**THE IMPACT OF E-GOVERNANCE IN PUBLIC SERVICE DELIVERY IN NIGERIA: A CASE STUDY OF LAGOS STATE SECRETARIAT - ALAUSA**

**ABSTRACT**

The primary objective of the study is to assess the influence of E-governance on the provision of public services, with a specific focus on the Lagos State Secretariat as the subject of analysis. The research was directed by four research inquiries and conjectures. The study utilised a survey descriptive design and employed convenience sampling to pick a sample size of one hundred and ten (110) employees in Lagos State. A self-structured questionnaire was distributed to the participants, and the collected data was then validated for the study. The data was analysed using basic statistical measures such as percentages, means, and standard deviations. The results were then presented in the form of frequencies and tables. A hypothesis test was performed using multiple regression analysis in the Statistical Package for the Social Sciences (SPSS v.23). This study uncovers various facets of e-Governance, which pertains to the use of Information Communication Technology (ICT) by the government to carry out administrative tasks, including the provision of public services. The argument posits that the implementation of well-established e-Governance has favourable consequences for the provision of services in the Lagos State Secretariat.

**ABSTRACT**

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**CHAPTER ONE**

**INTRODUCTION**

**1.1 Background to the study**

The widespread adoption of e-governance in many countries throughout the world is based on its seeming capacity to expedite the delivery of public services. The two main benefits of eGovernment are its effectiveness and its ability to reduce corruption through automation. Among other advantages for the country, e-Government can lessen financial gaps between nations and boost travel (Pankan & Radhakrishnan, 2016). The notion of electronic governance encompasses various aspects. "e-Administration (Improving Government Processes), e-Citizen (Connecting Citizens), e-Society (Building external Interactions), and e-Applications (Government-to-Citizen or Government-to-Customer, Government-to-Business and Government-to-Government and Government-to-Employees" are a few of the elements that make up e-Governance yuan, and Khan, 2023). Combining all of these e-governance elements would ideally result in a different public service delivery system for any country, including Nigeria.

The use of computers to do many government jobs, such as internal communications, accounting, planning, budgeting, and many more administrative chores, is referred to as "e-administration". The primary goal of e-Administration is to guarantee the effectiveness of administrative processes. Connecting people in a way that optimises the advantages of social interactions is the aim of e-people. This can mean creating online communities and forums where individuals can interact and discuss public concerns. Public discourse via phone-in on the internet is a great example of this. The development of a paperless application process is known as e-Application, and the development of the means for seamless external interactions with many institutions within society is referred to as e-Society (Efobi & Onwukwe, 2024). Amir et al. (2023), in contrast to Pankan & Radhakrishnan (2016), saw e-Government (as they named it) from the perspective of information technology (IT) capacities at various stages of development. Four levels were identified for IT governance capability. Stage one IT capacity is defined as having a functional official website that makes information about government operations accessible to the general public. In a typical top-down information flow, information is exchanged one way from the public sector to the government during this phase. Enabling two-way interactions determines the second stage of e-governance. Among other things, two-way interactions are assumed to have the ability to email questions, enable live chat feedback methods, download forms, complete them, and submit them to a portal. The capacity to safely pay taxes, levies, dues, licence renewal fees and other charges online is required for the third level. The fourth step, dubbed the "e-Democracy stage," comprises electronic voting along with electronic policymaking and consultations. The United Nations worldwide E-Government Readiness Report (2004) identifies five stages in the worldwide development of e-governance. These stages include the following: emerging presence, enhanced presence, interactive presence, transactional presence, enhanced presence, networked (or fully integrated) presence. The UN states that the initial stage, referred to as "emergence presence," is when a country decides to participate in e-governance. According to UN definitions, this stage is characterised by a restricted and usually static (i.e., non-interactive) online presence, akin to that of Carrubbo & Sarno (2011) and Nuhu et al. (2023). At the moment, the goal is to give information to the publics of various government agencies, parastatals, and entities in a one-way fashion.

The second level is referred to as "heightened presence." As of right now, there have been several noticeable changes, particularly with regard to the contents and how they are updated. However, the majority of information flow currently occurs between the government and its citizens. Compared to phases one and two, there is an increase in services and a level of involvement. At stage three, the number of related government parastatals also increased significantly. During the transactional presence stage (stage four), there is usually fully established two-way engagement between the government and the public or between the government and outside groups. In stage five, all government agencies, parastatals, and departments fully integrate with e-Government. According to Michalis (2023), this stage is the fourth stage. Government operations are being carried out in real time with electronic records, with paper work acting merely as a backup. Global e-Government is primarily driven by the rapid growth of ICT (\ENGÜL & Günal, 2023). It is true, in actuality, that e-Government would not have been possible without the growth of the ICT sector. This demonstrates the significance of ICT for e-Government. One common ICT that has drastically altered communication between government agencies and parastatals is email. It has dramatically altered the speed at which messages are sent and received, how long they are kept for future access, and how quickly—and occasionally for free—messages can reach millions of recipients. It appears that Nigeria's public sector has all the measurements needed for e-Government. The country's internet penetration is rapidly increasing (Poushter, 2016); corruption is pervasive and endemic (Kabir & Baniamin, 2013); and public and civil personnel are perceived to have underperformed in terms of service delivery (Rizki & Kurniawan, 2023). These indices appear to call for the development of new techniques or tools that could improve the delivery of public services. Realising the potential of ICT and, by extension, e-Governance, towards empowering the people and improving public service delivery in this digital age, the Federal Government of Nigeria, headed by General Olusegun Obasanjo, developed the national information technology policy in 2001 (O'Riordan & Boyle, 2023). The policy's roadmap will ensure that the country has ICT capabilities by 2005 (Dharmika & Subanda, 2023).

Considering the aforementioned, it can be concluded that for a minimum of 15 years, there has been a formal emphasis on e-Government as a means of improving the delivery of public services. Therefore, a review of this strategy is necessary to understand how it affects public service delivery across the country. Thus, the aim of this research is to assess the impact of e-Government on public service delivery using the Lagos State Secretariat, Alausa, as a case study.

The study's focal point organisation, the Lagos State Secretariat, Alausa, was selected due to the breakthroughs that have taken place there, primarily in the field of deeper eService delivery. To the best of the researcher's knowledge—having examined the body of relevant literature—the organization's internal usage of e-Governance is still unknown to the general public and has not yet been the focus of an empirical investigation. This study attempts to close the information gap that is left.

**1.2 Statement of the problem**

In developing nations, such as Nigeria, governments play a vital role in allocating economic resources and providing essential services to the population (Molobela & Uwizeyimana, 2023). The quality of service provided by public servants is a vital measure of the overall welfare of the population in these countries. The delivery of public services in Nigeria is characterised by a lack of efficiency (Singh et al., 2010). The study conducted by Molobela & Uwizeyimana (2023) highlighted significant differences between the expected level of service offered by public officials and the perceived quality of service provided. In order to enhance the effectiveness of Nigerian public sector agencies in achieving government's policy objectives, it is imperative to examine the nature of E-governance and Service Delivery in the country. This is a critical issue as the Nigerian public service has faced numerous challenges, including poor service delivery, a lack of service culture, low employee engagement, and negative customer experiences. These issues have significantly hindered the provision of public services in the country (Ajibade et al., 2017). The understanding of the government service performance at Lagos State Secretariat, Alausa, in relation to the implementation of eGovernance is of utmost importance.

The use of technology in the Lagos State Secretariat for engaging with other government agencies such as National Youth Service Corps and National University Commission, also known as Government to Government, is unclear in terms of its impact on effective service delivery. In the same way, the use of technology within its internal operations among workers is not accessible to the general public and has not been experimentally evaluated. Furthermore, e-Governance is often misconstrued as limited to government organisations or institutions having a static online presence (Shamsuddin, 2023). Although it is praiseworthy for governments or their agencies to have websites to establish an online presence, it is important to note that simply owning websites does not equate to the concept of e-Governance. The focus of this study is to assess the effectiveness of the eGovernance initiatives that have been put in place at the Lagos State Secretariat, Alausa, and their impact on the provision of public services.

**1.3 Objectives of the Study**

This study seeks to investigate the influence of e-Governance on the provision of public services, specifically focusing on the Lagos State Secretariat, Alausa. The precise aims are to:

Assess the impact of e-Governance on the culture of service.

Examine the correlation between e-Governance and the level of service quality.

Examine the impact of e-Governance on the level of employee engagement.

Examine the correlation between electronic governance and the satisfaction of customers.

**1.4 Research Questions**

How does e-Governance have significant effect on the service culture in Lagos State Secretariat, Alausa?

What is the relationship between e- Governance and service quality in Lagos State Secretariat, Alausa?

How does e-Governance have significant effect on employee engagement in Lagos State Secretariat, Alausa?

What is the relationship between e- Governance and the customer experience in Lagos State Secretariat, Alausa?

**1.5 Research Hypotheses**

The study hypotheses are stated in null form and presented below:

H01: e-Governance has no significant effect on the service culture in Lagos State Secretariat, Alausa.

H02: There is no significant relationship between e-Governance and service quality in Lagos State Secretariat, Alausa.

H03: e-Governance has no significant effect on employee engagement in Lagos State Secretariat, Alausa.

H04: There is no significant relationship between e-Governance and the customer experience in Lagos State Secretariat, Alausa.

**1.6 Significance of the Study**

This study aims to enhance the understanding of e-Governance in the specific context of Nigeria and its public domain. The study will utilise the available literature on e-Governance from both local and international sources. It aims to contribute to scholarly literatures that analyse the effects of e-Governance on the provision of public services in Nigeria. The study is deemed theoretically noteworthy due to its innovation in comprehensively analysing all aspects of e-Governance in public institutions within the context of Nigeria. This is in contrast to the prevailing concentration on e-Application, which dominates the existing literature on e-Governance in Nigeria. This allows for a comprehensive evaluation of e-Governance in public institutions in Nigeria, which adds to the existing body of knowledge on e-Governance and public service provision. This study will examine the Secretariat Alausa Lagos state and contribute to the existing empirical evidence on public institutions in Nigeria about e-Governance projects, their adoption, and the problems faced in achieving comprehensive e-Governance in Nigeria's public sector.

**1.7 Scope of the Study**

This study aims to evaluate the e-governance initiatives implemented in Secretariat Alausa, Lagos state, and assess their perceived impact on the board's public service delivery. The implementation of E-Governance has been a gradual and cumulative process that has taken place over the years. This study aims to examine the historical progression of e-Governance in the Lagos State Secretariat, located in Alausa. This study specifically examines the e-Governance projects and service delivery in the Lagos State Secretariat in Alausa.

**1.8 Definition of Terms**

**E-Governance:** also known as electronic governance, is the utilisation of Information Communication Technology (ICT) inside the government to facilitate and manage various governmental tasks, including the delivery of public services.

**Employee Service Delivery:** the provision of services by government employees to the general public as part of their duties in the public sector.

**Customer Experience:** refers to the complete set of encounters that a customer has with an organisation and its products. The term refers to the comprehensive manner in which customers interact with the organisation and its brand, encompassing not only a single moment but the whole duration of their customer journey.

**Employee Engagement:** a strategy in the workplace that creates optimal circumstances for all individuals within an organisation to consistently perform at their highest level. This involves being dedicated to the organization's objectives and principles, being inspired to contribute to its success, and experiencing an improved feeling of personal well-being.

**Service Quality:** how effectively a provided service meets the client's anticipated standards. Service business operators frequently evaluate the service quality offered to their consumers to enhance their service, promptly discover issues, and more effectively gauge client happiness.

**CHAPTER TWO**

**REVIEW OF LITERATURE**

**2.0 Introduction**

Our focus in this chapter is to critically examine relevant literature that would assist in explaining the research problem and furthermore recognize the efforts of scholars who had previously contributed immensely to similar research.

**2.1. Conceptual framework**

**E-Governance**

The existing literature on e-governance highlights the various interpretations and extents of the concept. There were different perspectives on this topic. Some saw it as an e-commerce platform catering to government customers, but without the e-democracy element. On the other hand, some saw it as a virtual reality interface that offers a multidimensional approach to governance. There are various interpretations and understandings of the concept by different individuals.

Tiwari (2023) describes e-Governance as the "rapidly emerging global phenomenon of utilising information and communication technology (ICT) as a new approach in public administration." In 2023, Salam provided a definition for it, describing it as the utilisation of Information and Communication Technology (ICT) in government processes to establish Simple, Moral, Accountable, Responsive, and Transparent (SMART) governance. Nchaga et al (2023) defined e-governance (e-Government) as the utilisation of information technology to transcend the limitations of traditional paper and physical systems. It aims to improve the accessibility and delivery of government services for the benefit of citizens, business partners, and employees.

