Jurnal Ilmu Manajemen dan Bisnis
Vol. 16, No.2, September 2025
DOI: https://doi.org/10.17509/jimb.v16i2.90388

E-Governance Regime and Improved Public Service Performance in Selected Ministries in Delta and Edo States

Onome Kenneth Ohwokevwo[1], Onofere Princewill Okereka[2]
Department of Public Administration, Faculty of Management Science, Delta State University, Abraka, Nigeria[1,2]

Abstract

This study examined the influence of e-governance on public service performance in selected ministries across Delta and Edo States, Nigeria. With the increasing demand for effective, transparent, and efficient public service delivery, e-governance has emerged as a vital tool for transforming administrative processes and enhancing the quality of government services. The study focused on evaluating how the implementation of e-governance impacts service efficiency, effectiveness, and transparency within the selected ministries. A cross-sectional research design was adopted, and a structured questionnaire was used to gather data from a sample of 287 staff members in selected ministries. The study was anchored on the technology acceptance model (TAM) as its theoretical framework. The model provides a comprehensive framework for understanding that users' behavioral intention to adopt a technology is influenced by their perceptions of its usefulness and ease of use. Correlation and multiple regression analyses were employed to test the hypotheses with the aid of the Statistical Package for Social Science (SPSS) version 23. Findings revealed that e-governance implementation exerts a significant and positive influence on efficient service delivery, significantly contributes to the effectiveness of public services by improving responsiveness to citizens' needs and facilitating timely service delivery, and has played a crucial role in promoting transparency and accountability by making government activities more visible and accessible to the public, thereby reducing opportunities for corruption and increasing trust in public institutions. The study concluded that the introduction of digital technologies has significantly modernized government operations, ensuring more efficient, responsive, and accountable services. As such, e-governance emerges as an essential tool for enhancing the quality of public service delivery, fostering good governance, and promoting a more open and participatory relationship between the government and its citizens. The study recommended, among others, that the Governments of Delta and Edo States should strengthen the digital infrastructure in ministries by ensuring reliable internet access, updated software, and modern ICT tools to support efficient e-governance implementation. This study contributes to the growing body of knowledge on digital governance and offers practical insights for policymakers and administrators in the Nigerian public sector.

Article Info

Article History:
Received: 10 April 2025
Revision: 20 Juii 2025
Published: 25 September 2025

Correspondence:
onomekenneth320@gmail.com

Keyword:
E-governance;
Public Service;
Accountability;
Performance;
Transparency.

Type:
Research

Introduction

In the contemporary era, the integration of Information and Communication Technology (ICT) into governmental operations, termed e-governance, has emerged as a pivotal strategy for enhancing public service delivery. E-governance encompasses the utilization of digital platforms to streamline governmental processes, thereby improving efficiency, transparency, and citizen engagement. Globally, nations are increasingly adopting e-governance frameworks to transform traditional administrative procedures into more accessible and efficient systems. The adoption of e-governance is not merely a technological upgrade but signifies a paradigm shift in public administration. It involves reengineering governmental processes to facilitate seamless interactions between the government and its stakeholders, including citizens, businesses, and other governmental agencies. This transformation aims to create a more responsive and accountable public sector, capable of meeting the evolving needs of society (Xhafka, Sinoimeri & Teta, 2024).

Governments throughout the world are in quest of finding ways to deliver public services more efficiently and effectively. E-governance is seen as a tool to improve productivity and efficiency in internal administration and to increase responsiveness to the public. E-governance can be understood as an extension of reforms to improve public sector efficiency. The initiatives of government agencies and departments to use ICT tools and applications, Internet and mobile devices to support good governance, strengthen existing relationships and build new partnerships within civil society, are known as e-governance initiatives (Alam, 2012). As with e-commerce, e-governance represents the introduction of a great wave of technological innovation as well as government reinvention. It represents a tremendous impetus to move forward in the 21st century with higher quality, cost effective government services and a better relationship between citizens and government. Many government agencies in developed countries have taken progressive steps toward the web and ICT use, adding coherence to all local activities on the Internet, widening local access and skills, opening up interactive services for local debates, and increasing the participation of citizens on promotion and management of the territory (Dike, 2019).

