

International Journal of Governance and Development Studies (IJOGDES), 12(2):1-10, 2025  
©Department of Local Government and Development Studies, Faculty of Administration  
Obafemi Awolowo University, Ile-Ife, Nigeria  
All rights are reserved to the owner/author through the Editor-in-Chief  
ISSN: 2971-6691, e-ISSN 2971-6705

## Assessing the Impact of E-Governance on Public Service Delivery in Osun State Civil Service

**Adetoun Oluwaremilekun Esther Adenuga**

Department of Public Administration, Distance Learning Institute, University of Lagos

[eadenuga@unilag.edu.ng](mailto:eadenuga@unilag.edu.ng) | [adetounoeadenuga@gmail.com](mailto:adetounoeadenuga@gmail.com)

**Anuoluwapo Deborah Babawale**

Department of Political Science, Redeemer's University, Ede, Osun State,

[babawale8624@run.edu.ng](mailto:babawale8624@run.edu.ng)

### Abstract

*The adoption of e-governance in governmental operations plays a pivotal role in promoting accountability and enhancing the efficiency of public service delivery. This transformation involves integrating digital technologies to streamline administrative procedures, optimize data management, and improve communication among stakeholders. This study examines the impact of e-governance on public service delivery within the Osun State civil service. Specifically, it examines how e-governance affects service quality and the delivery of citizen-centered services. Additionally, the study assesses the implementation of e-governance and public service standards through the SERVICOM initiative. Utilizing a qualitative research approach, the study draws on secondary data from textbooks, scholarly journals, newspapers, and other published sources. Analytical methods were employed to evaluate the relevance of the data to the research objectives. The findings reveal that, before the implementation of e-governance, public service delivery was hindered by administrative inefficiency, political interference, corruption, bureaucratic bottlenecks, resistance to change, and limited staff capacity. The study concludes that although e-governance has significantly enhanced the performance of the civil service, bridging the digital divide remains imperative through inclusive policy frameworks that aim to expand digital infrastructure nationwide.*

**Keywords:** E-governance, public service delivery, civil service, service quality, and citizen-centered services

### 1. Introduction

Globally, electronic governance has emerged as an indispensable mechanism for managing public sector operations. Numerous governments have adopted e-governance frameworks due to their ability to streamline bureaucratic processes, enhance the quality of public service delivery, and

facilitate more effective management of data and resources. These systems contribute to cost reduction, time efficiency, and overall improvement in administrative effectiveness. (Tom et al., 2024). Across the African continent, the uptake of e-governance is steadily increasing, with promising prospects for driving socio-economic development. This growth is primarily attributed to improved Internet penetration and expanded mobile network access (Olabimitan et al., 2025). In alignment with this trend, the African Union's Digital Transformation Strategy for Africa (2020–2030) advocates for the integration of ICT to advance service delivery mechanisms, optimize resource allocation, and promote inclusive growth (African Union, 2020).

The Nigerian federal government has begun to prioritize e-governance as a strategic tool for enhancing public sector transparency and operational efficiency. The introduction of the National e-Government Master Plan in 2015 exemplifies this commitment, aiming to strengthen service delivery and uphold principles of good governance. Projects such as E-Nigeria seek to harness ICT in connecting governmental agencies, educational institutions, and local communities (Olabimitan et al., 2025). Nevertheless, according to Oghuvbu et al. (2022), factors such as limited ICT proficiency, weak legal frameworks, and insufficient infrastructure continue to impede the effective deployment of e-governance in the country. Ogbuagu & Oguejiofor (2018) note that Nigeria has recorded notable progress in the development of digital infrastructure, particularly in the telecommunications sector, led by companies such as MTN Nigeria, Globacom, Airtel Networks, and 9mobile, which have successfully rolled out 5G/LTE networks to support higher data speeds and improved connectivity.

Several e-governance initiatives have been introduced to reform public administration and expand access to government services in Osun State. Some of the e-governance initiatives implemented by the Osun state government include the smart identity card, integrated with biometrics, for all public school students in the state. This initiative helps the state government provide accurate data on the identity and number of students enrolled in its public schools (Mayhew, 2014). The State Integrated Financial Management Information System (SIFMIS) is a technology-driven platform that unifies government financial functions—budgeting, procurement, treasury, and reporting—into a single automated system (Osunsifmis, 2021). The Local Government Integrated Financial Management Information System (LIFMIS) is a specialized component of the State Integrated Financial Management Information System (SIFMIS) in Osun State. It supports all 30 LGAs and LCDAs with tools to manage budgets, payments, and financial reporting efficiently and transparently (Osunsifmis, 2024). The digitalization of local and state government certificates of origin (Ayeni, 2024). Additionally, the introduction of free public internet services was designed to create opportunities across key sectors of the economy (Osun State, 2025).