As stated by Reddick (2011), E-governance, or electronic governance, involves the utilisation of information and communication technology (ICT) to deliver various government services. The platform facilitates the exchange of various forms of communication, ensuring the smooth flow of different types of transactions. This allows for the seamless integration of various independent systems and services between the government, customers, and businesses (Hao et al., 2023).

E-governance involves the utilisation of information communication technologies to facilitate various public services. Nchaga & Murongo, 2024). This primarily pertains to the utilisation of the internet to ensure the provision of various services in a manner that is convenient, cost-effective, and customer-centric. E-governance also encompasses the utilisation of IT to improve the functioning of the government. The primary focus is on promoting moral, simple, responsive, accountable, and transparent governance (Motloung & Hofisi, 2023). Viola & Sukmana (2023) argue that E-governance is a crucial tool for achieving highly effective and efficient public service delivery.

**Origin of E- Governance**

The concept of e-governance emerged in the early 21st century, largely as an adaptation of e-commerce for the public sector. The main focus was to ensure the availability of public services on the Internet. During the initial stages of its development, e-governance followed a similar evolutionary model as e-business. This meant that in the early days, the main focus of e-services was on creating visually appealing graphic user interfaces with limited interactivity.

The term is commonly used to describe the impact of information and communication technology within the public sector. It can be seen as an expansion of e-commerce into the realm of government, utilising the Internet to provide information and services to the public. Maile & Vyas-Doorgapersad, 2023). The Department of Economic and Social Affairs of the United Nations provides a definition of e-governance that involves the use of the internet and the world-wide-web to deliver government information and services to citizens (United Nations, 2008). The general definition explains e-governance as the utilisation of information and communication technologies (ICT) to revolutionise government by enhancing accessibility, efficiency, and transparency.

The concept of e-governance involves the utilisation of information technologies, including the Internet, the World Wide Web, and mobile computing, by government agencies. This utilisation has the potential to revolutionise the way governments interact with citizens, businesses, other government sectors, and even international governments. This article highlights the positive impact of various technologies in enhancing government services, fostering better relationships with businesses and industries, and facilitating access to information (Aderonmu, Owolabi & Iyiola, 2019). E-governance refers to the utilisation of modern information and communication technologies to streamline government processes and public administration (Adoghe & Cao, 2018). This definition emphasises the utilisation of ICT to support the administration or management of government. According to Olorunsogo & Obamiro (2016), e-governance involves government agencies utilising information technologies to enhance their interactions with citizens, businesses, and other government entities. The utilisation of these technologies can bring about various benefits, such as enhanced delivery of government services to citizens, improved interactions with businesses and industries, citizen empowerment through access to information, and more efficient government management. The activities can lead to positive outcomes such as reduced corruption, improved transparency, enhanced convenience, increased revenue, and lower costs.

Oluwagbemi, Uzoka & Adeoye (2017) define e-governance as the utilisation of information and communication technologies, specifically the internet, for the purpose of providing government information and services. The concept of e-governance involves utilising ICT to enhance government efficiency, streamline government services, improve access to information, and foster government accountability to citizens (Yusuf & Yusuf, 2016). E-governance aims to enable the public to easily request government services without the need to visit a government office or interact directly with a government employee. The service is provided via government websites (Oladapo, Hassan & Lawal, 2023). The concept of e-governance involves the integration of ICT infrastructures, institutional reform, business processes, and service content to deliver top-notch services to citizens and businesses.

E-governance services cover a wide range of functions, from making commonly requested information available on a website to facilitating online transactions like electronic tax payments and fee processing. The primary objective of e-governance initiatives is to consolidate services that prioritise the needs of citizens (Muhamud & Odoh, 2023). The concept of e-governance encompasses innovative methods of providing and customising information and services, fostering connections between local and global communities and businesses, and driving us towards a digital democracy. The implementation of e-governance aims to enhance citizens' access to public information and services, offering flexibility and convenience (Muhamud & Odoh, 2023).

**Benefits of e-governance**

There are numerous benefits associated with e-governance on public service delivery. It is worth noting that Nigeria has made significant strides in becoming an Information Technology (IT) capable nation in Africa, while also establishing itself as a key player in the information society. Additionally, it has promoted the use of IT for educational purposes and has also contributed to the economic prosperity of various individuals in Nigeria. In addition, it has played a significant role in reducing poverty in Nigeria. This article highlights several significant advantages, such as the generation of new employment prospects for the population in Nigeria, improvements in governance, healthcare, and agriculture (Pandey, 2023).

**Components of E-Governance**

There are various components of e-governance based on the use of ICT to facilitate relationships between government and other key stakeholders. These types of relationships are with citizens (Government-to-Citizen), business (Government-to-Business), other governments (Government-to-Government), and employees (Government-to-Employees).

**Government-to-Citizen E-governance**

Government-to-Citizen e-governance focuses on making information accessible to citizens online. This is referred to as a citizen-centric e-Governance when governments take further steps to provide online services organized around citizen needs.

**Government-to-Business**

Government-to-Business e-governance focuses on strategies using ICTs to facilitate government interactions with the private sector to procure goods and services and to coordinate transactions from private companies. One approach is known as electronic procurement (e-procurement). Because of the large number of purchases that governments make from the private sector, there is a need to develop faster and more cost-effective routines to handle the typical procedures for procurement.

**Government-to-Employee**

Government-to-Employee e-governance focuses on relationships within government among employees to coordinate internal operations and improve the internal efficiency of business processes.

**Government-to-Government**

Government-to-Government focuses on providing services to governments through intergovernmental relations. This includes activities to coordinate stakeholders from the national, state/provincial, and local government as in the case of humanitarian or crisis response.

**Stages in E-governance**

There is no instantaneous occurrence or materialisation of e-government. It evolves over time through a number of phases. The literature regarding these phases is inconsistent, with numerous authors employing different nomenclatures or including an unequal number of stages. Howard, for example, delineated three distinct phases of electronic governance. (i) publish, (ii) interact, and (iii) transact constitute the stages. The 'publish stage' is defined by Ogu and Chukwurah (2023) as the phase in which government activities and information are disseminated in a unidirectional forum. The interact phase facilitates basic electronic interactions between citizens and the government via email and messaging applications. It is considered that the transaction stage is when the government's online presence possesses the necessary functionalities to facilitate e-commerce activities such as e-purchasing and e-payment.

E-governance development is comprised of the following four phases, according to Abah and Nwokwu (2019): (i) information, (ii) interaction, (iii) transaction, and (iv) integration. Chandler and Emmanuel's information stage corresponds to the publish stage as described by Ogu and Chukwurah (2023). Stage one, according to both studies, consisted of the dissemination of one-way information to the general public via an online platform, which was typically a static website. Ogu and Chukwurah assert that the interaction stage corresponds to stage two (interact) of the Howard model. Precise exchanges between the public and the government or its agencies constitute the 'interaction' phase. The third stage of the Ogu & Chukwurah is described identically to that of Howard (transact). Both represent e-commerce capabilities and the capacity for two-way interaction between the government and citizens online. In contrast, Ogu and Chukwurah designate the fourth stage as "integration." The integration phase encompasses the harmonisation or smooth exchange of information between the government, private organisations, and the general public, as well as between government agencies and parastatals.

The stages of e-governance development were categorised by Abasilim and Edet (2015) as follows: (i) cataloguing, (ii) transaction, (iii) vertical integration, and (iv) horizontal integration. Similarities can be observed between stages one and two as described in the works of Howard (2001) and Chandler & Emmanuel (2002) and those of Layne and Lee. Stage three, known as "vertical integration," corresponds to the integration stage (stage IV) proposed by Chandler and Emmanuel (2002). This stage encompasses integrations that occur between private organisations and government agencies. However, the interactions occur at a reduced momentum. Horizontal integration, which occurs at a higher interaction level or momentum, encompasses the incorporation of e-activities and e-services of government agencies and other pertinent stakeholders.

As demonstrated in the preceding, the stages of e-governance consist of a one-way online communication medium that disseminates government information to the public, followed by a two-way interaction characterised by an increased level of activities and fully integrated systems that simulate virtual government. However, there are evident deviations from this straightforward synopsis. In an effort to reduce discrepancies in the conceptualization of e-governance or e-government stages, the American Society for Public Administration and the United Nations Division for Public Economics and Public Administration (Abdulkareem & Ishola, 2019) attempted to standardise the stages of e-government development worldwide. Adopted for this study, the five stages produced by the attempt at harmonisation are as follows: emergence presence, enhanced presence, interactive presence, transactional presence, and networked (or highly integrated) presence. Theses stages are briefly explained below:

**Emergence presence**

As the name indicates, during the emergence presence, government makes its online presence with a web page which might include an official website, and links to ministries or departments. Information is majorly inactive and there is little or no interaction with citizens.

**Enhanced presence**

More information is provided by government on public policy and governance and makes them easily accessible to citizens, links are made to record information such as newsletters, documents, reports, laws etc.

**Interactive presence**

Governments provide online services like downloadable forms for applications and an interactive portal with services to ease its use by citizens is being put in place.

**Transactional presence**

Here, there is now two-way contact between ‘citizens and government’. It includes options for paying taxes, applying for ID cards or passports and other functions similar to Government to Citizens interactions.

**Networked (or fully integrated) presence**

This is the most sophisticated level of e-government implementation. It integrates all e- government service dimensions. At this stage, government through technology becomes proactive in connecting with and answering to citizens’ needs.

**Legislation: The role of an e-Governance Legal Framework**

The reformation of regulations stands as a critical issue that is consistently disregarded in developing nations where e-governance administrations are in the process of emerging. Practice, however, has shown that positive outcomes are crucial for e-government, in terms of both affordability and long-term viability. The necessity for regulatory reform in the operation of nearly all e-government systems is praiseworthy. In situations where these systems were created in violation of the applicable regulatory framework, their implementation would be considerably less likely to occur. The effectiveness of the e-governance initiative and general scheme is heavily reliant on the government's responsibility to establish an appropriate legal framework that governs their functioning.

Numerous nations engage in e-governance despite the lack of applicable policies and laws and a cyber legal framework. A variety of legislative amendments, regulations, policies, and rules are necessary to address electronic activities such as electronic archiving, electronic signatures, freedom of information, data protection, computer crime, intellectual property rights, and copyright concerns in the processing of e-government principles and functions. An effective e-government policy must take into account an approach that is centred around the citizenry. This implies that e-government should be a service driven by demand or the end user. E-government processes must possess the same legal frameworks that are present in parallel paper processes.

OECD governments have recognised the necessity of establishing a framework to ensure enforceable electronic transactions, including those in e-commerce and e-government, and have taken appropriate measures in this regard. For instance, in order for digital signatures to be utilised in e-government for the submission of electronic forms comprising sensitive personal or financial information, legal recognition is required. By 2003, only 26 out of 30 OECD countries had enacted legislation acknowledging the validity of digital signatures; however, only a considerably smaller fraction had implemented applications beyond the pilot stage.

It is the responsibility of developing nations to identify the legal issues. As previously stated in this work, developing countries are still in the nascent phases of implementing e-governance systems; consequently, their political leans and governmental structures would mirror this in their conduct.

According to Adegoroye, Oladejo, and Yinus (2015), legitimacy can be demonstrated through declarations of authority to take action, which are comparable to but distinct from affirming that a particular action is lawful.

**Public Service Defined**

While the definition of public service can vary from nation to nation, the focus here is on its implementation in Nigeria. Abdulkareem and Ajadi (2016) define public service more precisely as "the endeavours undertaken by government institutions and personnel to devise and execute governmental policies and initiatives in the public's best interest." Although the terms "public service" and "civil service" are frequently applied interchangeably, they remain distinct concepts despite certain similarities. As stated by Abdulrazaq (2015), the term "public service" generally denotes a broader range of activities than "civil service" and "constitutes the entirety of services administered by the government." It includes the judiciary, ministries, departments, and agencies of the central government, as well as its field administration and local governments, the military, and other security forces.

This is a more comprehensive understanding that aligns with the constitutional definition and differentiation of the terms in question. "The body of permanent officials appointed to assist the political executive in formulating and implementing government policies" is what the Civil Service (Adelana, 2020) consists of. Both are governmental apparatuses tasked with the implementation of governmental policies, i.e., the execution of the routine responsibilities that are required of public administration (Agba, Ochimana & Abubakar, 2013). It is crucial to specify that public service extends beyond civil service, or more broadly, it encompasses the former. The term "public service" refers to the entirety of services that are administered by the government (Ahmed, 2018).