Globally, according to Hassan, Ahmed, Saeed and Saeed (2021), e-governance has been instrumental in improving the efficiency, transparency, and accessibility of public services. In Nigeria, the adoption of e-governance is gaining momentum, with various initiatives aimed at transforming traditional administrative processes into more streamlined, technology-driven operations. However, challenges such as limited digital literacy, low internet penetration, and inadequate mobile network coverage continue to hinder effective service delivery (Ajibade, 2017).

Application of e-governance has been a potent instrument in disseminating information, consultation, enhancing citizen's participation, sending feedback to the citizens, monitoring and evaluating government projects and making government accountable and transparent in its total political engagements. E-governance has become a necessary political mechanism in evaluating government performance in many developed nations of the world, including United Kingdom, U.S.A, Netherland, Germany etc.; it enhances citizen's ability to have access to the basic programmes of government while it brings about openness in performing public functions (Baidyabati, 2012). The scope of e-governance revolves around e-registration, e-participation, e-taxation, e-mobilization, e-education, e-service delivery, e-feedback, e-policing, e-planning, e-debate and analyses of public financial statements. It also creates awareness for the general local populace in relation to activities such as immunization, vaccination, civic education, time for collection of waste, identification of community development association in every

neighborhood and making suggestions for the betterment of government programmes (Alam, 2012).

Enofe, Ogbaisi and Mboto (2013) affirm that in the 21st century, the adoption of Information and Communication Technology (ICT) has transformed governance and administrative processes across the globe. E-governance, defined as the application of ICT in government operations to enhance service delivery, transparency, and efficiency, has become a cornerstone of public sector reform efforts. It is aimed at bridging the gap between the government and the citizens by ensuring faster, more efficient, and transparent services.

In Nigeria, the public sector has long been plagued by inefficiencies, bureaucratic bottlenecks, corruption, and limited accessibility to services (Okot-Uma, 2020). These challenges necessitate the adoption of e-governance to facilitate improved service delivery and governmental operations. The Nigerian government has undertaken various e-governance initiatives, such as the National e-Government Master Plan, the Treasury Single Account (TSA), the Integrated Payroll and Personnel Information System (IPPIS), and the Government Integrated Financial Management Information System (GIFMIS), all aimed at improving efficiency in governance (Obi, 2022).

However, Eze (2021) posits that the implementation of e-governance varies across different regions, influenced by factors such as technological infrastructure, political will, and socio-economic conditions. In developing countries, challenges such as limited digital literacy, inadequate ICT infrastructure, and resistance to change among public servants often impede the effective adoption of e-governance initiatives (Omodero, 2023). Despite these challenges, the potential benefits of e-governance in enhancing public service performance make it a critical area of study.

Despite these efforts, the implementation of e-governance in Nigeria is met with several challenges, including inadequate ICT infrastructure, resistance to technological changes, digital illiteracy, and issues related to cybersecurity (Ayo, 2019). Delta and Edo States, located in the South-South geopolitical zone of Nigeria, have embarked on several e-governance initiatives to improve public service performance. These initiatives aim to enhance the efficiency of public administration, reduce bureaucratic bottlenecks, and foster greater transparency in governmental operations. Despite these efforts, the extent to which e-governance has improved public service performance in these states remains underexplored. This study examined the impact of e-governance on public service delivery in selected ministries in Delta and Edo States. The specific objectives were to:

i. Examine the relationship between e-governance implementation and service delivery efficiency in selected ministries in Delta and Edo States.
ii. Examine the relationship between e-governance implementation and service delivery effectiveness in selected ministries in Delta and Edo States.
iii. Examine the relationship between e-governance implementation and accountability and transparency in selected ministries in Delta and Edo States.

Methods

This study adopted a cross-sectional survey research design, which allows for the collection of both qualitative and quantitative data. This design was suitable because it enables the researcher to examined the relationship between e-governance implementation and improvements in public service performance. The population of this study consists of government employees and senior officials in selected ministries in Delta and Edo States. Additionally, relevant stakeholders, including IT personnel and citizens

who interact with e-governance platforms, are also considered. The estimated study population of 3,150 include the total number of civil servants working in the selected ministries in both Delta and Edo States. These employees include senior officials, ICT officers, administrative staff, finance officers, and technical staff who interact with e-governance systems as shown tables below.