Despite these notable strides in digital reform, challenges such as limited internet coverage, low digital literacy among civil servants, and weak system integration continue to constrain the effectiveness of these innovations. This study, therefore, aims to address this issue by examining the impact of e-governance on public service delivery in Osun State, specifically in terms of service

quality and citizen orientation. Drawing on secondary data, it investigates the progress, challenges, and policy implications of e-governance between 2020 and 2023. It further assesses the implementation of e-governance and public service standards through the SERVICOM initiative, thereby providing insights into how e-governance reforms can lead to tangible improvements in public administration and the citizen experience. Despite various e-governance interventions, public service delivery in Osun State remains inconsistent and often fails to meet the expectations of its citizens. Issues such as limited internet infrastructure, inadequate technical capacity among civil servants, poor system integration across agencies, and low citizen awareness continue to hinder the full realization of e-governance goals. This persistent gap between digital innovation and effective service delivery raises questions about the actual impact of e-governance on governance outcomes and citizen satisfaction in the state. While previous studies have focused largely on national frameworks or isolated projects, limited scholarly attention has been given to the integrated impact of state-level e-governance systems on service delivery outcomes. This study, therefore, aims to address this issue by examining the impact of e-governance on public service delivery in Osun State, specifically in terms of service quality and the provision of citizen-centered services.

## **2. Conceptual Clarification**

### **2.1 E-Governance**

The domain of electronic governance, commonly referred to as e-government, digital government, or e-governance, emerged in the late 1990s as a platform for knowledge-sharing among practitioners (Scholl, 2017). However, the use of computing technologies within governmental organizations predates this, tracing back to the early history of computing itself (Grönlund & Horan, 2025). The term ‘e-governance’ has been defined in numerous ways by scholars, resulting in a variety of interpretations. Oakley (2010) views it as a technology-mediated service capable of transforming the interaction between the state and its citizens. In contrast, Palvia and Sharma (2007) distinguish between e-government and e-governance in their framework: while e-governance focuses on the internal use of ICT to manage organizational processes and policies, e-government is oriented outwardly towards citizens. From the perspective of Bannister and Connolly (2012), e-governance involves the deployment of ICTs in government to alter or create governance processes or structures in ways that would not have been possible without technology, thereby materializing theoretical governance concepts into practice.

### **2.2 Service Delivery**

According to Kayode et al. (2013), service delivery encompasses both tangible and intangible goods and services provided by the government to enhance the welfare of its citizens. It fundamentally represents the relationship between policymakers, service providers, and the general populace, particularly those who are economically disadvantaged. Ajibade et al. (2017) emphasize that service quality is measured by how well services align with or surpass customer

expectations, playing a central role in achieving user satisfaction and cultivating loyalty. The level of service quality significantly influences an organization's reputation and competitive advantage. In the realm of public service, Oronsaye (2010) argues that efficient service delivery should prioritize the needs of citizens, adopting a customer-focused approach akin to the private sector, where customer satisfaction is paramount.

### 3.3 Public Service Delivery

The interpretation of public service delivery varies according to historical, geographical, and contextual factors. It is generally premised on the existence of a quasi-contractual relationship between the service provider, typically a government agency, and the citizen as the service recipient. This relationship obliges the government to deliver services in a manner that meets public expectations in terms of utility, quality, convenience, timeliness, cost-effectiveness, courtesy, and communication. By analogy to the business world, the citizen assumes the role of the 'king,' the primary determinant of service performance (Egugbo, 2020, p. 75). Koppenjan (2012, p. 12) defines public service delivery as the provision of services that serve the public interest and are not inherently supplied by market mechanisms or civil society but rather are widely regarded as the responsibility of government. Public services include essential sectors such as education, healthcare, public safety, transportation infrastructure, energy, and water. Supply. The expectations placed on public services differ markedly from those on private market products, requiring governments to ensure quality and efficiency in their provision. As Olowu (2002, p. 123) succinctly puts it, the primary rationale for the existence of the public service is the effective delivery of such services.

**2.4 SERVICOM:** SERVICOM, which stands for *Service Compact with All Nigerians*, is a federal government initiative aimed at enhancing the efficiency and effectiveness of service delivery across Ministries, Departments, and Agencies (MDAs). Its primary objective is to bridge the performance-expectation gap between the government and its citizens by ensuring that public services meet acceptable standards. SERVICOM serves as both a formal agreement and an institutional framework, aimed at addressing shortcomings in service delivery. It mandates government institutions to provide citizens and residents with the quality of services to which they are legitimately entitled. The initiative is underpinned by key principles, including timeliness, transparency, accountability, and customer satisfaction (SERVICOM, 2017).