**Public Service Delivery**

The term "public service" refers to the direct and indirect provisions of services by the government to its citizens or inhabitants. The government delivers public services in two ways: directly, through production, distribution, or service provision; and indirectly, by financing third-party services that benefit the populace. Governments have authority over the resources entrusted to them and have an obligation to provide services that, to an extent, benefit the populace. The degree of government intervention in the provision of services to the general public frequently aligns with the economic system in operation. In capitalist economic systems, service delivery is primarily controlled by the private sector. Conversely, in socialist economies, the government assumes a preeminent role. In a mixed economy such as Nigeria, substantial public services are rendered by both the private sector and government. The primary service provider in Nigeria is the government, which operates under the name Public Service. The term "Public Service" encompasses all entities that function within the government apparatus with the purpose of providing citizens with valuable services. Ajayi (2013) defines public service delivery as "the systematic approach of ensuring that the requirements of the populace are fulfilled via timely and effective mechanisms." This suggests that the government and citizens engage in an interaction that ensures the citizens' requirements are promptly addressed, thus placing the citizens at the centre of public service provision. The suggestion put forth is that similar to how the private sector prioritises customer satisfaction, which guarantees the provision of high-quality services, the public should be treated as the authority and recipient of improved public service performance (Akindele, 2014). The provision of satisfactory service delivery can be considered a fundamental obligation of public organisations. One of the fundamental functions of the public sector, according to Akpan, Dung, and Ibegbulam (2020), is this. Public service delivery, according to Al-Hawary and Al-Menhaly (2016), is "the consequence of the intentions and decisions of the government and its institutions, as well as the actions and decisions of government employees." According to them, it is "the provision of public goods or infrastructure services (water, electricity), economic grants, or social (education, health) provisions to those who require or demand them." In support of the aforementioned claims, Almutairi, Thurasamy, and Yeap (2020) define public service delivery as "doing more with fewer resources, empowering the public, increasing accountability of public servants," and fostering transparency.

Figure 2: Key Elements/Components of Service Delivery

Source: Adapted from ISS (2015)

**Service Delivery System**

**Service Delivery Management**

**Service Cultu**re

**Service Quality**

**Employee Engagement**

**Customer Experience**

**Service Culture:** Service culture is regarded as a method of generating value for both the organisation and the client (Amagoh, 2015). Despite the recognition of the importance of service culture, current conceptual models that refer to diverse service perspectives remain poorly understood (Amoke, 2020). This illustrates the necessity of developing and nurturing service value and shifting from a product-centric approach to one that prioritises services (Anak, 2020). According to Aneke, Humayun, and Desta (2019), service culture is a fundamental approach to generating value for both service organisations and their clientele. At this time, there is insufficient evidence to convince the supplier of the importance of service culture and practice.

This prompted the discourse initiated by Ata-Agboni and Olufemi (2021), who assert that modifications to the service process necessitate comprehension and approval from both personnel and clients/users (Ata-Agboni & Olufemi.2021).This should lead to employees and customers receiving ongoing training that will assist them in comprehending and implementing the innovative service concept.

In addition to the training, incentives should be offered for service-giving behaviours and for developing and delivering service excellence, as suggested by Azeta et al (2021). "This also empowers customers to co-create services" (Badmus, 2017), thereby promoting service transformation through the adoption of novel service approaches and innovations that cultivate a favourable service environment (Chukwuemeka, Okeke & Onwuchekwa, 2018). Additionally, establishing a solid rapport with customers would contribute to an enhanced service climate and quality, both of which are facilitated by a service-oriented approach (Chukwuemeka, Ubochi & Okechukwu, 2017). The manner in which an employee interacts with a consumer (service encounter) is predetermined by service orientation. Additionally, Dahiru, Yusuf, and Yerima (2022) state that a service system consists of technology, people, and additional resources that co-create value during various phases of service. Denisa (2022) argues that as the culture change revolution commences, suppliers direct their attention towards external demand and endeavour to establish connections between it and their internal specifications.

Even Dibie & Quadri (2018) note that during large transactions, companies must prioritise the transformation of their core mission, which is to serve their primary clients, while their internal culture can satisfy the remaining requirements. Furthermore, the authors underscore the potential for "external pressure to induce a fear of change," which could impede the transformation of service culture despite the fact that it is "vital for continuous quality improvement" (Badmus, 2017).

Such unsettling emotions, according to Dibie & Quadri (2018), will disrupt both the service's appearance and the service-sharing relationship between the firm and the client. This may significantly impact a company's ability to establish and maintain a service-oriented culture by influencing the development of its personnel, shaping their mindset towards service, and imparting knowledge with a service-oriented approach throughout the firm's transformation (Dike, 2018).

**Service Quality:** Dike and Onyekwelu (2018) posit that organisations can attain a competitive edge through the implementation of technology to augment service quality and ascertain market demand. Numerous researchers have cultivated a service-oriented viewpoint for several decades (Dinoroy 2017). According to Egugbo and Osifo (2020), when considering service quality, it is essential to adopt the customer's perspective due to the fact that they might possess unique values, assessment criteria, and situations.

Service quality is an extrinsically perceived attribution, according to ElAmrani & Louhmadi (2019), and it is determined by the customer's experience during the service encounter. Eneh (2015) posits that service quality encompasses not only the end product and service, but also the production and delivery processes. Consequently, employee engagement in process redesign and dedication are critical for the successful delivery of final tourism products and services.

Employee engagement refers to the degree to which an individual is invested in, content with, and enthusiastic about their work (Ewuim, Igbokwe-Ibeto & Nkomah, 2016). By incorporating the demand for an individual's level of satisfaction, this definition notably transformed the previous perception of engagement. Executive leaders perceived employee engagement as a broad-based variable that organisations presumed they possessed or lacked, and over which they believed they had authority.

**Public sector (LSS)**

**E-governance facilities**

**Public service delivery**

**Service quality**

**Service culture**

**Employee engagement**

**Customer experience**

FIGURE 3: CONCEPTUAL FRAMEWORK

**E-Governance and Public Service Delivery in Nigeria: The nexus**

The public sector in Nigeria assumes a substantial responsibility for service provision, as it possesses a comparatively large share of the populace's economic resources (Gajendra, 2014). By way of Acts of the Parliament, the government establishes Ministries, Departments, and Agencies to deliver public services. A significant workforce is enlisted and maintained by the government in order to provide both critical and non-critical services to the general public. In situations where there is a dearth of expertise or the government determines that the existing personnel may not be optimally utilised to maximise efficiency, she contemplates concessions or the utilisation of third-party services in order to advance the public interest.

The inefficiency that is prevalent in the provision of public services in Nigeria has prompted scholars (Gisemba & Iravo, 2019) to propose a paradigm shift towards more efficient governance and government procedures. Proficient administrations have implemented reforms with the objective of enhancing the provision of public services, albeit with differing degrees of intensity. A recent endeavour to address the pervasive corruption, nepotism, and sloth in the Nigerian public service resulted in the formation of SERVICOM. SERVICOM is an agreement between the government and the governed (i.e. SERVICE COMPACT) to promote the efficient delivery of public services through independent surveillance and control. The primary objective of the Economic and Financial Crimes Commission (EFCC) and the Independent Corrupt Practices Commission (ICPC) is to combat corruption in the public service, in its various manifestations, with the intention of ultimately enhancing the public service commission. Despite the endeavours of the agencies and the SERVICOM initiative to enhance the provision of public services, Nigeria's public service delivery continues to exhibit a noticeable lack of efficacy.

Numerous strategies for achieving efficiency in the deliverance of public services have been suggested; however, in recent times, e-governance has emerged as the prevailing topic of discussion in this domain. Numerous recent studies, including numerous ones conducted in Nigeria and elsewhere, have put forth the case for e-governance as a feasible approach to achieve effective public service provision. Ibikunle and Sarumi (2012), along with other scholars, have proposed that the Nigerian public service should consider implementing or expanding e-governance as a viable strategy to enhance the delivery of public services in the nation. Different interpretations of e-governance can be found in the existing literature on governance. In addition, the stages of e-governance and its measurement present complications. This may necessitate an understanding of what e-governance is and is not.

**2.2. Theoretical Framework: Public Sector Process Rebuilding (PPR) maturity model**

This study is based on the Andersen, Henriksen's Public Sector Process Rebuilding (PPR) maturity model of e-government. In 2006, Andersen and Henriksen introduced the Public Sector Process Rebuilding (PPR) Model as an expansion of the Layne and Lee Model, which consists of four stages: Catalogue, Transaction, Vertical integration, and Horizontal integration. The primary distinction between the Layne and Lee model and the Public Sector Process Rebuilding (PPR) model lies in their respective approaches: the former emphasises a customer-centric strategy, while the latter focuses on technology competence.

Phase 1, known as "The Cultivation," involves the implementation of horizontal and vertical integration within the government. It also includes the limited utilisation of front-end technologies for customer services and the adoption and use of an Intranet within the government. Self-service options are available, primarily in the form of downloadable PDF files. These files can be filled out and sent either by attaching them to an email or by mailing the completed form to the government. The organisations in this group are unlikely to prioritise digital services and will seldom have their work processed and shown online. However, the organisation is uncertain about whether to establish a clear purpose for the utilisation of the Internet to enhance user frequency, the services offered, and/or the quality and speed of services. From the user's perspective, the Internet interface of public institutions at this stage can be perceived as another method of implementing "gatekeeping" and user filtering. Through gatekeeping, staff safeguard against stress and maintain control over the flow of information. The drawback is that throughout this phase, the public institution will be perceived as unapproachable, with lengthy case processing times, and a lack of accessibility for requesting and accessing information. (Andersen and Henriksen, 2006). Currently, the majority of governments find themselves in this stage, and to make matters worse, it is frequently regarded as a key objective for most administrations. Pursuing the attributes associated with this phase as a strategic objective may hinder productivity and customer-centricity.

Phase 2 involves the expansion of operations by utilising intranet extensively and implementing a personalised web user interface for customer procedures. There is a clear and distinct separation between the data that belongs to us and the services that are supplied by others. In phase I, ownership and data infrastructure remain crucial, but the Web user interface is specifically designed for end-users, rather than governmental authorities or agencies. The aspiration to provide end-users with a user interface is evident in the website itself. Although this distinction is crucial between stages I and II, this aspiration also entails a significant risk of failure and leads to expensive user interfaces, lack of connection with other systems, costly maintenance, and obsolescence of old software and data format. Currently, there are numerous manual procedures in place. Although users may encounter various forms and information, the agency is equally focused on guiding users towards information available at other agencies. While it is common for many websites to have link icons for accessing additional information, we see this feature in a negative light: We would rank the agency more negatively if there are more links to other places, as this suggests that users did not receive the information they requested from this organisation.

Phase 3: This stage signifies the organization's advancement and discontinuation of intranet usage, implementation of transparent procedures, and provision of a customised web interface for customer request processing. The convergence of the Internet and intranet has occurred, with the primary focus being the utilisation of information technology to reduce the incremental expenses associated with handling customer service requests. Instead of establishing hyperlinks to external institutions, the homepage is delivering information sourced from other organisations directly to online visitors. Moreover, the website is designed to address specific issues and demands instead than providing formal organisational frameworks and broad information. Emphasising self-service is of utmost importance in this phase, and any instances where completing tasks online is not possible are explicitly identified, along with advice on how to proceed using analogue methods.

Phase 4, known as the Revolutionary phase, is distinguished by the movement of data between organisations, the ability to use applications from different vendors, and the transfer of data ownership to customers. During this stage, the activities of the employees may be monitored over the Internet, and there is online information regarding the advancement of tasks such as case management. This can be achieved by means of intra- and extra-organizational mobility of data and services. Furthermore, there is a strong pursuit of achieving economies of scale. The Internet is not solely perceived as a tool for enhancing government mobility. The goal is to shift data ownership and the layout of the database infrastructure to the end-users. (Andersen and Henriksen, 2006) There is undoubtedly a concerted effort to achieve phase IV. The extensive body of literature on e-government supports the hypothesis that governments are primarily in phase I, which means they are focused on achieving data and system integration but have limited front-end services. Furthermore, their approach to the development and implementation of IT is primarily centred around intra- and intergovernmental perspectives. Currently, the implementation and establishment of a personalised Web interface for customer processes, data mobility between organisations, application mobility between suppliers, and transfer of data ownership to consumers are yet to be achieved. These aspects are considered important problems that need to be addressed in the context of the PPR strategy. (Andersen and Henriksen, 2006). The PPR maturity model is shifting the emphasis of e-government towards the front-end of government, while moving away from considering it solely as a technical integration problem, as proposed in the Layne and Lee Model. In contrast to the Layne and Lee model, the PPR model prioritises the digitization of core activities based on the benefits it brings to end-users, rather than focusing just on technological feasibility. This approach takes into consideration the potential internal changes that may arise as a result of digitalization.

