



## E-Governance and Effective Bureaucratic Practices in Nigeria Civil Service

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**Abstract:** E-governance involves the use of information technology by government agencies to engage citizens and provide government services. It seeks the establishment of effective and productive electronic-driven qualitative public service delivery. This research is carried out to ascertain the level of adoption of e-governance and its attendant outcome on public service delivery in Nigeria. Using a survey research design, five hundred questionnaires were administered to federal and state workers. The study concludes that while e-governance has enhanced qualitative service delivery, its limited use in the country makes its positive impact insignificant to the public. The full potential of e-governance could be effectively engaged only if public awareness, enhanced policies, infrastructural development, and training in communication technology are provided to civil servants in the country.

**Keywords:** Civil service; e-governance; technology; productivity; internet

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### INTRODUCTION

Over the years, the nature and volume of work expected of civil servants have changed tremendously. These changes over time could be linked to the changes in technology, rural transformation to urban communities and increased demands by the citizens for better and prompt service deliveries. The expectations of better service delivery, therefore, demands a paradigm shift from the old bureaucratic model or an outright shift to a new model. This shift was emphasized by Dawes (2008) who points out that the e-governance drive was given a big boost in the early 1990s following the “re-inventing government” movement in America. This movement advocated for a paradigm shift from a government dogged with red-tape to a more innovative government that was “enterprising, catalytic, mission and customer driven and result-oriented”. This perception could have encouraged the definition of E-governance by J. S. Ojo (2014) as the application of information communication technology by the government to enhance accountability, create awareness and ensure transparency in the management of government business. It is a political strategy through which the activities of government are made known through the adoption of modern communication technology. In addition, UNESCO in (Hassan & Siyanbola, 2010) defines E-governance as “the public sector’s use of information and communication technologies with the aim of improving information and service delivery, encouraging citizen participation in the decision making process and making government more accountable, transparent and effective”. Furthermore, the Department of Economic and Social Affairs of the United Nations defines e-governance as utilizing the internet and the world-wide-web for delivering government information and services to citizens (A. Ojo, Janowski, & Estevez, 2005). Therefore, it is safe to define E-governance as the employment of internet communication technology by the public sector in the formulation, dissemination and execution of government policies and programmes.

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It is, however, pertinent to note that internet managed administration was majorly employed by the private sector. The efficiency of the internet centered management tactics by the private sector became a model to the public sector to achieve efficiency, transparency and accountability (Dasig et al., 2017; Jacolbia, 2016; Kumtong, Saosaovaphak, & Chaiboonsri, 2017). For example in India, while adopting the Government to Citizens (G2C) model, E-governance was focused on the creation of links and communication channels between the government and the citizen; and the provision of internet services to meet the demands of the public. Sachdeva (2002) observed that India's adoption of E-governance conceptual framework includes e-democracy, e-voting, e-transport, e-Medicare and e-citizen as measurable indices for delivering all forms of government to the public by the government.

The formulation of the Nigerian National Information Technology (NNIT) policy in the year 2000 marked the beginning of the adoption of E-government in Nigeria. The policy aimed at making Nigeria an Information Technology (IT) capable country in Africa and a key player in the information society. In this vein, IT would be employed in the areas education; creation of wealth; poverty eradication; job creation; governance; health; agriculture (NITP, 2000). In Nigeria, the need for the national adoption of E-governance is reiterated by Onwudebelu, Ugwoke, and Igbinsosa (2012) in their submission that it helps the public to know the service delivery and roles of Internet, particularly the World Wide Web, which has made it easier for citizens to locate and download official information to conduct transactions irrespective of time and location. However, scholars such Bansode and Patil (2011); Dode (2007); Gberevbie, Ayo, Iyoha, Duruji, and Abasilim (2015); Olaopa (2014), have observed that the public sector organizations' implementation of e-governance in their service provision, has been hampered by certain challenges which include lack of IT infrastructure; epileptic power/electricity supply; lack of trained and qualified personnel, and the resistance to change attitude public servants, amongst others.

Given this observation and the observed advantages of E-governance, this research seeks to investigate the extent to which e-governance has been accepted, adopted and implemented in Nigeria and how it has affected service delivery. It would also seek to identify the challenges facing e-governances implementation in Nigerias public service and suggest ways in which these challenges can be solved if e-governance implementation must be realized in Nigerias public service.