### 3. Empirical Review

Aliyu and Awobode (2023) investigated the public sector recruitment processes and service delivery mechanisms in Osun State between 2010 and 2018, employing both quantitative and qualitative methodologies. Their study revealed the existence of unbiased policy instruments guiding recruitment within the Osun State Civil Service. They recommended further integration of innovative digital technologies, particularly during the application process, to enhance recruitment efficiency. In a related study, Tom et al. (2024) examined e-governance and service

delivery within the Akwa Ibom State Civil Service, employing a descriptive approach supported by documentary evidence. The findings highlighted that ICT advancements have significantly transformed the service. In developing countries, the digital divide remains significant due to inadequate infrastructure, limited access to technology, resistance to innovation, and a shortage of skilled ICT professionals. The study advocated for the adoption of biometric systems to improve payroll accuracy. Hassan and Siyanbola (2006) conducted an exploratory study across five local government areas in Ile-Ife, namely, Ife East, Ife North, Ife Central, Ife South, and the Ife East Area Office in Modakeke, examining e-governance and capacity-building efforts. Their findings provided foundational insights into ICT knowledge gaps and infrastructural deficiencies in Osun State's local governance.

Similarly, Chukwuma (2024) examined the impact of e-governance on service delivery in selected ministries within the Enugu State Civil Service. Using a content analysis approach, the research found that biometric verification systems had enhanced payroll efficiency. However, it also identified the need for further improvements in deploying these technologies for more accurate wage administration. Oghuvbu et al. (2022) identified several potential benefits in their examination of the broader landscape of e-governance in Nigeria, including facilitating job searches, implementing e-policing systems, enhancing communication platforms, and stimulating economic growth. Despite these prospects, challenges such as infrastructure gaps and institutional resistance continue to hinder implementation.

Additionally, Okunmahie and Igbinovia (2024) assessed the adoption of e-governance within the Edo State Civil Service. Their study found that the Edo State government had invested significantly in the technological infrastructure required for effective digital governance. Nonetheless, the researchers emphasized the urgency of addressing the digital skills gap within. The civil service workforce is to ensure sustained progress in e-governance adoption.

#### **4. Theoretical Framework**

This study is grounded in two key theoretical foundations: the New Public Management (NPM) Theory, proposed by David Osborne and Ted Gaebler in 1992, and the Public Value Theory, advanced by Mark H. Moore in 1995. The Public Value Theory asserts that public institutions, like any other organisation, must continuously reorganise and adopt strategic approaches to create and deliver value to society. To ensure effective delivery of public value, institutions must focus on outcomes that improve service provision, build public trust, and utilize resources efficiently to satisfy citizens, with all relevant stakeholders actively engaged in the process (Tom et al., 2024). In the context of the Osun State civil service, this theory emphasizes the importance of transitioning from outdated service delivery approaches, often characterized by inefficiencies such as corruption, bureaucratic delays, and the mismanagement of records, towards modern, strategic frameworks that ensure efficient and quality-driven public services. Armstrong (1998) explains that the NPM model signifies a substantial shift from traditional public administration to a more dynamic approach, focusing on efficiency, effectiveness, innovation, and accountability in

governance. It involves a move away from rigid bureaucratic models towards more adaptable organizational structures, accompanied by measurable performance indicators, budget constraints, and streamlined administrative frameworks. Applying this to e-governance and public service delivery in Osun State, the NPM perspective supports the view that integrating technology into governance structures is central to enhancing efficiency and innovation. It promotes the dismantling of traditional bureaucratic models in favor of technologically enabled systems, such as personal computers, internet access, and wireless connectivity, which collectively enhance operational flexibility and service delivery in ministries, departments, and agencies.

## 5. Methodology

This research adopts a qualitative approach, relying on documentary analysis of secondary data. The data sources include official reports from the Osun State government, SERVICOM's service charter, academic publications, digital databases, relevant policy documents concerning e-governance and public service delivery in Osun State, as well as information from newspapers. The nature and objectives of the study justify the choice of secondary data. Since the research aims to evaluate existing e-governance initiatives and their outcomes within the Osun State Civil Service, documentary evidence provides a reliable basis for tracing the evolution of policy, institutional performance, and administrative reforms over time. The study relied primarily on secondary data derived from published reports, government documents, and prior empirical studies. As a result, it may not fully capture the most recent on-the-ground developments or perceptions of public servants and citizens regarding e-governance implementation in Osun State. The absence of primary data collection limits the ability to assess individual experiences and user satisfaction directly. Future research should employ mixed or participatory methodologies—combining surveys, interviews, and service-user evaluations—to provide richer, real-time insights into the social and behavioral dimensions of e-governance adoption.

### 5.1 Analysis of the Impact of E-Governance on Public Service Delivery in Osun State Civil Service, 2006-2023

Hassan and Siyanbola (2006) conducted an exploratory investigation across five local government areas in Ile-Ife, namely, Ife East, Ife North, Ife Central, Ife South, and the Ife East Area Office, Modakeke. Their study assessed the level of investment in infrastructural and human capital development, with specific attention to ICT awareness, accessibility, and usage among public sector employees. The study's findings are summarized in the table below.