Table 1. Estimated Population in Delta State

Ministry	Estimated Staff Strength
Ministry of Science & Technology	150
Ministry of Finance	300
Ministry of Education	500
Ministry of Health	700
Total (Delta State)	1,650

Source: Delta State Head of Service, 2025

Table 2. Estimated Population in Edo State

Ministry	Estimated Staff Strength
Ministry of Science & Technology	120
Ministry of Finance	280
Ministry of Education	450
Ministry of Health	650
Total (Edo State)	1,500

Source: Edo State Head of Service, 2025

Grand Total Study Population (Delta + Edo States) 1,650 + 1,500 = 3,150.

A stratified random sampling technique was used to ensure representation across different ministries and hierarchical levels within the public service. The sample size was determined using Yamane's formula for sample size determination: $n = N / 1 + Ne^2$

Where:

1. n = sample size
2. N = total population
3. e = margin of error (usually 5%)

Given the population size of 3,150 and with a sampling error of 5 percent, the required sample size was computed as:

$n = N / 1 + Ne^2$

$n = 3,150 / 1 + 3,150 (0.05)^2 = 354.13 = 354$ Approximately

Consequently, a sample size of three hundred and fifty-four (354) was used.

This study used a quantitative approach to gather data. This ensures that the study has the chance to generate balanced, more comprehensive, and detailed data. The primary method of data collection was asking respondents to fill out a questionnaire to collect primary data. A structured questionnaire was designed to collect data on respondents' perceptions of e-governance adoption and its impact on service performance in selected ministries in Delta and Edo States. Secondary data was obtained from government reports, policy documents, journal articles, and past studies on e-governance and public service performance in Nigeria.

To analyze the data, the information gathered from the questionnaire was coded and input into the Statistical Package of Social Sciences (SPSS version 23.0, 2020). The demographic data content of the respondents was analyzed using percentages and frequency, and the hypotheses were tested at the 0.05 level of significance using Correlation and multiple regression analysis. These were deemed appropriate for the type of study.

Result and Discussion

This study explored the impact of e-governance on public service performance in selected ministries in Delta and Edo States. To achieve this, three hundred and fifty-four (354) questionnaire were distributed across the two selected states. The questionnaire covered respondents' biodata and the main subject of the study.

Table 3. Distribution of Questionnaire and Response Rate

S/N	State	Questionnaires Distributed	Questionnaires Retrieved	Percentage (%)
1	Delta	185	153	82.7%
2	Edo	169	134	79.3%
Total		354	287	81.1%

Source: Researcher's Fieldwork, 2025

Table 3 presents the distribution and retrieval of questionnaire administered in Delta and Edo States. A total of 354 questionnaire were distributed across both states, out of which 287 were successfully retrieved, resulting in an overall response rate of 81.1%. Specifically, in Delta State, 185 questionnaire were distributed, and 153 were returned, yielding a high response rate of 82.7%. In Edo State, 169 questionnaire were distributed, and 134 were retrieved, giving a response rate of 79.3%. The high response rates in both states indicate strong participation from the respondents, which enhances the reliability and validity of the data collected for the study. This satisfactory response rate also suggests that the findings derived from the data are representative of the target population in the selected ministries of Delta and Edo States.

Bivariate Analysis (Test of Relationship)

The bivariate analysis involves the test for the bivariate relationship between the dependent and independent variables. The decision rule, which applies to all bivariate test outcomes, is stated as follows: where $P < 0.05$, reject the hypothesis based on evidence of an insignificant relationship, and where $P > 0.05$, accept the hypothesis based on a significant relationship between the variables.

Table 4. Correlation Coefficient Matrix of E-Governance and Public Service Performance in selected Ministries in Delta and Edo States

	Variables	E-Governance Implementation	Service Delivery Efficiency	Service Delivery Effectiveness	Accountability and Transparency
Prob > |r| under H0: Rho=0	E-Governance Implementation	1.0000	.7843** <.0001	.7750** <.0001	.7820** <.0001
	Service Delivery Efficiency	.7843** <.0001	1.0000	.7050** <.0001	.7903** <.0001
	Service Delivery Effectiveness	.87750** <.0001	. 7050** <.0001	1.0000	.7847** <.0001
	Accountability and Transparency	. 7820** <.0001	. 7903** <.0001	. 7847** <.0001	1.0000

**. Correlation is significant at the 0.05 level (2-tailed)

Researcher's Fieldwork, 2025

Table 4 presents the correlation coefficients among key variables: E-Governance Implementation, Service Delivery Efficiency, Service Delivery Effectiveness, and Accountability and Transparency. These values measure the strength and direction of the linear relationship between pairs of variables. The double asterisks ()** indicate significance at the 0.01 level ($p < 0.01$), meaning the results are statistically significant.