**Application of the theory to the study**

Although information communication technology (ICT) is widely recognised worldwide as a tool for enhancing service delivery from governments and organisations to citizens, it is important to acknowledge that each agency or organisation that adopts e-governance is at a specific stage of its implementation. The Public Sector Process Rebuilding (PPR) maturity model will enable us to determine the level of e-governance implementation at the Lagos State Secretariat (LSS) in relation to their service delivery in Lagos state. It will additionally assist us in providing feasible suggestions to enhance it and maximise its potential.

The maturity model is shifting the emphasis of E-governance towards the front-end of government, moving away from the technological integration problem highlighted in the Layne and Lee model. In contrast to the Layne and Lee model, the PPR model prioritises the digitization of core activities based on the benefits it brings to end-users, rather than focusing solely on what is technologically achievable. This approach takes into consideration the potential internal changes that may arise as a result of digitalization. The consumer-centric Public Sector Process Rebuilding Maturity Model aims to enhance the service delivery of the public sector, particularly in the context of LSS. By prioritising consumer satisfaction, this model ensures that all E-governance initiatives are user-friendly and easily accessible, resulting in efficient and effective public service delivery.

**2.3. Empirical Review**

Ibrahim et al (2021) conducted a study on the challenges and potential of establishing e-governance in Nigeria. Their research focused on analysing the obstacles that would arise from implementing e-governance in Nigeria. An analysis of the processes involved, specifically in the context of Nigeria, leads to the conclusion that in order to achieve success, the following factors must be present: a determined leader who is willing to adopt e-governance as a government policy, the establishment of comprehensive cyber laws and well-functioning cyber cafes, deliberate and coordinated plans for training on the efficient use of necessary machinery and equipment for e-governance, sufficient funding for hardware and software, the creation of community e-centers, and the development of easily accessible websites for government and non-governmental agencies, among other measures.

In their study, Kurama (2021) investigated the extent of e-Governance in Nigeria and its correlation with service delivery inside the nation. The study conducted a thorough evaluation of pertinent literature in order to identify suitable model(s) for e-Governance in Nigeria and assess the potential benefits of efficient implementation of e-Governance. In addition to the review, primary data were gathered using a survey. The collection of primary data involved the utilisation of personal observation and interviews conducted with experts. Three prominent e-Governance frameworks/models were examined, including the 'Non-internet Government', the U.S. Federal Enterprise Architecture, and the European One-Stop Government (EOSG) model. The report proposes the implementation of a hybrid adoptive framework that clearly defines the government's vision, aims, milestones, technological approach, and standards for e-government systems.

In their study, Laila, Sadiq, Mehmood, and Fiaz (2020) examined the relationship between the adoption of e-Governance and the achievement of efficient service delivery in Nigeria, as well as the potential obstacles to its achievement. The study utilised a qualitative ex-post-facto research design, relying on secondary data to draw conclusions. The study concludes that implementing e-Governance is a viable method for achieving efficient service delivery in Nigeria. However, it argued for the need to address obstacles such as infrastructure (including hardware and software), the quality of human resources, and non-supportive governmental processes as essential prerequisites for attaining effective service delivery.

Lawan et al (2020) conducted a qualitative literature study to investigate the obstacles faced in implementing e-Government in the Nigerian public service. The study's conclusions were derived from a critical factor analysis of infrastructure, digital readiness, and other significant aspects. The study identified several major hurdles to the adoption of e-Government in Nigeria, including infrastructural gap, power failure, digital divide, poor ICT literacy level, theft and vandalization of ICT equipment, and issues of privacy and security.

Lawan & Muhammad (2018) conducted a descriptive survey research to investigate the impact of e-government on the delivery of services in a specific university, namely the Federal University Ndufualike Ikwo in Ebonyi State. The data was collected from a total of 287 university staff members, including both teaching and non-teaching staff. The selection process involved using a proportional random sample technique. A structured questionnaire was employed to obtain data from the respondents. The study data was analysed using frequency counts, percentages, and Chi-square statistics. The study findings indicated that e-Governance had a significant and beneficial impact on the workers' provision of services. The authors therefore suggested enhancing the existing ICT infrastructure, improving internet access, and reducing the digital divide among personnel as a solution to consistently reap the advantages of e-Governance in the institution.

Manenji and Marufu (2016) examined the correlation between e-Governance and the provision of public services in Pakistan. The study specifically investigated the impact of manual and electronic Public Service Delivery (PSD) on good governance, decentralisation, and socio-economic development. It also explored the advantages and rationale for implementing e-Governance, as well as policy recommendations for enhancing e-governance in Pakistan. The study conducted a comprehensive analysis of pertinent literature on e-Governance in both Pakistan and other regions, with a particular emphasis on studies conducted within Pakistan. The studies were examined utilising a detailed examination of each item and a thorough discussion of the findings. The study found a direct correlation between e-Governance and PSD. The effective implementation of e-Governance in the country requires the following: the use of public-private partnership (PPP) in providing ICT services, expanding the reach of ICT in local communities, building trust with the citizens to gain support and legitimacy for e-Governance initiatives, and addressing cybercrime as an essential component.

Lawal (2014) investigated the socio-cultural determinants influencing the adoption of e-Government services by Nigerians. An investigation was conducted on socio-cultural characteristics, including age, gender, and ethnic background. The investigation was conducted using surveys. Data was collected from 270 randomly selected respondents using a standardised questionnaire comprising of 27 items. The questions were evaluated using a 5-point Likert scale. The study data was analysed using frequency counts, percentages, and measures of central tendency. The findings indicated a widespread negative perception and attitude towards the e-Governance effort. Nevertheless, a notable disparity was observed in the inclination to embrace e-Governance based on gender, age, and ethnic group. The study advised the government to make an effort to comprehend the public's perception of e-government services and their willingness to embrace it, in order to prevent any incongruity and potential failure.

Mohammed and Drew (2013) examined the obstacles faced by e-Government in developing nations, specifically focusing on the projects in Iraq. The study conducted a comprehensive examination of the literature and government actions before, during, and after the introduction of the e-Iraqi initiatives. Its purpose was to identify the obstacles that hinder the successful implementation of e-Government in a developing nation such as Iraq. The study's findings indicate that the problems encompass political, organisational, technical, and human resource deficiencies, as well as security concerns. The e-Iraqi e-Government attempts were hindered by a number of factors, including a restricted budget, a sluggish decision-making process, bureaucratic obstacles, deficiencies in openness and monitoring, and a flawed legislative framework.

**2.4. Summary of Literature Review**

In conclusion, various types of obstacles impede the implementation of E-governance in Nigeria. Public sector organisations have struggled to effectively use e-governance while delivering their services. Commonly stated obstacles include inadequate information technology infrastructure, unreliable power supply, insufficiently skilled and qualified staff, and reluctance to change among certain public servants. This has impeded the efficient implementation of E-governance. Therefore, it is necessary to implement a range of solutions to effectively tackle these issues (Nazifi & Muhammad, 2014).

**2.5. Gap in Literature**

Based on the analysis of previous research on e-governance, which utilised various study methods and applications, it was seen that e-governance has the potential to influence the delivery of public services, as demonstrated in empirical studies conducted in the USA, UK, Iraq, Nigeria, and Iran that were mentioned before. However, there is a scarcity of empirical research in Nigeria that establishes a connection between E-governance and Public Service Delivery in terms of the correlation between E-governance and Service Culture, customer Experience, Service Quality, and Employee Engagement. Hence, this research, titled "E-governance and Public Service Delivery: A study of the Lagos State Secretariat (LSS)", addresses the existing deficiency in scholarly works.

**CHAPTER THREE**

**RESEARCH METHODOLOGY**

This section aims at proving information on the technique and procedure for the collection and analysis of the data used in this study. Also it will highlight the type of data used in the research and their sources. This section further provides useful insight on how the sample size was selected, where the researcher used as the study area and those that make up the simple size.

**Research Design**

The Research Design chosen in the study is a combination of the survey and oral interview. In the survey, the Researcher does not have the control of the independent variables because they have already occurred . If it is possible for the Researcher to have experimental and control groups, the appropriate Research Design would have been an experiment and not a survey (Ndema, 2022). In the oral interview, the research questions are asked as open-ended questions.

**Sources of Data**

It is very important that the researcher takes proper care of the sources of data, in view of the fact that it reflects on the final result of the work. However, if the data is faulty, certainly the result will be faulty (Neda & Saeed, 2015). Therefore, in undertaking the research two kinds of data are needed, that is primary and secondary data. The nature of each of the two types of data is discussed briefly below.

**Primary Data**

The primary data for this study was obtained through a structured questionnaire. In addition, oral interviews may be conducted where necessary in order to complement the information that would be derived from the questionnaire. The aim is to give respondents the opportunity of supplying that information they may not give in the structured questionnaire.

**Secondary Data**

For this study, the secondary data sources can be summarized to include: Study of relevant information contained in textbooks, newspapers, magazines, seminar paper, journals, periodicals, management and panel reports and more importantly the internet that gave the access to information in the world in general.

**Population of the Study**

The population of study is the entire Lagos State Government - Alausa employees, including the individuals in charge of the LSS ICT resources in the five department of Lagos State Secretariat - Alausa with a total number of 110 staff.

**Determination of Sample size**

In this study, the researcher adopted the convenient sampling method to determine the sample size. Out of all the entire population of public servants in Lagos state secretariat, the researcher conveniently selected one hundred (100) participant as the sample size for the study.

**Method of Data Collection**

The researcher adopted self-administered questionnaire as well as direct observation methods of data collection. The survey questionnaire contains two sections. The first section comprises of demographic questions – relating to gender, education, length of service, job status, ICT compliance and job category. The second section of the questionnaire is the operational data which deals with the substantive issues of the survey.

**Validity of the Research Instrument**

The research supervisor examined the instrument in terms of clarity, as well as to ascertain if the items were related to the objective of the study. After scrutinizing the instruments, they offered useful suggestions that were effected in the final copies of the instrument used for field work. Construct validity of the research instrument was established by associating a set of other suggestions with the results received from using the study’s measurement instrument. Construct validity is the degree to which scores on a test can be accounted for by the explanatory constructs of a sound theory; the extent to which it confirms to predicted correlations with other theoretical propositions. Since the measurements on the formulated scale for the study correlated in a predicted way with some stated criteria and tests (theories), this shows that the measuring instrument is valid and resulted in correct measurement.

**Reliability of the Research Instrument**

A preliminary investigation was undertaken to assess the dependability and accuracy of the research. This study utilised the Cronbach's Alpha method to evaluate the survey instrument. The same measuring instrument was used to collect two separate measurements on the same elements at different times, using the same methodologies. The outcome of the preliminary survey was juxtaposed with that of the ultimate survey to ascertain if the findings are congruent. Nevertheless, it is not foolproof since it is impossible to regulate the circumstances in which the surveys were completed. For instance, the emotional state of the participant can impact their answers. These environmental elements may also exert influence on other research approaches.

**Methods of Data Analysis**

The data collected was analysed using the Statistical Package for Social Sciences (SPSS). Various visualisations such as tables, bar charts, and pie charts were employed to facilitate the efficient and rapid comprehension of data. Additionally, the responses were conveyed in the form of percentages. The data obtained from the questionnaire that has been filled out was examined to ensure coherence and accuracy. The questionnaire items were categorised according to the respondents' responses and encoded for convenient utilisation in the Statistical Package for Social Sciences (SPSS). This method was employed because to its superior efficacy in identifying, comparing, describing, and ultimately drawing a conclusion. The research questions one and three were addressed and hypotheses one and three were tested using multiple regression analysis. On the other hand, the relationships between the dependent and independent variables in research questions specific objective two and four were examined and hypotheses two and four were tested using Pearson Correlation Coefficient. All hypothesis tests were conducted at the standard significance level of 5%.

**Multiple Regression Analysis**

The multiple regression analysis as indicated above involved the classical linear regression technique using the ordinary least square (OLS) approach. The implicit specification of these models are as follows:

Service culture = f(X1, X2, X3, X4 X5, X6) (1)

Employee engagement = f(X7, X8. X9, X10 X12) (2)

Where :

X1 to X6 = Vectors of E-governance indicators (weighted mean of responses to each of the indicators based on 5 point Likert Scale).

The explicit specification of the models are as follows (3 & 4):

Service culture = α + β1X1 + β2X2 + β3X3 + β4X4 + β5X5 + β6X6 + e (3) Employee engagement = α + β1X1 + β2X2 + β3X3 + β4X4 + β5X5 + β6X6 + e (4)

where αs and βs are the parameters to be estimated, and es are the error terms in each of the models. All calculations and estimates were obtained through the use of version 21 of the SPSS package.

**Ethical Consideration**

The study was approved by the Project Committee of the Department. Informed consent was obtained from all study participants before they were enrolled in the study. Permission was sought from the relevant authorities to carry out the study. Date to visit the place of study for questionnaire distribution was put in place in advance.