**Table 1:** Baseline ICT Awareness and Usage in Osun State LGAs

Variable	Category	Frequency	Percentage
ICT knowledge	Aware of ICT	87	41%
	Not Aware	125	59%
True ICT Knowledge (of those aware)	Actually Knowledgeable	67	77% of 87
Reasons for ICT Illiteracy	Financial Constraints	17	36%
	Lack of Access/Opportunity	30	64%
Understanding of ICT Tools	Chose Computers	24	96%
	Chose Radio	1	4%
	(LG-specific) Chose Radio	All Respondents	100%

ICT Tools Previously Used	Handsets	21	42%
	Computers	3	6%
	Televisions	1	2%
	Others	10	20%
Computer Literacy (Total Respondents = 219)	Claimed Literacy	91	41%
Purpose of Using Computers	Personal Use	6	3.9%
Motivation for Using ICTs	Personal Use	99	78
	Official Use	28	22

**Source:** Adapted from Hassan & Siyanbola (2006), “E-Governance and Capacity Building in Osun State Local Governments.”

The data outlined in Table 1 highlights a significant deficiency in digital awareness and capacity among Osun State civil servants as of 2006. While 41% of respondents reported some familiarity with ICT, a larger share, 59%, indicated no knowledge whatsoever. Among the 87 who claimed ICT proficiency, only 77% were actually found to possess accurate knowledge, reflecting a significant gap in digital literacy at the grassroots level. This underscored the civil service's unpreparedness for any practical implementation of e-governance systems. Moreover, the reasons given for digital illiteracy, with 36% citing financial limitations and 64% attributing it to inadequate access or opportunity, highlight both economic and structural barriers to technological engagement. These limitations suggest that, without substantial investments in ICT infrastructure and workforce training, the state's civil service would have struggled to meet the basic requirements of a citizen-focused digital governance model.

Additionally, the data indicated minimal utilization of digital tools by public servants. While 42% acknowledged using mobile phones, only 6% had used a computer, and 20% relied on devices such as radios or televisions. This reveals an absence of engagement with the standard digital technologies, such as computers, internet services, and digital platforms, that are foundational to e-governance systems. Regarding the purpose of ICT usage, 78% of respondents reported primarily using digital tools for personal needs, with only 22% employing them for official duties. This implies that ICT had yet to be institutionalized within administrative processes and that digital proficiency was not a formal requirement within the civil service at the time. Despite 96.1% recognizing the official use of computers, only 3.9% personally used them for such functions. This highlights a disconnect between theoretical understanding and practical application, which in turn reflects the weakness of institutional frameworks for digital governance. Although the findings from the 2006 study exposed low ICT awareness and infrastructural limitations within the five LGAs studied in Ile-Ife, more recent statewide assessments indicate significant advancements, including the following.

**Table 2:** E-Governance Reforms & ICT Deployment in Osun State Civil Service (2013–2015)

Year	Initiative	Scope/Impact
2013	Osun State Integrated Payroll	Financial transactions became simpler, including

		compensation for retirees.
2013-2014	'I-Am-Alive' Smart ID Card	Biometric ID and salary debit card for 33,000+ Civil Servants
2014	Statewide civil service digital upgrade	Transition from the manual to electronic Administrative system
2013-2014	Opon Imo Tablets and ICT in Public Schools	Boosted youth ICT exposure, symbolic of the state's digital agenda

**Source:** Authors' compilation from (Osun State, 2014; BusinessDay, 2013)

According to Table 2, the administration of Ogbeni Rauf Aregbesola marked a turning point in Osun State's civil service, as it became the first in Nigeria to transition from analog to digital systems aimed at enhancing administrative efficiency. A flagship initiative during this period was the introduction of the Osun Civil Servant Smart Identity Card and biometric verification programme, known as 'I Am Alive.' This project was designed to promote transparency, efficiency, and accountability in public administration. It successfully curtailed financial irregularities, eradicated ghost workers, and enabled the creation of a centralized and credible digital payroll system. By aligning biometric verification with payroll systems, the state ensured

that only eligible and living employees and pensioners received payment. This automation significantly improved administrative precision, reduced operational costs, and facilitated better service delivery to both active civil servants and retirees. Additionally, it contributed to enhanced revenue generation and the establishment of a secure, real-time personnel database, which allowed for the traceability and accountability of government expenditures (Osun State News, 2014).

Another key reform undertaken by the Aregbesola administration was the launch of the “Opon-Imo” digital learning initiative on May 9, 2013, which involved distributing customized tablet computers to public secondary school students in S.S. 1 through S.S. 3 (BusinessDay, 2013). The initiative also included training teachers in digital pedagogy and equipping schools with modern computer laboratories, which represented a transformative shift in both the education system and the state’s overall digital literacy agenda (Osun State, 2017).

