Service. This will improve on employees performance, ensure effective and efficient service delivery and promote national development.

Recommendations

This study made the following recommendations:

- i. There is need for the government to allocate more resources or funds towards the purchase of ICT facilities needed for development of e-government.
- ii. Government must show the political will and commitment in order to ensure full implementation of e-government initiatives.
- iii. The management and government should ensure that there is conduction of proper or intensive training programmes for development of ICT skills to civil servants. These training exercises must be compulsory to all staff.
- iv. Government should strengthen the infrastructure in order to make e-government to thrive. They should ensure there is steady power supply and existence of other facilities that will improve on our network system.

- v. There is need for proper sensitization or enlightenment programmes in order to convince the staff on the need to adopt e-government initiatives. This will help to reduce the level of resistance to change.
- vi. There is need for government to partner with a well competent private sector that will help to provide good modalities for successful operation of e-government initiatives.
- vii. Government should also try to adopt proper measures to protect its websites against cyber threat that may undermine the success of the e-government initiatives.

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