Table 4 shows that there is a strong positive correlation between the implementation of e-governance and the efficiency of service delivery ($r = 0.7843$, $p < 0.0001$). This implies that as e-governance practices are enhanced, the efficiency in public service delivery tends to improve significantly. A similarly strong and positive relationship exists between e-governance and the effectiveness of service delivery ($r = 0.7750$, $p < 0.0001$). This suggests that e-governance is not only making services quicker but also more effective in meeting the needs of the public.

Table 4 shows a strong positive correlation between e-governance and improvements in accountability and transparency ($r = 0.7820$, $p < 0.0001$). This means that digital tools and processes likely reduce corruption and enhance openness in government operations. A strong positive correlation exists between the efficiency and effectiveness of service delivery ($r = 0.7050$, $p < 0.0001$). In practice, this indicates that when services are delivered efficiently, they are also more likely to meet intended goals.

Table 4 further shows a strong correlation, suggesting that efficient public service mechanisms are also associated with increased levels of accountability and transparency ($r = 0.7903$, $p < 0.0001$). The correlation is again strong and positive, showing that more effective service delivery contributes to greater transparency and accountability in governance ($r = 0.7847$, $p < 0.0001$). All correlation coefficients in the matrix are strong, positive, and statistically significant, indicating that e-governance implementation has a substantial impact on improving public service performance in terms of efficiency, effectiveness, and transparency in the selected ministries of Delta and Edo States. These findings support the idea that digital transformation in governance fosters better service outcomes and institutional trust.

The Effect of E-Governance and Public Service Performance

Since correlation does not imply causation, a multiple regression analysis was performed to verify the influence of e-governance and public service performance in selected ministries in Delta and Edo States. The simple regression analysis, which was conducted at a 5% level of significance, was used to further test hypotheses formulated for this study. Summary results are presented below.

Table 5. Summary of a Multiple Regression Analysis of E-Governance and Public Service Performance in selected Ministries in Delta and Edo States

Variables	R Square	Adjusted R Square	Coefficient	F-stat	F-sig.	T-stat	t-sig.	D.W.
Service Delivery Efficiency	.143	.109	.536	20.100	.000[b]	5.805	.000	2.010
Service Delivery Effectiveness	.127	.101	.512	14.346	.001[b]	5.330	.001	1.985
Accountability and Transparency	.138	.103	.527	17.535	.005[b]	5.608	.005	1.991

Source: Researcher's Fieldwork, 2025.

Table 5 presents the outcome of a multiple regression analysis designed to evaluate the influence of e-governance implementation on three key dimensions of public service performance, namely, service delivery efficiency, service delivery effectiveness, and accountability and transparency, across selected ministries in Delta and Edo States. The model uses standard statistical indicators such as R Square, Adjusted R Square, F-statistics, t-statistics,

significance levels (p-values), and the Durbin-Watson statistic to measure the strength, direction, and reliability of the relationships.

Service Delivery Efficiency

The regression results show an R Square of 0.143, meaning that 14.3% of the variation in service delivery efficiency was explained by the implementation of e-governance. When adjusted for the number of predictors, the Adjusted R Square drops slightly to 0.109, indicating a modest but relevant explanatory power of the model. The F-statistic of 20.100 with a p-value of 0.000 confirms that the regression model was statistically significant, and the likelihood of this result occurring by chance was extremely low. Furthermore, the coefficient value of 0.536 demonstrates that an increase in e-governance leads to a positive increase of 0.536 units in service delivery efficiency. The t-statistic of 5.805 and a p-value of .000 reinforce the statistical significance of the relationship, providing strong evidence that the impact of e-governance is not only positive but also highly meaningful. The Durbin-Watson (D.W.) statistic of 2.010 suggests that there is no serious autocorrelation in the residuals, ensuring the reliability and validity of the regression results.