**Table 3:** Recent Advancements and Challenges in E-Governance and Civil Service Delivery in Osun State (2020–2023)

Indicator	Key Development	Source	Status
E-Governance Recognition	Best Performing State in E-Governance (2020)	(PM News, 2020)	Achieved
Civil Service Digitisation	Real-time issuance of Certificates in all 30 LGAs	(Osun State News, 2024)	Progressing
Human Resource	89.1% link	(Aliyu & Awobode,	Progressing

Reform	merit-based Recruitment better service delivery	2023 )	
Staff Welfare Challenge	Issues of low morale, vacancies and poor infrastructure	(Tiamiyu, 2024)	Ongoing
Citizen Feedback Systems	No formal e-feedback system reported	Not documented	Lacking

**Source:** Authors' Compilation (2025)

Table 3 illustrates Osun State's further progress in e-governance between 2020 and 2023. A notable achievement during this period is the development and deployment of a digital platform that enables real-time issuance of local government and state of origin certificates across all 30 local government areas. This advancement marks a departure from prior manual systems, bringing about decentralization, prompt service delivery, and greater ease of access for citizens (Osun State News, 2024). Such innovation earned Osun State national recognition as the Best Performing State in E-Government Implementation under the administration of Governor Adegboyega Oyetola, as awarded by the Federal Ministry of Communications and Digital Economy and the National Council on Communications and Digital Economy (PM News, 2020).

While the 2006 data reflected weak ICT proficiency among civil servants, the more recent findings by Aliyu and Awobode (2023) demonstrate significant institutional reform. Notably, impartial recruitment policies introduced between 2010 and 2018 led to increased staff efficiency, with over 89% of respondents linking improved service delivery to those reforms. However, Tiamiyu (2024)

noted that despite technological advancements, the state civil service continues to face human resource challenges, including low morale, promotion delays, and persistent vacancies, particularly in the administrative and accounting sectors. Additionally, the implementation of the Unified Public Service and the Tutors-General models has been criticized as ineffective, with stakeholders advocating for their reassessment. These structural gaps suggest that while digital tools have been integrated into governance, the broader institutional framework remains underdeveloped, limiting the full realization of e-governance benefits.

## 5.2 E-Governance Implementation and Public Service Standard through SERVICOM

On March 15, 2025, SERVICOM, under the Office of the Presidency, launched the Citizens E-Feedback Portal to enhance citizen-focused service delivery across Ministries, Departments, and Agencies (MDAs) nationwide (Anyanwu, 2025). While this initiative marks a significant step toward institutionalizing accountability and responsiveness at the federal level, it is yet to be fully adopted or replicated across many Nigerian states, including Osun. Nevertheless, Osun State has made notable progress in implementing digital governance reforms over the past few years.

Table 4 below presents the key principles of E-Governance Implementation and Public Service Standard through SERVICOM (2020–2023), focusing on public service delivery aspects such as timeliness, accessibility, transparency, staff competence, and customer satisfaction.

**Table 4:** E-Governance Implementation and Public Service Standard through SERVICOM

(2020–2023)

SERVICOM's Principle	Osun State Performance	Assessment
Timeliness	Real-time ID/document issuance in 30 LGAs	Met
Accessibility	E-services in urban local government areas unclear, rural digital reach	Partially Met

Transparency	Smart ID & IPPIS eliminated  ghost workers	Met
Accountability	Staff reforms improved salaries  verification, but no structured  citizen complaint system	Partially Met
Staff Competence	Merit-based recruitment improved performance (89.1%)	Met
Customer Satisfaction	No formal citizen survey or digital feedback mechanism	Not Met

**Source:** Authors' Compilation from (SERVICOM Nigeria, 2020).

On 15th March 2025, the Presidency Office, through SERVICOM, introduced the Citizens E-Feedback Portal to strengthen citizen-centered service delivery across all Ministries, Departments, and Agencies (MDAs) in Nigeria (Anyanwu, 2025). Although this initiative represents a commendable effort towards institutionalizing transparency and accountability at the federal level, its implementation across state governments, including Osun State, remains limited. Nonetheless, Osun has made appreciable strides in digital governance in recent years. Table 4 offers a comparative analysis of Osun State's e-governance performance between 2020 and 2023, measured against SERVICOM's core principles of public service delivery: timeliness, accessibility, transparency, staff competence, and customer satisfaction.

Employing these SERVICOM standards, namely timeliness, accessibility, transparency, accountability, staff competence, and customer satisfaction, as the evaluative framework (SERVICOM Nigeria, 2020), Osun State appears to have made progress across several metrics during the review period. However, notable deficiencies persist in areas such as accountability and customer satisfaction. In particular, there is a lack of evidence indicating the presence of a structured feedback mechanism or complaints platform that aligns with SERVICOM's service delivery expectations (Pollyn et al., 2017). As stipulated by the National Service Charter Framework, MDAs are obligated to maintain grievance redressal systems and conduct periodic customer satisfaction assessments (CBN Charter, 2020). The non-existence of these accountability tools within the state's public service undermines efforts to embed a responsive and citizen-oriented service culture. Therefore, while digital infrastructure has been implemented, true e-governance in Osun remains incomplete without the institutionalization of these mechanisms for public accountability.