## METHODOLOGY

A survey research is adopted for this study. While primary data is generated from the questionnaire, the secondary data is sourced from books, journal, newspaper, and existing literature in the library, magazines and other printed materials. In order to realize the objectives of this research work, a sample of five hundred (500) employees among the Federal and State Civil Servant were selected. The questionnaires were distributed to both the senior and junior civil servant administrators (Male and Female) while the age range of the respondents is between 18 years60 years. The instrument used in this research tested citizen satisfaction, Workers effectiveness, ease of service delivery, reduction of corruption, internet usage, problems of e-governance, social interaction between government and governed and effectiveness/usage of e-governance, scales were used to measure the level of e-governance usage in Federal and State.

Statistical tools and chi-square were used to analyzed and explained the data gathered. The primary and secondary data were analyzed with the simple percentage method. Chi-Square statistics was adopted to analyze items within the study research areas as reflected in some of the research questions (1-4). Pearson Product Moment Correlation (PPMC) and Independent sample *t*-test were utilized to analyze for research questions 5-6 and 7-8 respectively.

## RESULTS AND DISCUSSION

The findings were summarized in the tables below.

Table 1 *FREQUENCY DISTRIBUTION ON LOCATION OF PARTICIPANTS*

Sex	Frequency	%
Federal	250	50.0
State	250	50.0
Total	500	100.0

From the distribution, it was observed that 50% of the sampled participants were federal employees, while 50% also were state employees. This signified that the participants cut across both state and federal parastatals.

Table 2 *FREQUENCY DISTRIBUTION ON GENDER*

Gender	Frequency	%
Male	244	48.8
Female	256	51.2
Total	500	100.0

Table 2 indicated that 48.8% of the respondents were male, while 51.2% were females. This implies that both sexes were represented within the study, although the sampled females were a little more than that of the males.

Table 3 *FREQUENCY DISTRIBUTION ON AGE*

Age	Frequency	%
18-25yrs	75	15.0
26-35yrs	191	38.2
36-45yrs	159	31.8
46-60yrs	75	15.0
Total	500	100.0

The distribution of respondents in age range revealed that 15% of them were within the age ranges of 18 and 25 years, 38.2% were within the age ranges of 26 and 35 years, 31.8% were within the age ranges of 36 and 45 years. Lastly, 15% were aged between the ranges of 46 and 60 years.

Table 4 *FREQUENCY DISTRIBUTION ON MARITAL STATUS*

Marital Status	Frequency	%
Single	176	35.2
Married	324	64.8
Total	500	100.0

The marital statuses of the respondents revealed that 35.2% of the respondents were single, while the majority of 64.8% were married. This implied that the working force largely involved married men and women.

Table 5 *FREQUENCY DISTRIBUTION SHOWING NUMBER OF CHILDREN OF THE RESPONDENTS*

Number of Children	Frequency	%
None	114	22.8
1	73	14.6
2	132	26.4
3	115	23.0
Above 3	66	13.2
Total	500	100.0

Table 5 showed that 22.8% of the respondents had no children. These were mostly from the respondents that were single. It was noted that the remaining 87.2% had children and it was such that 14.6% had just one, 26.4% had two children, 23% had three children, while 13.2% had above three children.

The educational attainment of the respondents was such that 7.4% attain either primary education or the O'level form of education. It was also indicated that 37.4% had Ordinary Diploma (OND) or Nigeria Certificate of Education (NCE), 39.6% attained either the Higher National Diploma (HND) certificate or First Degree, 9% had a postgraduate qualification, while 6.6% had other forms of professional qualifications.