Service Delivery Effectiveness

The regression analysis for service delivery effectiveness reveals an R Square of 0.127, which indicates that 12.7% of the variance in service delivery effectiveness was attributed to e-governance practices. The Adjusted R Square is 0.101, maintaining a moderate level of consistency and reliability within the model even after accounting for the degrees of freedom. The F-statistic of 14.346 and a p-value of .001 further confirm the model's statistical significance. With a coefficient of 0.512, this suggests that a unit improvement in e-governance implementation results in a 0.512 increase in service effectiveness. The t-statistic of 5.330 with a p-value of .001 verifies that the impact was highly significant. Additionally, the Durbin-Watson value of 1.985 falls within the acceptable range, suggesting that the model residuals are not autocorrelated and that the regression results are dependable.

Accountability and Transparency

For the third performance indicator, the R Square was 0.138, which shows that 13.8% of the changes in accountability and transparency was linked to e-governance implementation. The Adjusted R Square of 0.103 confirms that the model retains a fair degree of explanatory power after correcting for the number of predictors. The F-statistic of 17.535 with a p-value of .005 affirms the statistical relevance of the model.

A regression coefficient of 0.527 points to a positive and considerable impact of e-governance on accountability and transparency, implying that improvements in digital governance tools and processes help to foster more open and responsible governance practices. The t-statistic of 5.608 and a corresponding p-value of .005 reinforce the statistical significance of this outcome. Again, the Durbin-Watson statistic of 1.991 confirms the absence of autocorrelation, thus validating the model's robustness.

Overall, Table 5 indicates that e-governance implementation exerts a significant and positive influence on public service performance in the ministries under study. While the R Square values suggest moderate explanatory strength, the high F-statistics, strong t-values, and low p-values all confirm that e-governance contributes meaningfully to improvements in efficiency, effectiveness, and transparency in service delivery. The Durbin-Watson statistics also fall within the ideal range (close to 2), indicating that the regression models are statistically sound and free from serial correlation. These results support the broader argument that embracing digital governance mechanisms can lead to more responsive, efficient, and transparent public administration processes, especially within the context of government institutions in Delta and Edo States.

Discussion of Findings

This study examined the influence of e-governance and public service performance in selected ministries in Delta and Edo States. For hypothesis one, the finding reveals that e-governance implementation contributes meaningfully to improvements in efficient service delivery across selected ministries in Delta and Edo States. The findings align with the growing body of literature that emphasizes the transformative role of e-governance in enhancing service delivery in government institutions. As noted by Andersen (2004) and Xhafka et al. (2024), the introduction of e-governance has been a significant driver in streamlining administrative processes, reducing bureaucracy, and improving service efficiency. In the context of Delta and Edo States, the shift towards e-governance appears to have created a more agile and efficient public service apparatus, ensuring that services are delivered more promptly, with greater accuracy, and at lower operational costs. This has been particularly evident in ministries where digital platforms have been implemented for administrative functions such as application processing, permit issuance, and public feedback mechanisms.

Sofyani et al. (2020), collaborating with this finding, argue that the use of information technology (IT) tools within government ministries has allowed for better coordination between various departments, leading to faster decision-making and problem resolution. In many instances, ministries have adopted integrated systems that allow for the seamless flow of information, which, in turn, has minimized delays caused by the manual handling of processes. This reflects the assertions by Heeks (2002), who emphasized that e-governance not only improves the internal functioning of ministries but also strengthens the external relationships between the government and its citizens.

This study's finding agrees with Oyeyemi (2022), who argues that the ability to automate routine tasks and allow for real-time communication between government agencies and citizens has drastically reduced the level of human error and inefficiency. This finding mirrors a study by Lee (2006), who highlighted that e-governance implementation helps eliminate redundancies and ensures that public servants focus on more complex tasks requiring critical decision-making skills.

Oni et al. (2015), collaborating with this finding, argue that e-governance platforms that allow for digital record-keeping and online public service requests have led to a noticeable reduction in processing times. Furthermore, citizens now have access to online portals where they can track the progress of their requests, thereby increasing transparency and accountability in the service delivery process. Additionally, the finding is consistent with that of Bwalya (2009), who indicated that e-governance initiatives improve the accessibility and convenience of public services. In Delta and Edo States, citizens are now able to access services online without having to physically visit government offices, which in turn saves time and reduces costs. This convenience not only enhances service delivery but also empowers the citizens, as they are better informed about the processes and the status of their requests.