## 6. Discussion of Findings

The findings of this study demonstrate a gradual but measurable transformation in the implementation of e-governance within the Osun State Civil Service between 2006 and 2023. The 2006 baseline data revealed that civil servants exhibited minimal utilization of digital tools, primarily due to poor ICT infrastructure, low computer literacy, and inadequate training opportunities. Only a small proportion of public servants had prior exposure to computers or internet-based tools, which reflected institutional unpreparedness for digital service delivery. However, this scenario began to change between 2013 and 2015, when the Osun State government introduced major e-governance initiatives, such as the Osun State Integrated Payroll, the "I-Am-Alive" Smart Identity Card, and the *Opon-Imo* tablet program. These reforms represented a turning point in the state's administrative process, as they strengthened transparency, curtailed financial irregularities, improved payroll management efficiency, and enhanced digital literacy, particularly among teachers and students.

Between 2020 and 2023, further evidence indicated progress in e-governance adoption. The digitalization of state and local government certificates of origin, the integration of financial management systems (SIFMIS and LIFMIS), and the implementation of merit-based recruitment mechanisms contributed to greater efficiency and accountability in public service operations. Osun State's recognition as Nigeria's "Best Performing State in E-Government Implementation" further attests to this improvement. Nonetheless, human resource challenges—such as staff morale, vacancies, and delayed promotions—continue to undermine institutional effectiveness. These structural constraints suggest that technological adoption alone does not guarantee optimal service delivery unless accompanied by continuous capacity building and organizational reform.

The assessment of e-governance performance through SERVICOM standards further revealed a mixed outcome. Osun State has achieved success in timeliness and transparency, particularly in the issuance of real-time documents and the elimination of ghost workers through the use of biometric verification. However, deficiencies persist in areas such as accessibility, accountability, and customer satisfaction. The absence of a formal e-feedback or grievance redress mechanism signifies a critical gap in citizen engagement, which limits the participatory dimension of

governance. True e-governance is not merely about digitizing administrative processes but also about ensuring that citizens can evaluate and influence service quality through structured feedback platforms. Hence, while digital systems have improved internal efficiency, their impact on citizen-centered governance remains partial.

These findings align with the principles of the New Public Management (NPM) theory, which emphasizes efficiency, innovation, and accountability through modern management techniques. The transition from manual to digital systems reflects an NPM-driven reform process aimed at improving performance and reducing bureaucratic rigidity. However, when examined through the lens of Public Value Theory, the evidence suggests that the delivery of public value remains incomplete. Public Value Theory argues that the legitimacy of public institutions depends not only on efficiency but also on citizen trust and satisfaction. The limited institutionalization of feedback mechanisms in Osun State, therefore, constrains the ability of e-governance to generate full public value.

Overall, the study's findings demonstrate that while Osun State has made commendable progress in integrating technology into public administration, the implementation of e-governance remains uneven. The state's achievements in transparency and process automation must now be complemented by deliberate policies that prioritize citizen inclusion, continuous ICT capacity building, and the establishment of participatory feedback systems. These measures are essential to consolidating the gains of digital transformation and ensuring that e-governance in Osun State evolves from administrative efficiency to proper citizen-centered governance.

## **7. Conclusion**

This study examined the impact of e-governance on public service delivery in the Osun State Civil Service, focusing on how digital transformation initiatives have influenced efficiency, transparency, and citizen satisfaction. The results indicate that while e-governance has improved administrative processes—particularly in payroll management, financial reporting, and digital record-keeping—the broader objectives of participatory and citizen-centered governance are yet to be fully achieved. The evolution from minimal ICT awareness in 2006 to the institutionalization of biometric systems, integrated financial platforms, and e-documentation by 2023 reflects notable administrative reform and a gradual adoption of New Public Management principles.

Nevertheless, the findings reveal that the absence of a structured citizen feedback mechanism, persistent digital skill gaps, and limited infrastructure in rural areas continue to constrain the realization of actual public value. From the perspective of public value theory, technological adoption alone cannot ensure accountability or trust; it must be complemented by citizen inclusion and responsive institutional frameworks. Thus, while Osun State has recorded substantial progress in digital governance, e-governance remains functionally incomplete without mechanisms that translate efficiency into measurable citizen satisfaction.