**CHAPTER FOUR**

**DATA PRESENTATION AND ANALYSIS**

In this chapter, we will explore the data that was utilised to analyse the relationship between E-governance and Public Service Delivery. Specifically, we will focus on a case study conducted at the Lagos State Secretariat in Alausa. Additionally, it provides analyses and interpretations of the data collected from the questionnaire given to all staff members at the Lagos State Secretariat in Alausa, Nigeria. The researcher handed out a total of 100 questionnaires, each containing 35 items, to all the staff members at the Lagos State Secretariat in Alausa, Nigeria. Thanks to consistent encouragement to provide complete and truthful responses to the questionnaire, the researcher received a total of ninety (90) responses. Unfortunately, twenty (20) questionnaires were not returned out of the total distributed. We received a total of ninety (90) usable questionnaires, which gives us a response rate of 90 percent. The researcher continued analysing the data, considering a 90% response rate to be highly satisfactory for this study.

**Respondents Characteristics’ and Classification**

There are two parts in this section: A and B. Section A provides the socio-demographical data of the respondents, while section B addresses the research questions that were formulated based on the research objective. The data is presented in various formats, including percentage, frequency tables, pie charts, bar charts, mean and standard deviation values. The hypotheses were analysed using Pearson moment correlation.

Table 4.1 Socio-Economic or Demographic Factors of respondents

|  |  |  |  |
| --- | --- | --- | --- |
| S/N | Factors | Frequency | Percentage (%) |
| 1 | Gender Male FemaleTotal | 355590 | 38.961.1100 |
| 2 | Designation01-0506-1213-17Total | 15651090 | 16.772.211.1100 |
| 3 | Length of Service5 and below6-1011-1516-2021 and above Total | 101520202590 | 11.116.722.222.227.8100 |
| 4 | Educational QualificationPGFirst Degree/HND NCE/ND WASC/SSCE/NECOTotal | 1050201090 | 11.155.622.211.1100 |
| 5 | Job Category Managerial /Admin Technical Clerical/othersTotal | 60201090 | 66.722.211.1100 |

Source: Field Survey, 2017

Figure 4.1.1: Pie chart of distribution of respondents based on gender

The data presented in Table 4.1 and Figure 4.1.1 above indicates that a higher percentage of respondents were female (55 or 61 percent) compared to male respondents (35 or 39 percent).



Figure 4.1.2 displays the distribution of respondents according to their designation.

The analysis of the designation profile of the surveyed respondents indicates a diverse range of positions, including junior, senior, and senior managerial roles. The data from table 4.1 in figure 4.1.2 above reveals that among the 90 valid responses, 17% of the respondents were junior staff, 72% were senior staff, and 11% were senior managerial staff. It is evident that there was a higher number of senior staff on levels 6 to 12 compared to junior staff and senior managerial staff.

Figure 4.1.3: Bar chart of distribution of respondents based on length of service

Table 4.1 and figure 4.1.3 above shows that 11.1percent of the of the respondents have served in the organization for 5 years and below; 16.7perccent have served for 6 – 10 years; 22.2percent have served for 11-15 years; 22.2percent have served for 16 – 20 years; while 27.8percent have served for 21 years and above.

Figure 4.1.4: Bar chart of distribution of respondents based on Qualification

Table 4.1 and figure 4.1.4 above, shows that 11.1percent of the respondents had postgraduate certificates; 55.6 percent had B.Sc and HND certificates; 22.2 percent of the respondents had NCE and ND certificates while 11.1percent of the respondents had WASC/SSCE/NECO certificates.



Figure 4.1.5: Pie chart of distribution of respondents based on Job Status

The analysis based on job status of the surveyed respondents shows that the surveyed respondents cut across varied job categories. Of the 90 valid responses, table 4.1 and figure 4.1.5 indicates that 67percent were within the managerial/admin categories, 22percent were technical officers; while 11percent belonged to clerical and other categories.

**Presentation, Analysis of Data and Discussion of Research Objectives**

This section of the questionnaire analysed the research objectives and questions. The questions attempt to find out the respondents reactions on E –Governance and Public Service Delivery: A study of the Lagos State Secretariat, Nigeria. The section contains 30questions, from question 6 to question 35 as analysed in Table 4.2 below.

**Table 4.2 Item Statistics**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Item Number | Item | Mean | Std. Deviation | N | Remark |
| 6 | Use of interactive website to pass and receive information | 4.0111 | .38202 | 90 | Agree |
| 7 | Investment in internet backbone and ICT infrastructure development | 3.7556 | .70808 | 90 | Agree |
| 8 | Use of information technologies (Wide Area Networks, the Internet, and mobile computing, etc.) in offices | 3.5889 | .88552 | 90 | Agree |
| 9 | Availability of knowledgeable, skilled and ICT compliant staff | 3.9333 | .66704 | 90 | Agree |
| 10 | Availability of appropriate software for internet connectivity and E-infrastructure | 3.7667 | .82175 | 90 | Agree |
| 11 | Existence of appropriate ICT legal and government support | 3.8222 | .64613 | 90 | Agree |
| 12 | Operational use of ICT in the internal processes and activities (memos/mail distribution, employee salaries and emoluments, staff training, etc. | 3.9000 | .65429 | 90 | Agree |
| 13 | I conduct my affairs in a manner capable of engendering public trust. | 3.9889 | .78604 | 90 | Agree |
| 14 | Corrupt practices and abuse of administrative processes have reduced in the service of LSS. | 4.0444 | .88573 | 90 | Agree |
| 15 | Am consistent at my duty post until close of work. | 3.5000 | 1.07317 | 90 | Agree |
| 16 | Workers exhibit courtesy in delivering services. | 4.0889 | .51154 | 90 | Agree |
| 17 | I report to work on time. | 3.3889 | 1.06733 | 90 | Agree |
| 18 | I see a career path in my present job. | 3.3333 | 1.00560 | 90 | Agree |
| 19 | I am dedicated to work and emphasize services quality. | 3.5000 | 1.07317 | 90 | Agree |
| 20 | LSS applications facilities are convenient for customers use. | 4.0778 | .56544 | 90 | Agree |
| 21 | My approaches in attending to the public suggest that am inclined towards offering people-oriented service. | 3.3333 | 1.00560 | 90 | Agree |
| 22 | My work orders are completed on time. | 3.9111 | .64728 | 90 | Agree |
| 23 | Services are performed according to specifications. | 3.7667 | .94868 | 90 | Agree |
| 24 | I find personal meaning and fulfilment in my work. | 4.0556 | .70887 | 90 | Agree |
| 25 | I am willing to work extra hours to complete a task. | 3.6667 | 1.11174 | 90 | Agree |
| 26 | It is difficult to detach myself from my work. | 2.3556 | 1.18332 | 90 | Disagree |
| 27 | I will stay with LSS even if I am offered a comparable position with greater pay and benefits elsewhere. | 2.3556 | 1.18332 | 90 | Disagree |
| 28 | My job inspires me to put in my best at work. | 3.8889 | .56973 | 90 | Agree |
| 29 | I am enthusiastic about achieving my personal best at attending to visitors and users of LSG services. | 3.8889 | .77088 | 90 | Agree |
| 30 | LSS offers services that can be tailored to my specific needs. | 3.8778 | .95785 | 90 | Agree |
| 31 | I have availability of services round the clock at LSS. | 3.7111 | 1.04122 | 90 | Agree |
| **S/N** | **Item** | **Mean** | **Std. Deviation** | **N** | **Remark** |
| 32 | I have ease of getting issues/complaints resolved. | 3.5667 | 1.02825 | 90 | Agree |
| 33 | LSS staffs have positive attitude and are knowledgeable in their job. | 3.7778 | 1.03617 | 90 | Agree |
| 34 | Customer and corporate objectives can be integrated to achieve better service delivery. | 3.9889 | .78604 | 90 | Agree |
| 35 | LSS is an organization that puts the consumer first. | 3.7444 | .91873 | 90 | Agree |

Source: Field Survey, 2024

Item statistics can be referred to as item-by-item analysis. The mean less than 3.0 implies disagree and mean greater than 3.0 implies agree. As shown in the above table, the respondents agree with all the items except items 26 and 27.

Table 4.2a Summary Item Statistics

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | Mean | Minimum | Maximum | Range | Maximum / Minimum | Variance | N of Items |
| Item MeansItem Variances | 3.686.774 | 2.356.146 | 4.0891.400 | 1.7331.254 | 1.7369.595 | .178.125 | 3030 |

**Measure of E- governance in LSS**

**E-governance:** There were 7 questions used to measure e-governance. The questionnaire included items related to E-governance (items number 6, 7, 8, 9, 10, 11, and 12) with a 5-point Likert scale ranging from Disagree (1) to Strongly Agree (5). The respondents' average scale of responses reflects the assessment of E-governance, indicating the level of E-governance.

Based on the information provided in table 4.2, it can be observed that question 6 pertains to the use of an interactive website by LSS for passing and receiving information. The weighted mean value of 4.0111 indicates that the respondents agreed with the statement that LSS utilises an interactive website for this purpose.

According to the data in table 4.2, it is evident that question 7 regarding investment in internet backbone and ICT infrastructure development received a weighted mean value of 3.7556. This indicates that the respondents agreed that LSS has made investments in acquiring internet backbone and ICT infrastructure development, which enables them to share information electronically with other government agencies.

According to the data in table 4.2, it can be observed that question 8 regarding the utilisation of information technologies (such as Wide Area Networks, the Internet, and mobile computing) in offices received a weighted mean value of 3.5889. This indicates that the respondents agreed that information technologies were indeed being used in LSS offices.

According to the data in table 4.2, it is evident that question 9 regarding the availability of knowledgeable, skilled, and ICT compliant staff at the Lagos state secretariat has received a weighted mean value of 3.9333. This indicates that the respondents have confirmed the presence of such staff at the secretariat. Question 10 indicates that the respondents agreed that there is appropriate software for internet connectivity and E-infrastructure in Lagos state secretariat, with a weighted mean value of 3.7667. For question 11, the weighted mean value is 3.8222, indicating that the respondents agreed on the presence of suitable ICT legal and government support for the use and development of ICT in the Lagos state secretariat. Question 12 explores the operational use of ICT in the internal processes and activities of the Lagos state Government. The weighted mean value of 3.9000 indicates that the respondents agreed on the existence of such use. This includes areas like memos/mail distribution, employee salaries and emoluments, staff training, and more.

**Measure of Service Culture in Lagos state Secretariat**

**Service Culture:** To measure the level of service culture The questionnaire had six questions about service culture (items 13, 14, 15, 16, 17, and 18). The questions were written on a five-point Likert scale, with the options being Strongly Disagree (2), Agree (4), Disagree (1), and Not Sure (3). The rating of service culture that was used to determine the degree of service culture is represented by the average scale of the respondents' responses. The weighted mean score of 3.9889 indicates that, in response to question 13 in table 4.2 above about whether one's conduct is capable of engendering public trust, the respondents agreed that their conduct is. The weighted mean value of 4.0444, which indicates that respondents agreed that corrupt practices and abuse of administrative processes have decreased in the services of Lagos State Secretariat, can be found in Table 4.2 above, Question 14. This question asks whether corrupt practices and abuse of administrative processes have decreased. The weighted mean result for question 15, which asks if a person is consistent at their duty post until closing hour, is 3.5000. This indicates that most respondents agreed to this statement. Regarding Question 16, which asks if LSS employees are courteous while providing services, the weighted mean score is 4.0889, indicating that the majority of respondents agreed that workers are courteous when providing services.

Regarding Question 17, which asks if LSS employees arrive at work on time, the weighted mean score of 3.3889 indicates that most respondents agreed that they do. When asked if they saw a career path in their work, respondents agreed, as indicated by the weighted mean value of 3.3333 for question 18.

**Measure of Service Quality in Lagos State Secretariat**

**Service Quality:** The questionnaire included 5 questions (items number 19, 20, 21, 22, and 23) that aimed to measure service quality. Participants were asked to rate their agreement on a 5-point Likert scale, ranging from Disagree (1) to Strongly Agree (5). The respondents' average scale of responses reflects the assessment of service quality. For question 19, the weighted mean value is 3.5000, indicating that the respondents expressed agreement regarding their dedication to work and emphasis on service quality. Based on the data collected, it can be concluded that the respondents generally agreed that the application facilities at Lagos State Secretariat in Alausa are convenient for customer use. The weighted mean value of 4.0778 supports this finding. Based on the responses, it appears that the approaches in attending to the public are inclined towards offering people-oriented services. The weighted mean value for question 21 is 3.3333, indicating agreement among the respondents. For question 22 regarding the timeliness of work orders, the weighted mean value is 3.9111. This indicates that the respondents are in agreement that their work orders are completed on time. For question 23, the weighted mean value is 3.7667, indicating that the respondents are in agreement regarding the performance of services according to specification.