Another critical aspect emerging from the study is the role of e-governance in fostering inter-agency collaboration, which has been instrumental in improving the efficiency of service delivery. The implementation of integrated systems within ministries has enabled real-time data sharing, which is crucial for effective decision-making and coordination between different government agencies. This has reduced the duplication of efforts, as various ministries can now access and share information on ongoing projects, citizen complaints, and resource allocation. This finding is in line with the work of Kettunen and Kallio (2017), who argued that e-governance improves inter-organizational cooperation, as the sharing of information becomes more streamlined and standardized. In the case of Delta and Edo States, the study found that ministries that have embraced e-governance report fewer instances of miscommunication or delays that are often caused by fragmented systems.

Concerning hypothesis two, the study showed that e-governance implementation exerts a significant and positive influence on service delivery effectiveness across selected ministries in Delta and Edo States. This finding suggests that e-governance has transformed how ministries in Delta and Edo States operate, leading to improved service delivery outcomes. This aligns with the literature on e-governance, which has consistently highlighted the role of digital technologies in improving service delivery effectiveness in the public sector. As noted by Aderonke (2017), e-governance implementation leads to increased efficiency, which, in turn, improves the

responsiveness and effectiveness of public service delivery. In the case of Delta and Edo States, the adoption of e-governance systems within ministries has enabled these ministries to operate more swiftly, make informed decisions, and meet public demand for services promptly.

One of the key contributions of e-governance in enhancing service delivery effectiveness is its ability to streamline bureaucratic processes. In many instances, the introduction of automated systems has reduced the need for paper-based documentation, minimizing delays and human error. This has been particularly evident in ministries that have implemented online platforms for public service requests, such as permit applications, license renewals, and grievance submission channels (Kettunen & Kallio, 2017). Such initiatives have helped to reduce processing time and enhanced the overall efficiency of service provision.

The finding also underscores the positive impact of e-governance on communication and collaboration between different government agencies. As several ministries in Delta and Edo States adopted integrated IT systems, the sharing of information between departments became more seamless, thereby improving decision-making and the coordination of tasks. This increase in inter-agency collaboration aligns with the work of Lall (2007), who argued that e-governance reduces the siloed nature of public administration by promoting more transparent and collaborative work environments. By facilitating the flow of real-time information, e-governance has enabled ministries to respond more effectively to the needs of citizens, further improving service delivery outcomes.

This finding is consistent with Xhafka et al. (2024)'s view that e-governance is instrumental in enabling ministries to provide citizen-centric services. By moving away from traditional methods of service delivery, which often involve lengthy waiting times and cumbersome procedures, e-governance has made it easier for citizens to access essential services. The introduction of online application systems, mobile platforms, and digital complaint management systems has made public services more accessible, especially for citizens in rural or underserved areas. This digital shift allows ministries to engage directly with citizens, responding to their needs more effectively and efficiently.

Additionally, the study finds that the ability to collect real-time data from digital interactions with citizens has enabled ministries to identify service delivery bottlenecks and areas requiring improvement. For instance, ministries can now track the frequency and nature of complaints or requests, allowing them to prioritize and address issues more effectively. This data-driven approach to service delivery reflects the findings of Sørensen and Lærke (2017), who argued that e-governance provides government agencies with valuable insights into citizen needs and service performance, thereby enabling better-informed decision-making.

The third hypothesis of this study revealed that e-governance enhances transparency and accountability in selected ministries in Delta and Edo States. In the ministries of Delta and Edo States, the implementation of online platforms for accessing public services has made processes more transparent, providing citizens with visibility into the status of their applications and requests. This level of transparency not only fosters greater trust between the government and its citizens but also helps minimize corruption, as public servants are held accountable for their actions through automated tracking and monitoring systems. This supports findings by Dada (2018), who noted that the visibility and audit trails inherent in e-governance systems contribute to reducing opportunities for bribery and misconduct.