## **8. Recommendations**

Based on these findings, the study recommended that, given the persistent barriers of limited technical capacity and low digital competence, the government should implement structured and continuous ICT training programs for civil servants at all administrative levels. Partnerships with tertiary institutions and private technology firms help ensure that skills remain up-to-date and

responsive to the evolving digital landscape. The findings revealed uneven access to digital services across local governments; bridging the digital divide remains imperative through inclusive policy frameworks that aim to expand digital infrastructure nationwide. The state should therefore prioritize rural broadband development and community ICT hubs to ensure that all citizens can benefit equitably from e-governance initiatives, in line with inclusive service delivery standards. Additionally, it should conduct annual user-satisfaction surveys across MDAs to assess service quality and identify operational gaps. Publishing the results would promote transparency and encourage continuous improvement in service standards.

## References

- African Union (2020). *Digital transformation strategy for Africa (2020-2030)*. African Union.
- Ajibade O., Ibietan J., & Ayelabola O. (2017). E-Governance Implementation and Public Service Delivery in Nigeria: The Technology Acceptance Model (TAM) Application. *Journal of Public Administration and Governance*. Vol. 7, No. 4.
- Aliyu, M. K., & Awobode, E. O. (2023). Public Sector Recruitment Process and Service Delivery in Osun State, 2010-2018. *International Journal of Political Science and Governance*, 5(2), 127–137. <https://doi.org/10.33545/26646021.2023.v5.i2b.268>
- Anyanwu, S. (2025, March 14). *Servicom Launches an e-Citizens Feedback Portal to Enhance Citizen-Focused Service Delivery Across MDAs—Federal Ministry of Information and National Orientation*. Federal Ministry of Information and National Orientation. <https://fmino.gov.ng/servicom-launches-an-e-citizens-feedback-portal-to-enhance-citizens-focused-service-delivery-across-mdas/>
- Armstrong, A. (1998). A Comparative Analysis: New Public Management—The Way Ahead. *Australian Journal of Public Administration* 57 (2), 12-24.
- Bannister, F., & Connolly, R. (2012). Defining e-Governance. *E-Service Journal*, 8(2), 3–25. <https://doi.org/10.2979/eservicej.8.2.3>
- BusinessDay. (2013, April 23). *Osun to boost ICT education among students with computer tablet launch*. Businessday NG. <https://businessday.ng/news/article/osun-to-boost-ict-education-among-student-with-computer-tablet-launch/>
- CBN Charter. (2020). *Central Bank of Nigeria Service Charter*. <https://www.cbn.gov.ng/out/2020/ccd/approved%20service%20charter%20%20march%202020.pdf>

- Chukwuma, S. (2024). Effect of E-Governance on Service Delivery in Enugu State Civil Service: A Study of Selected Ministries. *International Online Academic Journal of Advanced Educational Research*, 10(1), 107–125. <https://eprints.gouni.edu.ng/4404/1/245142-52371-1021.pdf>
- Egugbo, C. C. (2020). Public Service Delivery in Nigeria’s Fourth Republic: Issues, Challenges, and Prospects for Socio-Economic Development. *Journal of Public Administration, Finance and Law*, 17, 72–80. [https://www.jopaf.com/uploads/issue17/public\\_service\\_delivery\\_in\\_nigerias\\_fourth\\_republic\\_issues\\_challenges\\_and\\_prospects\\_for\\_socioeconomic\\_development.pdf](https://www.jopaf.com/uploads/issue17/public_service_delivery_in_nigerias_fourth_republic_issues_challenges_and_prospects_for_socioeconomic_development.pdf)
- Faturoti, G. (2014, May 22). *Nigeria: Osun—Enhancing Public Administration Via ICT*. <https://allafrica.com/stories/201405230896.html>
- Gloria, O. C., & Emma, C. (2017). *E-Governance and Public Service Delivery*. Unizik.edu.ng. <https://phd-dissertations.unizik.edu.ng/onepaper.php?p=454>
- Grönlund, Å., & Horan, T. A. (2025). *Introducing e-Gov: History, Definitions, and Issues*. AIS Electronic Library (AISeL). <https://dx.doi.org/10.17705/1CAIS.01539>
- Hassan, O. M., & Siyanbola, W. O. (2006, January 1). *E-Governance and Capacity Building - Case Study of the Four Local Government Areas in Osun State of Nigeria*. [https://www.researchgate.net/publication/47651886\\_E-Governance\\_and\\_Capacity\\_Building\\_-\\_Case\\_Study\\_of\\_the\\_four\\_Local\\_Governments\\_Areas\\_in\\_Osun\\_State\\_of\\_Nigeria](https://www.researchgate.net/publication/47651886_E-Governance_and_Capacity_Building_-_Case_Study_of_the_four_Local_Governments_Areas_in_Osun_State_of_Nigeria)
- Koppenjan, J. F. M. (2012). *The New Public Governance in Public Service Delivery: Reconciling Efficiency and Quality*. The Hague: Eleven International Publishing.
- Nnamani, Desmond O., Ifeyinwa U. A., & Uloma B. E. (2023). E-Governance and Service Delivery in the Nigerian Public Sector: An Overview. *Journal of Policy and Development Studies (JPDS)*, 13(4). <http://www.ajol.info/index.php/jpds>
- Oakley, K., *What is e-Governance?*, Integrated Project 1: e-Governance Workshop, Strasbourg, 1–11 June, 2002. [https://www.coe.int/t/dgap/democracy/activities/ggis/e-governance/Key\\_documents/Rec\(04\)15\\_en.pdf](https://www.coe.int/t/dgap/democracy/activities/ggis/e-governance/Key_documents/Rec(04)15_en.pdf)
- Oghuvbu, E. A., Gberevbie, D. E., & Oni, S. O. (2022). E-Governance in Nigeria: Challenges and Prospects. *RUDN Journal of Public Administration*, 9(2), 189–199. <https://doi.org/10.22363/2312-8313-2022-9-2-189-199>
- Okunmahie, F.O. & Igbinovia, B. (2024); An Assessment of the Adoption of Electronic Governance in the Nigerian Civil Service of Edo State, *ANSU Journal of Arts and Social Sciences (ANSUJASS)*, 11(2): 1-23