**Measure of Employee Engagement in Lagos State Secretariat in Alausa**

**Employee Engagement:** In order measure employee engagement, the questionnaire comprised six questions (items 24, 25, 26, 27, 28, and 29) pertaining to employee engagement. Response options on a five-point Likert scale were as follows: Disagree (1), Strongly Disagree (2), Not Sure (3), Agree (4), and Strongly Agree (5). The service quality rating, which was utilised to determine the extent of service quality, is represented by the average scale of the respondents' responses. The weighted mean value for question 24 in table 4.2, which inquires whether one finds personal meaning and fulfilment in their work, is 4.0556. This indicates that the majority of the respondents (4.0556) agreed with the statement that they do indeed find such things in their work. The respondents indicated their agreement with regard to Question 25, which pertained to the willingness to put in additional hours in order to accomplish a task, as evidenced by the weighted mean value of 3.6667. In response to Question 26, which inquires whether detaching oneself from work is challenging, the weighted mean value of 2.3556 indicates that the participants hold the differing opinion that it is indeed difficult to do so. With a weighted mean value of 2.3556 for Question 27, which inquires whether employees would remain at the Lagos State Secretariat despite being offered a significantly better job elsewhere, it is evident that respondents are not in agreement that they would remain at LSS despite being offered a comparable position elsewhere that offers higher pay and benefits.

The respondents agreed that their occupation motivates them to perform at their highest level, as indicated by the weighted mean value of 3.8889 for question 28 in table 4.2 regarding whether this motivates them to put forth their best effort. According to the weighted mean value of 3.8889 for Question 29, which inquires whether respondents are enthusiastic about striving for personal excellence in assisting visitors and users of Lagos State Public services, the majority of respondents concurred that they are enthusiastic about achieving their personal best in this regard.

**Measure of Customer Experience in Lagos State Secretariat in Alausa**

**Customer Experience:** In order measure customer experience, the questionnaire comprised six customer experience-related items (items 30, 31, 32, 33, 34, and 35). Responses were rated on a five-point Likert scale as follows: Disagree (1), Strongly Disagree (2), Not Sure (3), Agree (4), and Strongly Agree (5). In order to evaluate the quality of the customer experience, the mean scale of the respondents' responses was utilised to calculate the customer experience rating.

The respondents' agreement that Lagos State Secretariat services are tailored to their particular requirements was indicated by the weighted mean value of 3.8778, which was obtained from question 30 of table 4.2 regarding whether Lagos State Secretariat services in Alausa are tailored to the respondent's particular needs. In response to Question 31, which inquired whether Lagos State Secretariat services are available around the clock, the weighted mean value of 3.7111 indicates that the participants in agreement that such services are available at all times. In response to Question 32 regarding the simplicity of resolving issues and complaints at the Lagos State Secretariat in Alausa, the mean value of 3.5667 indicates that the participants in the study concurred that the process is straightforward. The weighted mean value of 3.7778, which responds to Question 33 regarding whether or not LSG staff have a positive work attitude and are knowledgeable, indicates that the participants in the survey concurred that the staff of the Lagos State Secretariat do indeed possess these qualities. In response to Question 34 regarding the integration of corporate and customer objectives, the weighted mean value of 3.9889 indicates that the participants concurred that the Lagos State Secretariat in Alausa can improve service delivery by integrating corporate and customer objectives. In response to Question 35, which inquired whether LSS prioritises customer satisfaction, the weighted mean value of 3.7444 indicates that the participants in agreement that LSS does indeed prioritise customer needs.

**Presentation, Analysis of Data and Discussion of the Hypotheses**

It will be recalled that in chapter one, we identified a number of hypotheses. We will at this juncture test them one after the other using Pearson Correlation Coefficient and Multiple Regression.

**Test of Hypotheses Hypothesis I:**

Ho: E-governance has no significant effect on the service culture in the Lagos State Secretariat

Ha: E-governance has significant effect on the service culture in the Lagos State Secretariat

For the hypothesis, items 6 to 11 were used to measure E-governance and items 13 to 18 were used to measure service culture.

**Table 4.3.1 Available data generated from weighted mean**

|  |  |  |
| --- | --- | --- |
| S/N | E-governance | Service Culture |
| 1 | 4.0111 | 3.9889 |
| 2 | 3.7556 | 4.0444 |
| 3 | 3.5889 | 3.5000 |
| 4 | 3.9333 | 4.0889 |
| 5 | 3.7667 | 3.3889 |
| 6 | 3.8222 | 3.3333 |

Output (source: Table 4.2 above)

**Table 4.3.2: Regression Estimates (Effect of E-governance on service culture)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Model** |  | **Coefficient****Estimates** | **T-Value** | **Sig.** |
| (CONSTANT) |  | 3.947 | 5.626 | .000 |
| Use of interactive website to pass and receive information. | .004 | .050 | .960 |
| Investment in internet backbone and ICT infrastructure development | .533 | 4.139 | .000 |
| Use of information technologies (Wide Area Networks, the Internet, and mobile computing, etc.) in offices | .361 | 1.722 | .088 |
| Availability of knowledgeable, skilled and ICT compliant staff | .258 | 2.190 | .031 |
| Availability of appropriate software for internet connectivity and E-infrastructure. | .775 | 4.358 | .000 |
| Appropriate ICT legal and government support | .834 | 10.463 | .000 |
| Operational use of ICT in the internal processes and activities (memos/mail distribution, employee salaries and emoluments, staff training, etc | 1.191 | 11.353 | .000 |

The estimate of R2 suggests that all the E-governance variables in the model collectively accounted for over 99% of the variations in service culture. The F ratio value of 99.058 was significant at less than 0.000 levels. Five out of the seven E-governance indicators had positive signs and significant relationship with service culture.

DECISION: The F ratio as seen above (41.973) is significant at 0.000 levels. The null hypothesis is therefore rejected and the alternate, which states that E-governance has significant effect on service culture in the Lagos State Secretariat in Alausa is accepted.

**Hypothesis II:**

Ho: There is no significant relationship between E-governance and the service quality of the Lagos State Secretariat in Alausa

Ha: There is significant relationship between E-governance and the service quality of the Lagos State Secretariat in Alausa

Items 6 to 10 were used to measure E-governance and items 19 to 23 were used to measure Service Quality.

Table 4.3.3 Available data generated from weighted mean

|  |  |  |
| --- | --- | --- |
| **S/N** | **E-governance** | **Service Quality** |
| 1 | 4.0111 | 3.5000 |
| 2 | 3.7556 | 4.0778 |
| 3 | 3.5889 | 3.3333 |
| 4 | 3.9333 | 3.9111 |
| 5 | 3.7667 | 3.7667 |

Output (source: Table 4.2 above)

**Correlations**

Table 4.3.4 Correlations: Relationship between E-governance and Service Quality

|  |  |  |
| --- | --- | --- |
|  | EG | SQ |
| EG | Pearson Correlation | 1 | .717 |
|  | Sig. (2-tailed) |  | .026 |
|  | N | 5 | 5 |
| SQ | Pearson Correlation | .717 | 1 |
|  | Sig. (2-tailed) | .026 |  |
|  | N | 5 | 5 |

Source: Field Survey, 2024

The correlation value of 0.717 can be interpreted as strong positive. Then, there exists strong positive relationship between the variables. The P-value of 0.026 shows the existence of enough evidence to reject the null hypothesis and conclude that E- governance has significant relationship with the service quality delivered by Lagos State Secretariat.

**Hypothesis III:**

Ho: E-governance has no significant effect on employee engagement in the Lagos State Secretariat.

Ha: E-governance has significant effect on employee engagement in the Lagos State Secretariat.

Items 6 to 11 were used to measure E-governance and items 24 to 29 were used to measure Employee Engagement.

**Table 4.3.5 Available Data generated from weighted mean**

|  |  |  |
| --- | --- | --- |
| **S/N** | **E-governance** | **Employee Engagement** |
| 1 | 4.0111 | 4.0556 |
| 2 | 3.7556 | 3.6667 |
| 3 | 3.5889 | 2.3556 |
| 4 | 3.9333 | 2.3556 |
| 5 | 3.7667 | 3.8889 |
| 6 | 3.8222 | 3.8889 |

Output (source: Table 4.2 above)

Table 4.3.6: Regression Estimates (Effect of E-governance on employee engagement).

|  |  |  |  |
| --- | --- | --- | --- |
| **Model** | **Coefficient****Estimates** | **T-Value** | **Sig.** |
| (CONSTANT) | 3.047 | 1.832 | .070 |
| Use of interactive receive information Website to pass and receive information. | .220 | 1.054 | .294 |
| Investment in internet backbone and ICT infrastructure development. | .051 | .166 | .868 |
| Use of information technologies (Wide Area Networks, the Internet, and mobile computing, etc.) in offices | .314 | .632 | .529 |
| Availability of knowledgeable, skilled and ICT compliant staff. | .261 | .934 | .352 |
| Availability of appropriate software for internet connectivity and E-infrastructure. | 1.774 | 4.208 | .000 |
| Appropriate ICT legal and government support. | .792 | 4.190 | .000 |
| Operational use of ICT in the internal processes and activities (memos/mail distribution, employee salaries and emoluments, staff training, etc) | .961 | 3.863 | .000 |

Source: Field Survey, 2024

The estimate of R2 suggests that all the E-governance variables in the model collectively accounted for over 54% of the variations in employee engagement. The F ratio value of 17.666 was significant at 0.000 levels. Three out of the seven E-governance indicators had positive signs and significant relationship with employee engagement.

DECISION: The F ratio as seen above (17.366) is significant at 0.000 levels. The null hypothesis is therefore rejected and the alternate, which states that E-governance has significant effect on employee engagement in the Lagos State Secretariat is accepted.

**Hypothesis IV:**

Ho: There is no significant relationship between E-governance and the customer experience in the Lagos State Secretariat.

Ha: There is significant relationship between E-governance and the customer experience in the Lagos State Secretariat.

Items 6 to 11 were used to measure E-governance and items 30 to 35 were used to measure customers’ experience.

Table 4.3.7 Available data generated from weighted mean

|  |  |  |
| --- | --- | --- |
| S/N | E-governance | Customers’ Experience |
| 1 | 4.0111 | 3.8778 |
| 2 | 3.7556 | 3.7111 |
| 3 | 3.5889 | 3.5667 |
| 4 | 3.9333 | 3.7778 |
| 5 | 3.7667 | 3.9889 |
| 6 | 3.8222 | 3.7444 |

Output (source: Table 4.2 above)

**Correlations**

Table 4.3.8 Correlations: Relationship between E-governance and Customers’ Experience

|  |  |  |
| --- | --- | --- |
|  | EG | CE |
| EG | Pearson Correlation | 1 | .569 |
|  | Sig. (2-tailed) |  | .039 |
|  | N | 6 | 6 |
| CE | Pearson Correlation | .569 | 1 |
|  | Sig. (2-tailed) | .039 |  |
|  | N | 6 | 6 |

The correlation value of 0.569 can be interpreted as strong positive. Then, there exists strong positive relationship between the variables. The P-value of 0.039 shows the existence of enough evidence to reject the null hypothesis and conclude that e- Governance has significant relationship with customers’ experience.

**Discussion of the Results**

**Measure of E-governance**

The participants in the study concurred that the Lagos State Secretariat, Alausa operates an interactive website through which it disseminates and receives information from the general public. Additionally, the website features an interface for governmental agencies to exchange information. Subsequently, the participants concurred that LSG has made substantial investments in the development of ICT infrastructure and the internet backbone. This finding provides support for Obodo's (2018) assertion that the objective of e-governance extends beyond merely converting conventional information into digital format and facilitating access to it through internal websites, providing computers to government officials, or automating outdated procedures on an electronic platform. Rather, it necessitates a reevaluation of the current methods by which government functions are executed to enhance integration and process efficiency. The result is consistent with the conclusions drawn by Obi, Uzor, and Chukwurah (2020), who argue that E-governance should not be regarded as routine business, but rather as an opportunity to revolutionise the government's structures, operations, and most significantly, culture through the use of cutting-edge information and communication technologies, especially web-based internet applications, in order to facilitate easier access to government information for businesses and citizens.

The participants in the study concurred that the Lagos State Secretariat, Alausa offices utilise information technologies such as wide area networks, mobile computing, and the Internet. Additionally, the participants confirmed that the Lagos State Secretariat has a staff that is knowledgeable, skilled, and compliant with ICT standards. Likewise, in response to follow-up query 10, participants concurred that the Lagos State Secretariat possesses suitable software for facilitating internet connectivity and electronic infrastructure. The participants in the survey concurred that the Lagos State Secretariat, Alausa utilises ICT for operational purposes in areas such as staff training and development, memo distribution, and employee salaries and emoluments.