Table 6 *FREQUENCY DISTRIBUTION ON EDUCATIONAL QUALIFICATION*

Educational Qualification	Frequency	%
Primary/O' level	37	7.4
OND/NCE	187	37.4
HND/First degree	198	39.6
Postgraduate	45	9.0
Professional qualification	33	6.6
Total	500	100.0

Table 7 *FREQUENCY DISTRIBUTION SHOWING RESPONDENTS' YEARS OF SERVICE*

Years of Service	Frequency	%
1-5yrs	88	17.6
6-10yrs	163	32.6
11-15yrs	109	21.8
16-20yrs	85	17.0
21-25yrs	33	6.6
26-30yrs	18	3.6
31-35yrs	4	.8
Total	500	100.0

The test on respondents years of service revealed that 17.6% of the respondents had worked for 1 to 5 years, 32.6% had worked for between 6 and 10 years, 21.8% of the respondents had worked for between 11 and 15 years, 17% had working experience of between 16 and 20 years, 6.6% had working experience of between 21 and 25 years. Those that had worked for years ranging between 26 and 30 years were 3.6%, while 0.8% had working experience of between 31 and 35 years. The result revealed that the sampled respondents were randomly selected in such a way that employees' work experience was not conditioned to affect the findings of the results in a biased form of either lacking adequate experience or due to lots of experience.

### ***Analysis on Research Questions***

Research Question 1: What is the extent of internet usage among employees of the Nigeria Civil Service?

Testing the extent to which civil service employees make use of the internet, the following statements were utilized and the findings indicated that majority of the respondents (90%) do not browse on the internet. This was such that 92.8% of Federal employees do not, while also 87.2% of the State employees do not use the internet. The question on the availability of the required resources for the possible utilization of internet revealed that 58.8% of the State employees have electricity for up to 6 hours a day and the Federal employees had higher access to electricity with 76.8% indicating access to 6 hours electricity a day. In total, 67.8% indicated that they have electricity up to 6 hours a day. This is the majority and it shows that the majority has access to electricity, but they do not use the internet with such opportunities. Further question on availability of internet facilities in their homes revealed that 50.4% of the respondents said they have internet facilities at home. This was such that 51.6% of the Federal employees have it, while 49.2% of the State employees have them at home.

Table 8 *PERCENTAGE COUNT AND CHI SQUARE SUMMARY SHOWING THE EXTENT OF INTERNET USAGE AMONG EMPLOYEES OF THE NIGERIA CIVIL SERVICE*

Questions		Response		Total
		Yes	No	
Do you browse on internet?	Federal	18 (7.2%)	232 (92.8%)	250 (100%)
	State	32 (12.8%)	218 (87.2%)	250(100%)
	Total	50 (10.0%)	450 (90%)	500 (100%)
Do you have electricity up to six hours a day?	Federal	192 (76.8%)	58 (23.2%)	250 (100%)
	State	147 (58.8%)	103 (41.2%)	250(100%)
	Total	339 (67.8%)	161 (32.2%)	500 (100%)
Do you have internet facilities at home?	Federal	129 (51.6%)	121(48.4%)	250 (100%)
	State	123 (49.2%)	127 (50.8%)	250(100%)
	Total	252 (50.4%)	248 (49.6%)	500 (100%)
Do you have internet compliant phone?	Federal	69 (27.6%)	181 (72.4%)	250 (100%)
	State	62 (24.8%)	188 (75.2%)	250(100%)
	Total	131 (26.2%)	369 (73.8%)	500 (100%)
Do you have a functional email?	Federal	52 (20.8%)	198 (79.2%)	250 (100%)
	State	55 (22%)	195 (78%)	250(100%)
	Total	107 (21.4%)	393 (78.6%)	500 (100%)
Do you receive memo/directive from office on your email?	Federal	161 (64.4%)	89 (35.6%)	250 (100%)
	State	146 (58.4%)	104 (41.6%)	250(100%)
	Total	307 (61.4%)	193 (38.6%)	500 (100%)
Do you send emails/memo to colleagues/ clients?	Federal	112 (44.8%)	138 (55.2%)	250 (100%)
	State	109 (43.6%)	141 (56.4%)	250(100%)
	Total	221 (44.2%)	279 (55.8%)	500 (100%)
Do you use the internet at least twice a week?	Federal	79 (31.6%)	171 (68.4%)	250 (100%)
	State	58 (23.2%)	192 (76.8%)	250(100%)
	Total	137 (27.4%)	363 (72.6%)	500 (100%)
Do you have internet ready computer/ laptop?	Federal	141 (56.4%)	109 (43.6%)	250 (100%)
	State	101 (40.4%)	149 (59.6%)	250(100%)
	Total	242 (48.4%)	258 (51.6%)	500 (100%)
Average Total	Federal	106 (42.4%)	144 (57.6%)	250 (100%)
	State	93 (37.2%)	157 (62.8)	250(100%)
	Total	199 (39.8%)	301 (60.2%)	500 (100%)
Chi Square	X <sup>2</sup>		1.411	
	df		1	
	p		> .05	