- Olabimitan, O. A., Ogunmodede, K., & Alaba, J. S. (2025). E-Governance and Public Service Delivery: Evidence from Nigeria. *Global International Journal of Innovative Research*, 3(1), 27–41. <https://doi.org/10.59613/global.v3i1.374>
- Oluwalogbon, L., & Adedeji, A. O. (2018). *Managing Change: Transition from the Traditional Bureaucratic Practices to E-Government*. Ssrn.com. [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=3555056](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3555056)
- Oronsaye, S. (2010). Public Service Delivery in Nigeria: Achieving Efficiency through Reform. *Nigerian Journal of Public Service Reform*, 5(1), 5-17.
- Osborne, D. & Gaebler, T. (1992). *Reinvent Government*. Reading, Massachusetts: Addison-Wesley.
- Osun State. (2014, July 31). *Feature: Enhancing the Face of Governance*. Osun State Official Website. <https://www.osunstate.gov.ng/2014/07/feature-enhancing-face-governance/>
- Osun State. (2017, January 23). *Opon Imo: How Aregbesola Laid the Foundation for Digital Education in Nigeria*. Osun State Official Website. <https://www.osunstate.gov.ng/2017/01/opon-imo-aregbesola-laid-foundation-digital-education-nigeria/>
- Osun State Government. (2024, August 7). *Ministry of Innovation, Science, Technology, and Digital Economy — clone*. Osun State Official Website. <https://www.osunstate.gov.ng/ministries/ministry-of-innovation-science-technology-and-digital-economy-clone/>
- Osun State News. (2014, May 24). *Osun—Enhancing Public Administration Via ICT*. Osun State Official Website. <https://www.osunstate.gov.ng/2014/05/osun-enhancing-public-administration-via-ict/>
- Osun State News. (2024, February 14). *Osun State Local Governments Launches Electronic State of Origin Certificate Portal*. Osun State Official Website. <https://www.osunstate.gov.ng/2024/02/osun-state-local-governments-launches-electronic-state-of-origin-certificate-portal/>
- Palvia, S. and S. Sharma, *E-Government and E-Governance: Definitions/Domain Framework and Status around the World*, Computer Society of India, 2007. [www.csisigegov.org/1/1\\_369.pdf](http://www.csisigegov.org/1/1_369.pdf)
- PM News. (2020). *Osun wins Best Performing State in the E-Government Award*. Pmnewsnigeria.com. <https://pmnewsnigeria.com/2020/12/01/osun-wins-best-performing-state-in-e-government-award/>

Pollyn, B. S., Leburah, S., & Gbarale, K. D. (2017). SERVICOM Service Charter and Service Delivery Imperatives in Federal Government MDAs. *Nigerian Academy of Management Journal*, 12(1), 31–38. <https://namj.tamn-ng.org/index.php/home/article/view/113>

SERVICOM Nigeria. (2020). *National Guide for Developing and Implementing Service Charters* SERVICOM Office, the Presidency. <https://servicom.gov.ng/wp-content/uploads/2020/08/national-guide-for-developing-charters-final-dec.2014-1.pdf>

Tiamiyu, J. (2024, August 3). *Osun State Civil Service: A Call for Reform, Revitalisation—InsightLinks*. InsightLinks. <https://insightlinks.net/2024/08/osun-state-civil-service-a-call-for-reform-revitalization>.

Tom, E. J., Akpan, U. S., & Bassey, E. I. (2024). E-Governance and Service Delivery in Akwa Ibom State Civil Service. *International Journal of Scientific and Management Research*, 07(11), 139–154. <https://doi.org/10.37502/ijsmr.2024.71112>.