**Measure of Service Culture**

The respondents agreed as follows regarding the service culture questionnaire: they conduct their business in a way that inspires public confidence; instances of corruption and abuse of administrative procedures have diminished within the LSS; they remain at their designated work location until service concludes; they demonstrate courtesy when providing services; they arrive to work punctually; and they adhere to the service culture questionnaire. The obtained outcome indicates the presence of a commendable service culture at the Lagos State Secretariat, Alausa. This aligns with the evaluation conducted by the National Information Technology Development (NITDA), which commended the Lagos State Secretariat for fulfilling the requirements and expectations outlined in presidential directives aimed at fostering transparency and efficiency in the business environment. These directives were specifically designed to facilitate the ease of conducting business in Nigeria and are related to the utilisation of information technology.

**Measure of Customer Experience**

The participants expressed agreement with the following statements regarding the evaluation of customer experience: the Lagos State Secretariat, Alausa provides customised services that cater to individual requirements, services are accessible 24/7 at the Lagos State Secretariat, Alausa, resolving issues and complaints is straightforward, staff at the Lagos State Secretariat, Alausa possess a positive work attitude and expertise in their field, and both customers and corporate entities have conf This result corroborates the findings of Neelesh, Bhagwati, and Ashish (2013), whose research demonstrated that organisations capable of effectively overseeing the entire consumer experience achieve substantial financial gains. They had increased revenue, decreased customer attrition, improved employee satisfaction, and increased customer satisfaction.

**Measure of Service Quality**

Respondents concurred that they are committed to their work and prioritise service quality, that the application facilities at the Lagos State Secretariat, Alausa are user-friendly for customers, that their customer service approaches indicate a preference for providing service centred on people, that their orders are executed punctually, and that services are executed in accordance with specifications at the Lagos State Secretariat, Alausa. This result demonstrates that the Lagos State Secretariat, Alausa provides services of exceptional quality, characterised by efficiency and notable innovations.

**Measure of Employee Engagement**

The participants were prompted to provide their viewpoints on inquiries pertaining to employee engagement. They all reached the following conclusions: their work provides them with personal fulfilment and meaning, they are willing to put in additional hours to finish a task, their occupation motivates them to perform their utmost effort, and they are eager to maximise their performance when assisting clients and visitors of the Lagos State Secretariat, Alausa services. The respondents who expressed disagreement regarding the difficulty of detaching themselves from their work were predominantly junior and senior staff members of the Lagos State Secretariat, Alausa. In contrast, senior managerial staff constituted the majority of the respondents who concurred. It is noteworthy to mention that this situation reflects the Nigerian public service as a whole, where senior managerial personnel frequently exhibit job satisfaction, decline annual leaves and retirement, and are willing to do anything to maintain their positions. Additionally, senior managerial staff members have a substantial workload, whereas intermediate and senior staff members have little to no work to do.

A portion of the junior staff at the Lagos State Secretariat, Alausa disclosed to us during our field investigation that the state's upper management had declined their request to promote them to senior staff cadres in exchange for their advanced degrees or credentials. As a result, they perceive their employment at the Lagos State Secretariat, Alausa as a conduit to securing employment elsewhere. As expressed by one respondent, "The Lagos State Secretariat, Alausa serves as my initial destination for gaining experience, given the insistence of other organisations on years of experience." This viewpoint has the potential to negatively impact employee morale and productivity.

The outcome of this study has adverse consequences for service provision at the Lagos State Secretariat, Alausa. This is due to the fact that any organisation in which employees are inclined to resign for significantly better employment opportunities elsewhere is prone to a high rate of employee attrition. However, the findings presented here contradict the assertions made by Nwachukwu and Pepple (2015) that organisations invest significant effort in gratifying customers but neglect the satisfaction of their employees. Customers, however, cannot be contented until and unless there is employee satisfaction. Because greater employee productivity results from greater job satisfaction ultimately translates to increased customer satisfaction. Nwekeaku and Obiorah (2019) further argued that motivation does indeed impact employee performance. They argued that when employees are motivated, they are more likely to exert greater effort in their work, leading to an overall improvement in performance.

**CHAPTER FIVE**

**SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**

This chapter covers the summary of finding, conclusions and recommendations of this study. It also indicates some areas that still need further research and makes recommendations for policy makers to adjust, change and adopt E-governance initiatives that may help the public service delivery minimize or reduce red-tape, and bring efficiency in serving citizens.

**5.1. Summary of Findings**

This work has succeeded in evaluating E-governance and Public Service Delivery: A Study of the Lagos State Secretariat. The study among other things reviewed related literatures as well as review of prior studies. The study further collected and analyzed data to come out with the following findings:

1. The E-governance indicators have a substantial impact on the service culture of the Lagos State Secretariat. The outcome of this study has disproven the initial null hypothesis, which posited that E-governance does not have a noteworthy impact on the service culture at the Lagos State Secretariat, Alausa. The F ratio of 99.058 obtained from the regression analysis was determined to be statistically significant at the 0.000 level. Thus, the null hypothesis was refuted, indicating that e-Governance has a substantial correlation with employee engagement in the Lagos State Secretariat, Alausa.
2. There is a strong correlation between E-governance and service quality at the Lagos State Secretariat, Alausa. This discovery refuted the second null hypothesis, which posits that there is no substantial correlation between E-governance and service quality in the Lagos State Secretariat, Alausa. The correlation coefficient of 0.717 indicates a strong positive relationship. There is a significant positive correlation between the factors. The P-value of 0.026 provides sufficient evidence to reject the null hypothesis and establish a meaningful association between e-Governance and the service quality supplied by Lagos State Secretariat.
3. The E-governance metrics have a substantial impact on employee engagement in Lagos State. The outcome of the study has refuted the third null hypothesis, which posits that E-governance does not have a substantial impact on employee engagement in the Lagos State Secretariat. The F ratio of 17.366 obtained from the regression analysis was determined to be statistically significant at the 0.000 level. Consequently, we rejected the null hypothesis and determined that there is a strong correlation between e-Governance and employee engagement.
4. There is a strong correlation between E-governance and customer experience in LSS. Furthermore, it refutes the fourth null hypothesis of the study, which posits that there is no substantial correlation between E-governance and customer experience in the Lagos State Secretariat. The correlation coefficient of 0.569 indicates a strong positive relationship. Consequently, a robust and affirmative correlation exists between the variables. The P-value of 0.039 provides sufficient evidence to reject the null hypothesis and infer that e-Governance has a significant correlation with consumers' experience.

**5.2. Conclusion**

The primary objective of the study is to assess the influence of E-governance on the provision of public services, with a specific focus on the Lagos State Secretariat as a case study. The research was directed by four research inquiries and conjectures. This study uncovers various aspects of e-Governance, which involves the utilisation of Information Communication Technology (ICT) by the government to carry out governmental tasks, including the delivery of public services. The argument posits that the implementation of well-established e-Governance has favourable consequences for the provision of services in the Lagos State Secretariat.

After examining the relevant research and conducting tests on the four hypotheses, it was determined that e-Governance has a substantial impact on the service culture at the Lagos State Secretariat. Furthermore, there exists a substantial correlation between e-Governance and the quality of services provided at the Lagos State Secretariat. Furthermore, e-Governance exerts a substantial impact on employee engagement within the Lagos State Secretariat. The fourth hypothesis also revealed a substantial correlation between e-Governance and employee commitment in the Lagos State Secretariat. This study contends that e-governance is the most effective means of promoting efficient service delivery, which in turn fosters transparency and accountability in the operations of Nigeria's public service. This study is based on the Andersen, Henriksen's Public Sector Process Rebuilding (PPR) maturity model of e-government.

The study further demonstrates that E-Governance refers to the utilisation of electronic methods in facilitating the communication between the government and its citizens, the government and businesses, and also within the internal operations of the government. This is done with the aim of streamlining and enhancing the democratic government and commercial components of governance. This study has uncovered that the primary factors contributing to inadequate service delivery in public organisations are political manipulation, corruption, lack of accountability and transparency, insufficient citizen participation, ineffective human resource policies, failure to manage change, lack of employee capacity, inadequate planning, and inadequate monitoring and evaluation. However, the adoption of e-governance in the Nigerian public sector, especially in LSS, is accompanied by numerous problems.

**5.3. Recommendations**

Based on the issues identified as some of the major challenges to e-governance implementation in Nigeria’s public service in general and Lagos State Government in particular, the following recommendations are advanced:

1. Public sector agencies should adopt a policy of cultivating a favourable service culture and establish e-governance implementation committees. These committees will devise strategies for the efficient implementation of the concept, while performance evaluation units will be established to assess the achievements and shortcomings of the set targets. Additionally, a feedback mechanism should be put in place to report on the effectiveness of the implementation.
2. Lagos State Secretariat, as well as other public sector organisations, should take advantage of the opportunities presented by e-governance to improve the quality of their services. This may be achieved by demonstrating a strong degree of e-readiness in their operations. The government must ensure the implementation of all necessary measures, particularly those that fall within its jurisdiction. For example, it is important to guarantee that every office is equipped with fully operational computers, hire highly competent individuals in information and communication technology (ICT), and provide ongoing training to keep the personnel informed on how to effectively utilise e-governance in order to enhance service delivery.
3. In order to enhance the efficiency of Nigeria's public service, particularly at the Lagos State Secretariat in Alausa, it is imperative to provide the required infrastructure to facilitate the effective implementation of e-governance in the country's public sector. One of the main obstacles to implementing e-governance in the public service is the need to address issues such as reliable broadband services, a stable internet network, and the availability of power supply. The successful adoption of e-governance in the public service is contingent upon the presence of a reliable power source, specifically electricity. Government offices should possess internet connectivity together with a workforce that is both trained and skilled. Another crucial aspect to take into account is the Human component. The human element is crucial in driving technology, as no technology can operate autonomously. Therefore, the willingness of individuals is essential for the successful implementation of e-governance in Nigeria's public service. This is because individuals have the ability to hinder any innovation and advantages that e-governance aims to provide. Therefore, the government must attentively tackle the problem of human behaviour, which often appears as resistance to change and indifference. These behaviours are responsible for the inefficient use of ICT facilities implemented by the government, particularly in offices or departments that aim to adopt e-governance. Consequently, these behaviours undermine the government's commendable efforts.
4. According to the findings and conclusions, it is vital to establish a dependable and well-planned framework for e-governance operation. The government's Ministries, Departments, and Agencies should establish e-governance implementation committees to develop strategies for efficient implementation. These committees should work alongside performance evaluation units, which will assess the achievements and shortcomings of the government's objectives. Additionally, a feedback mechanism should be put in place to report on the effectiveness of the implementation process. Furthermore, it is imperative for the government to establish a regulatory policy, specifically regarding the framework for legislation of e-governance and other ICT-related matters, in order to effectively manage the operational strategies across different levels of government. By doing this, the public service would gain awareness of the specific areas that require attention in order to successfully adopt e-governance in Nigeria's public service as a whole, with a special focus on Lagos State.

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**QUESTIONNAIRE**

**SECTION A: Demographic Characteristics’ of Respondents**

For each question, please tick (√) the box you consider most appropriate or that which represent your situation. Please read through all the questions before attempting to complete the questionnaire. Kindly complete the questionnaire without discussing it with other members of your organization. All information supplied will be treated as strictly confidential. Information will be used only in aggregated form. Once again, I thank you for your kind consideration and cooperation.

**Sex/Gender:**

Male

Female

**Designation:**

1. 01-05 Junior Staff
2. 06 -12 Senior Staff
3. 07-17 Senior Managerial

**Length of Service:**

5 years & below

6 – 10 years

11 – 15 years

16 – 20 years

21 years & above

**Education Qualification:**

1. Postgraduate
2. First Degree/HND
3. NCE/ND
4. WASC/SSEC/NECO

Job Category:

Managerial/Admin

Technical

Others

**SECTION B: Questions on the Subject of Research**

There is no wrong or right answer to any of the question below. Pls. place a tick (√) on the answer that represents your feelings or situation about each question using five rating scale: Do you (5) Strongly Agree; (4) Agree; (3) Not Sure (2) Disagree (1) Strongly Disagree.