On a contrary note, the majority of the respondents (73.8%) do not have internet compliant phones. This was such that 72.4% of the Federal workers do not, while 75.2% of the State employees do not have it. This could be as a result of poor perception towards its relevance among civil service employees. Majority of the respondents (78.6%) also indicated that they do not have a functional email. This was with 79.2% of the Federal and 78% of the State employees. Although, most of the respondents revealed that they are sent mails such as memo and directives from office, even though they do not operate the mails regularly. A larger proportion of the respondents (55.8%) responded negatively to the question about them sending emails to colleagues or clients. This was with 55.2% of the Federal and 56.4% of the State employees.

On a confirmatory note, the majority of the respondents (72.6%) also indicated that they do not use the internet at least twice a week. This was with 68.4% of the Federal and 76.8% of the State employees. Lastly, the majority of the

respondents (51.6%) affirmed that they do not have an internet ready computer or laptop. This was basically from the sample State employees with 59.6% of them affirming it, while majority of the Federal employees said otherwise with just 43.6% affirming that they do not have an internet ready computer.

The average summary revealed that majority of the respondents (60.2%) affirmed the poor use of the internet. This was among both Federal and State employees of the civil service with 57.6% Federal and 62.8% State employees confirming their poor use of the internet. And attributed to this is the none availability of the required facilities like electricity and internet enabled environment.

The Chi Square value of 1.411 was such that the  $p$  value was greater than 0.05 level of significant with  $df$  of 1. This implied that there was no significant difference in the internet use of Federal employees, compared to State employees.

Table 9 revealed the responses on the level of citizenship satisfaction with e-governance in bureaucratic practices among civil service employees and it was indicated that majority of the respondents (54.4%) were of the opinion that e-governance has gained the trust of the citizen, 27.4% were undecided, while 18.2% felt otherwise. In a similar form, the majority (56.4%) of the respondents affirmed the statement that e-governance has increased the transparency and openness in government activities, 25.2% were undecided, while 18.4% felt otherwise. The transformation of e-governance was confirmed by 59.4% to have increased citizens contact with government employees, while 24.8% were undecided, 15.8% were of the contrary. This implied that the transformation of e-governance has increased citizens contact with government employees. Majority of the respondents (64.4%) were in support of the statement that E-governance has improved the service delivery of the civil servants, while 22.6% were undecided, 13% did not agree with the statement. Further confirmation of citizens satisfaction was noted with 79.2% affirmation on the statement that workers prefer online payment of their wages, while 12% were undecided, 8.8% felt otherwise. Lastly, the table revealed that 62.6% of the respondents were in disagreement with the statement that workers prefer cash payment of their salaries than online payment, 15.6% were undecided, while just 21.8% were in support. This confirmed the earlier statement that workers are satisfied with the utilization of the internet in the payment of salaries.

The average total indicated that 62.8% of the respondents were of the opinion that workers and citizens were satisfied with e-governance in bureaucratic practices. This reflected within both Federal and State employees and it was revealed that 21.2% were undecided, while 16% did not agree. The  $X^2$  value of 6.776 with  $df$  of 4 was greater than  $p$ , thus not significant at 0.05 level. This implies that the satisfaction level of citizens with e-governance in bureaucratic practices differs. Although, the majority of respondents from both federal (62.8%) and state (62.8%) supported the statement, the percentage of respondents that did not support in state (19.2%) was higher compared to those from federal (12.8%). This implies that citizens are more satisfied with e-governance in bureaucratic practices within the federal level compared to the state level.