The adoption of e-governance platforms in Delta and Edo States has allowed for greater visibility in the functioning of government processes. Digital systems, such as online application portals and automated service tracking, have provided citizens with real-time access to the status of their requests and applications. This level of transparency helps ensure that government actions are visible to the public, reducing opportunities for corruption and fostering trust in the government. The finding also resonates with the work of Bwalya (2009), who emphasized that e-governance helps create a transparent environment by enabling citizens to monitor public services more effectively. This is consistent with the research by Heeks (2002), which highlighted that the audit trails generated by e-governance platforms enhance accountability by making government processes more transparent and subject to oversight.

Moreover, the digitalization of services has empowered citizens to actively engage with government ministries, providing them with channels to submit feedback, track progress, and access vital information. This shift towards more citizen-centered governance fosters a sense of accountability, as ministries must respond promptly and effectively to public inquiries. These findings align with the argument made by Moon (2002) that e-governance contributes to improving citizen satisfaction by offering clear, accessible, and accountable service delivery. This reflects a broader trend noted by the United Nations E-Government Survey (2018), which shows that technology has been a vital tool in reducing corruption and enhancing transparency in the public sector.

Conclusion and Recommendations

This study examined the impact of e-governance on public service performance in selected ministries across Delta and Edo States. The findings demonstrated that the implementation of e-governance has significantly contributed to the enhancement of service delivery within these ministries. By leveraging digital platforms and technologies, e-governance has proven to be a powerful tool for improving the efficiency and effectiveness of public administration in both states. One of the most notable benefits of e-governance is its ability to streamline administrative processes, which in turn reduces bureaucratic bottlenecks that have traditionally hindered the timely delivery of public services. This streamlined approach allows for more efficient allocation of resources and faster decision-making, ultimately improving the overall performance of public services.

Moreover, the study highlights the important role e-governance has played in increasing the responsiveness of public services. Through digital platforms, government ministries have become more accessible to citizens, enabling quicker responses to public inquiries, concerns, and requests. This increased responsiveness has been crucial in addressing the dynamic needs of the public, ensuring that government actions are more attuned to the expectations and needs of the populace. By facilitating real-time communication and interaction between citizens and public servants, e-governance has significantly improved the public's access to government services, fostering a more user-centric approach to governance.

A key aspect of e-governance that has contributed to its success in Delta and Edo States is its focus on enhancing transparency and accountability. By digitizing government processes and making data more accessible, e-governance reduces the opportunities for corruption and manipulation that often accompany manual or opaque procedures. Public actions and decisions are now more visible to citizens, promoting greater accountability among public officials. This transparency has been instrumental in building and maintaining public trust in government operations. As a result, citizens are more likely to have confidence in the integrity of government processes, which in turn leads to greater public satisfaction with the services provided.

The study further confirms that e-governance has a profound and positive impact on the quality of public service delivery in Delta and Edo States. Ministries in these states have experienced marked improvements in operational efficiency, effectiveness in service delivery, and overall transparency. The integration of e-governance has simplified many administrative processes that were once cumbersome and time-consuming, ensuring smoother operations within government ministries. Additionally, the implementation of e-governance systems has improved the responsiveness and accountability of public services, minimized delays and errors, also reduced the likelihood of corrupt practices. These improvements have not only contributed to more efficient public service delivery but have also enhanced the perception of government institutions among citizens.

In conclusion, the introduction of digital technologies has significantly modernized government operations, ensuring more efficient, responsive, and accountable services. As

such, e-governance emerges as an essential tool for enhancing the quality of public service delivery, fostering good governance, and promoting a more open and participatory relationship between the government and its citizens. The success of e-governance in these states highlights the need for further investment and expansion of digital governance initiatives across other regions, as it holds the potential to drive further improvements in public service delivery nationwide. Based on the findings of this study, the following recommendations are proposed to enhance the implementation and impact of e-governance on public service performance in Delta and Edo States:

i. Governments of Delta and Edo States should strengthen the digital infrastructure in ministries by ensuring reliable internet access, updated software, and modern ICT tools to support efficient e-governance implementation.
ii. The Delta and Edo States ministries should provide continuous staff training to enhance their digital literacy and capacity to manage e-governance platforms effectively.
iii. Governments of Delta and Edo States should establish transparent monitoring systems to track service delivery processes and ensure accountability, thereby reducing corruption and boosting public trust.

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