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | Measure of E-governance | StronglyAgree 5 |  | Agree 4 |  | Not Sure 3 | Disagree2 |  | Strongly Disagree 1 |
| 6 | Use of interactive website to pass and receive information |  |  |  |  |  |
| 7 | Investment in internet backbone and ICT infrastructure development |  |  |  |  |  |
| 8 | Use of information technologies (Wide Area Networks, the Internet, and mobile computing, etc.) in offices |  |  |  |  |  |
| 9 | Availability of knowledgeable, skilled and ICT compliant staff |  |  |  |  |  |
| 10 | Availability of appropriate software for internet connectivity and E-infrastructure |  |  |  |  |  |
| 11 | Appropriate ICT legal and government support |  |  |  |  |  |
| 12 | Operational use of ICT in the internal processes and activities (memos/mail distribution, employee salaries and emoluments, staff training, etc. |  |  |  |  |  |
|  | Measure of Service Culture (SC) |  |  |  |  |  |
| 13 | I conduct my affairs in a manner capable of engendering public trust. |  |  |  |  |  |
| 14 | Corrupt practices and abuse of administrative processes have reduced in the service of LSG. |  |  |  |  |  |
| 15 | Am consistent at my duty post until close of work. |  |  |  |  |  |
| 16 | Workers exhibit courtesy in deliveringservices. |  |  |  |  |  |
| 17 | I report to work on time. |  |  |  |  |  |
| 18 | I see a career path in my present job. |  |  |  |  |  |
|  | Measure of of Service Quality |  |  |  |  |  |
| 19 | I am dedicated to work and emphasize services quality. |  |  |  |  |  |
| 20 | LSG applications facilities are convenient for customers use. |  |  |  |  |  |
| 21 | My approaches in attending to the public suggest that am inclined towards offering people-oriented service. |  |  |  |  |  |
| 22 | My work orders are completed on time. |  |  |  |  |  |
| 23 | Services are performed according to specifications. |  |  |  |  |  |
|  | Measure of Employee Engagement |  |  |  |  |  |
| 24 | I find personal meaning and fulfillment in my work. |  |  |  |  |  |
| 25 | I am willing to work extra hours to complete a task. |  |  |  |  |  |
| 26 | It is difficult to detach myself from my work. |  |  |  |  |  |
| 27 | I will stay with LSS even if I am offered a comparable position with greater pay and benefits elsewhere. |  |  |  |  |  |
| 28 | My job inspires me to put in my best at work. |  |  |  |  |  |
| 29 | I am enthusiastic about achieving my personal best at attending to visitors and users of LSS services. |  |  |  |  |  |
|  | Measure of Customer Experience (CE) |  |  |  |  |  |
| 30 | LSS offers services that can betailored to my specific needs. |  |  |  |  |  |
| 31 | I have availability of services roundthe clock at LSG. |  |  |  |  |  |
| 32 | I have ease of gettingissues/complaints resolved. |  |  |  |  |  |
| 33 | LSG staffs have positive attitudeand are knowledgeable in their job. |  |  |  |  |  |
| 34 | Customer and corporate objectivescan be integrated to achieve better service delivery. |  |  |  |  |  |
| 35 | LSG is an organization that puts the consumer first. |  |  |  |  |  |

Thank you for participating in this survey

APPENDIX VII

Pre Reliability Test

Item-Total Statistics

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Items | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item- Total Correlation | Squared Multiple Correlation | Cronbach's Alpha if Item Deleted |
| 6 | 106.5778 | 473.191 | .612 | . | .984 |
| 7 | 106.8333 | 456.949 | .861 | . | .984 |
| 8 | 107.0000 | 448.764 | .905 | . | .984 |
| 9 | 106.6556 | 460.004 | .806 | . | .984 |
| 10 | 106.8222 | 450.552 | .925 | . | .984 |
| 11 | 106.7667 | 460.473 | .815 | . | .984 |
| 12 | 106.6889 | 459.026 | .858 | . | .984 |
| 13 | 106.6000 | 452.490 | .909 | . | .984 |
| 14 | 106.5444 | 448.138 | .922 | . | .984 |
| 15 | 107.0889 | 442.374 | .886 | . | .984 |
| 16 | 106.5000 | 466.051 | .778 | . | .984 |
| 17 | 107.2000 | 442.791 | .881 | . | .984 |
| 18 | 107.2556 | 446.282 | .852 | . | .984 |
| 19 | 107.0889 | 442.374 | .886 | . | .984 |
| 20 | 106.5111 | 464.994 | .746 | . | .984 |
| 21 | 107.2556 | 446.282 | .852 | . | .984 |
| 22 | 106.6778 | 461.389 | .780 | . | .984 |
| 23 | 106.8222 | 445.002 | .939 | . | .984 |
| 24 | 106.5333 | 455.061 | .924 | . | .984 |
| 25 | 106.9222 | 439.983 | .907 | . | .984 |
| 26 | 108.2333 | 455.731 | .522 | . | .982 |
| 27 | 108.2333 | 455.731 | .522 | . | .983 |
| 28 | 106.7000 | 460.594 | .924 | . | .984 |
| 29 | 106.7000 | 452.819 | .917 | . | .984 |
| 30 | 106.7111 | 445.579 | .915 | . | .984 |
| 31 | 106.8778 | 442.221 | .918 | . | .984 |
| 32 | 107.0222 | 443.842 | .891 | . | .984 |
| 33 | 106.8111 | 442.402 | .918 | . | .984 |
| 34 | 106.6000 | 452.490 | .909 | . | .984 |
| 35 | 106.8444 | 447.728 | .898 | . | .984 |

The last column shows possible value of Alpha if the particular item is removed from the questionnaire. Since the values are less than 0.985, therefore, all items are important or contribute significantly to the strength of Alpha.

Case Processing Summary

|  |  |  |
| --- | --- | --- |
|  | N | % |
| Cases | Valid | 10 | 100.0 |
|  | Excludeda | 0 | .0 |
|  | Total | 10 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

|  |  |  |
| --- | --- | --- |
| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
| .985 | .988 | 30 |

Alpha value is 0.985(98.5%) which implies the responses are reliable and can be used for decision making.

APPENDIX VIII

Post Reliability Test

Cronbach’s Alpha can be used to determine internal consistency of questionnaire. Alpha level shows level of consistency of questionnaire and if less than 60%, the responses from the respondents cannot be used for decision making. Also, it shows the importance of an item in the research tool, that is, the resulting Alpha level if an item is deleted (If- Item Deleted). An item in the questionnaire is tagged not important if its removal would increase the Alpha level of the research tool.

Base on the data collected, the internal consistency of the research tool is as shown below:

Item-Total Statistics

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Items | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item- Total Correlation | Squared Multiple Correlation | Cronbach's Alpha if Item Deleted |
| 6 | 106.5778 | 473.191 | .612 | . | .984 |
| 7 | 106.8333 | 456.949 | .861 | . | .984 |
| 8 | 107.0000 | 448.764 | .905 | . | .984 |
| 9 | 106.6556 | 460.004 | .806 | . | .984 |
| 10 | 106.8222 | 450.552 | .925 | . | .984 |
| 11 | 106.7667 | 460.473 | .815 | . | .984 |
| 12 | 106.6889 | 459.026 | .858 | . | .984 |
| 13 | 106.6000 | 452.490 | .909 | . | .984 |
| 14 | 106.5444 | 448.138 | .922 | . | .984 |
| 15 | 107.0889 | 442.374 | .886 | . | .984 |
| 16 | 106.5000 | 466.051 | .778 | . | .984 |
| 17 | 107.2000 | 442.791 | .881 | . | .984 |
| 18 | 107.2556 | 446.282 | .852 | . | .984 |
| 19 | 107.0889 | 442.374 | .886 | . | .984 |
| 20 | 106.5111 | 464.994 | .746 | . | .984 |
| 21 | 107.2556 | 446.282 | .852 | . | .984 |
| 22 | 106.6778 | 461.389 | .780 | . | .984 |
| 23 | 106.8222 | 445.002 | .939 | . | .984 |
| 24 | 106.5333 | 455.061 | .924 | . | .984 |
| 25 | 106.9222 | 439.983 | .907 | . | .984 |
| 26 | 108.2333 | 455.731 | .522 | . | .982 |
| 27 | 108.2333 | 455.731 | .522 | . | .983 |
| 28 | 106.7000 | 460.594 | .924 | . | .984 |
| 29 | 106.7000 | 452.819 | .917 | . | .984 |
| 30 | 106.7111 | 445.579 | .915 | . | .984 |
| 31 | 106.8778 | 442.221 | .918 | . | .984 |
| 32 | 107.0222 | 443.842 | .891 | . | .984 |
| 33 | 106.8111 | 442.402 | .918 | . | .984 |
| 34 | 106.6000 | 452.490 | .909 | . | .984 |
| 35 | 106.8444 | 447.728 | .898 | . | .984 |

The last column shows possible value of Alpha if the particular item is removed from the questionnaire. Since the values are less than 0.985, therefore, all items are important or contribute significantly to the strength of Alpha.

Case Processing Summary

|  |  |  |
| --- | --- | --- |
|  | N | % |
| Cases | Valid | 90 | 100.0 |
|  | Excludeda | 0 | .0 |
|  | Total | 90 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

|  |  |  |
| --- | --- | --- |
| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
| .985 | .988 | 30 |

Alpha value is 0.985(98.5%) which implies the responses are reliable and can be used for decision making.

APPENDIX IX

GET

FILE='D:\DELL\SPSS DOC\.sav'.

DATASET NAME DataSet1 WINDOW=FRONT.

SAVE OUTFILE='C:\Users\\Documents\Chinenye PUB.sav'

/COMPRESSED. REGRESSION

/MISSING LISTWISE

/STATISTICS COEFF OUTS R ANOVA

/CRITERIA=PIN(.05) POUT(.10)

/NOORIGIN

/DEPENDENT Reliability1

/METHOD=ENTER P1 P2 P3 P4 P5 P6.

Regression

|  |  |  |  |
| --- | --- | --- | --- |
| Model | Variables Entered | Variables Removed | Method |
| 1 | P6, P5, P4, P1,P2, P3b | . | Enter |

Dependent Variable: Reliability1

All requested variables entered.

Model Summary

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .842a | .710 | .693 | 1.62689 |

a. Predictors: (Constant), P6, P5, P4, P1, P2, P3

ANOVAa

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Model | Sum of Squares | df | Mean Square | F | Sig. |
|  | Regression | 666.555 | 6 | 111.092 | 41.973 | .000b |
| 1 | Residual | 272.618 | 103 | 2.647 |  |  |
|  | Total | 939.173 | 109 |  |  |  |

Dependent Variable: Reliability1

Predictors: (Constant), P6, P5, P4, P1, P2, P3

Coefficientsa

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Model | Unstandardized Coefficients | StandardizedCoefficients | T | Sig. |
| B | Std. Error | Beta |
| (Constant) | 4.260 | 1.050 |  | 4.058 | .000 |
| P1 | .070 | .132 | -.030 | .531 | .597 |
| P2 | .731 | .191 | .227 | 3.829 | .000 |
| 1 P3 | 1.241 | .291 | .454 | 4.259 | .000 |
| P4 | .618 | .170 | .206 | 3.633 | .000 |
| P5 | .392 | .261 | .158 | 1.500 | .137 |
| P6 | .905 | .119 | .422 | 7.612 | .000 |

a. Dependent Variable: Reliability1

REGRESSION

/MISSING LISTWISE

/STATISTICS COEFF OUTS R ANOVA

/CRITERIA=PIN(.05) POUT(.10)

/NOORIGIN

/DEPENDENT EmpEngage

/METHOD=ENTER P1 P2 P3 P4 P5 P6.

Regression

|  |  |  |  |
| --- | --- | --- | --- |
| Model | Variables Entered | Variables Removed | Method |
| 1 | P6, P5, P4, P1,P2, P3b | . | Enter |

Dependent Variable: EmpEngage

All requested variables entered.

Model Summary

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Model | R | R Square | Adjusted RSquare | Std. Error of theEstimate |
| 1 | .591a | .349 | .311 | 1.87941 |

a. Predictors: (Constant), P6, P5, P4, P1, P2, P3

ANOVAa

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Model | Sum of Squares | df | Mean Square | F | Sig. |
|  | Regression | 195.104 | 6 | 32.517 | 9.206 | .000b |
| 1 | Residual | 363.814 | 103 | 3.532 |  |  |
|  | Total | 558.918 | 109 |  |  |  |

Dependent Variable: EmpEngage

Predictors: (Constant), P6, P5, P4, P1, P2, P3

Coefficientsa

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Model | Unstandardized Coefficients | StandardizedCoefficients | t | Sig. |
| B | Std. Error | Beta |
| (Constant) | 11.282 | 1.213 |  | 9.303 | .000 |
| P1 | .145 | .152 | .081 | -.956 | .342 |
| P2 | 1.191 | .220 | .480 | 5.401 | .000 |
| 1 P3 | .345 | .337 | .164 | 1.026 | .307 |
| P4 | .783 | .196 | .338 | -3.986 | .000 |
| P5 | .115 | .302 | .060 | .379 | .705 |
| P6 | .262 | .137 | .158 | 1.907 | .054 |