Table 9 *PERCENTAGE COUNT AND CHI-SQUARE SUMMARY SHOWING THE LEVEL OF CITIZEN SATISFACTION WITH E-GOVERNANCE IN BUREAUCRATIC PRACTICES AMONG CIVIL SERVICE EMPLOYEES*

Questions		Response					Total
		SA	A	U	D	SD	
E-governance has gained the trust of the citizen	Federal	38 (15.2%)	88 (35.2%)	92 (36.8%)	28 (11.2%)	4 (1.6%)	250 (100%)
	State	57 (22.8%)	89 (35.6%)	45 (18%)	40 (16%)	19 (7.6%)	250 (100%)
	Total	95 (19%)	177 (35.4%)	137 (27.4%)	68 (13.6%)	23 (4.6%)	500 (100%)
E-governance has increase the transparent and openness in government activities	Federal	43(17.2%)	92 (36.8%)	78 (31.2%)	31 (12.4%)	6 (2.4%)	250 (100%)
	State	61 (24.4%)	86 (34.4%)	48 (19.2%)	33 (13.2%)	22 (8.8%)	250 (100%)
	Total	104 (20.8%)	178 (35.6%)	126 (25.2%)	64 (12.8%)	28 (5.6%)	500 (100%)
Transformation of e-governance has increased citizens' contact with government employees	Federal	32 (12.8%)	115 (46%)	67 (26.8%)	31 (12.4%)	5 (2%)	250 (100%)
	State	63 (25.2%)	87 (34.8%)	57 (22.8%)	33 (13.2%)	10 (4%)	250 (100%)
	Total	95 (19%)	202 (40.4%)	124 (24.8%)	64 (12.8%)	15 (3%)	500 (100%)
E-governance has improved the service delivery of the civil servants	Federal	32 (12.8%)	109 (43.6%)	79 (31.6%)	27 (10.8%)	3 (1.2%)	250 (100%)
	State	61 (24.4%)	120 (48.0%)	34 (13.6%)	26 (10.4%)	9 (3.6%)	250 (100%)
	Total	93 (18.6%)	229 (45.8%)	113 (22.6%)	53 (10.6%)	12 (2.4%)	500 (100%)
Workers prefer online payment of their wages	Federal	101 (40.4%)	109 (43.6%)	24 (9.6%)	13 (5.2%)	3 (1.2%)	250 (100%)
	State	91 (36.4%)	95 (38%)	36 (14.4%)	25 (10%)	3 (1.2%)	250 (100%)
	Total	192 (38.4%)	204 (40.8%)	60 (12%)	38 (7.6%)	6 (1.2%)	500 (100%)
Workers prefer cash payment of their salaries than online payment	Federal	20 (8%)	22 (8.8%)	27 (10.8%)	83 (33.2%)	98 (39.2%)	250 (100%)
	State	23 (9.2%)	44 (17.6%)	51 (20.4%)	74 (29.6%)	58 (23.2%)	250 (100%)
	Total	43 (8.6%)	66 (13.2%)	78 (15.6%)	157 (31.4%)	156 (31.2%)	500 (100%)
Average Total	Federal	58 (23.2%)	99 (39.6%)	61 (24.4%)	25 (10%)	7 (2.8%)	250 (100%)
	State	65 (26%)	92 (36.8%)	45 (18%)	34 (13.6%)	14 (5.6%)	250 (100%)
	Total	123 (24.6%)	191 (38.2%)	106 (21.2%)	59 (11.8%)	21 (4.2%)	500 (100%)
Chi Square	$X^2$		6.776				
	$df$		4				
	$p$		> .05				

Research Question 3: What is the level of workers' effectiveness with e-governance in bureaucratic practices among Civil Service employees?



The test on workers' effectiveness with e-governance in bureaucratic practices revealed that majority of the respondents (73.4%) were in support of the statement that e-governance has improved the quality of services in your work, 18.4% were undecided, while 8.2% did not support the statement. The response on the statement that E-governance has improved the effectiveness of employees' co-workers was such that 55.6% of the respondents were in support, 25.4% were undecided, while 19% were not in support of the statement. It was observed that majority (56.6%) of the respondents were in support of the statement that their work regularly evaluate the result of e-governance services, 29.2% were undecided, while 14.2% were not. Still, on effectiveness, the majority of the respondents (55.4%) were of the opinion that the application of e-governance has changed your staff. In a similar trend, 57.4% of the respondents affirmed the statement that E-governance has reduced the time demands of your staff, 27.4% were undecided, while 17% felt otherwise.

A reduced time demands of employees implies less stress experienced, thus improved efficiency. Lastly, it was noted that majority of the respondents (72%) of the respondents were in support of the statement that their work evaluation has improved because of e-governance, 20% were inconclusive, while 8% did not support the statement.

The summary total indicated that 61.8% of the respondents confirmed that e-governance improved workers' level of effectiveness in bureaucratic practices, 24.8% were inconclusive, while 13.4% felt otherwise. Based on the majority, it implied that e-governance improved workers' level of effectiveness in bureaucratic practices. With the  $X^2$  value of 23.846 and  $df$  of 4, the  $p$  values was less than 0.05 level. It was a level below 0.01 level, thus indicating that there was a strong significant difference in the impact of e-governance on effectiveness in bureaucratic practices between state and federal employees. Considering the distributions, it was observed that the proportion of respondents that strongly agree in the state (27.2%) were higher than that of the federal (15.2%). Also the total numbers of those that affirmed the impact of e-governance were higher in the state level (65.2%) compared to the federal (58.4%). This implies the impact of e-governance on effectiveness in bureaucratic practices was higher at the state level compared to the federal.

Research Question 4: Is there ease of service delivery with e-governance in bureaucratic practices among Civil Service employees?

Testing the ease with service delivery using e-governance in bureaucratic practices, it was observed that 81.8% of the respondents affirmed the statement that e-governance has reduced the administrative cost, 10.4% were not undecided, while 7.8% felt contrary to the statement. It was also confirmed that e-governance has reduced the time demands of staff. This was such that 57.4% of the respondents agreed, 26.2% were undecided, while 16.4% did not agree. It was indicated that e-governance has reduced the administrative cost. This was with 60.8% agreement, 23% undecided and 16.2% disagreement. In a similar trend, it was observed that e-governance transformation has streamlined the internal process. This was such that 56.4% of the respondents affirmed the statement, 29.8% were undecided, while 13.8% felt otherwise. On the aspect of service delivery, it was noted with 64.4% of the respondents that E-governance has improved the service delivery of the civil servants. Also, the majority (65.2%) opined that E-governance enhances the empowerment of information of the civil servants, 25% were undecided, while 9.8% felt otherwise. On the bases of communication, the table revealed that 66.6% of the respondents affirmed the statement that e-governance has improved staff in sending and receiving reports, 23.6% were undecided, while 9.8% did not agree. It was also indicated that E-governance has made transactions easier. This was such that 69.8% of respondents confirmed the statement, 20.6% were undecided, while 9.6% felt otherwise. Lastly, the majority of the respondents (66.8%) affirmed the statement that the internet is often used to enhance efficient and effective service delivery in their workplace. Just 15.6% felt undecided, while 17.6% did not disagreed with the statement.

The average summary revealed that majority of the respondents (65.6%) confirmed that there is ease of service delivery with e-governance in bureaucratic practices among civil service employees, 22.6% were inconclusive in response, while 11.8% disagreed with the statement. This implied that there is ease of service delivery with e-governance in bureaucratic practices among civil service employees.

With the  $X^2$  value of 13.178 and  $df$  of 4, the  $p$  value was less than 0.05 level. This implied that there was significant difference in the ease of service delivery with e-governance in bureaucratic practices between state and federal employees. The distribution showed that a higher percentage of the respondents from the state level (69.2%) were in support of the statement compared to those from the federal (62%). This means that the ease of service delivery with e-governance in bureaucratic was higher at the state level compared to the federal.

Research Question 5: Is there Reduction of Corruption with E-Governance in Bureaucratic Practices among Civil Service Employees?

Table 10 PERCENTAGE COUNT AND CHI-SQUARE SUMMARY SHOWING THE LEVEL OF WORKERS' EFFECTIVENESS WITH E-GOVERNANCE IN BUREAUCRATIC PRACTICES AMONG CIVIL SERVICE EMPLOYEES

Questions		Response					Total
		SA	A	U	D	SD	
E-governance	Federal	38 (15.2%)	145 (58%)	58 (23.2%)	7 (2.8%)	2 (0.8%)	250 (100%)
has improved the	State	91 (36.4%)	93 (37.2%)	34 (13.6%)	22 (8.8%)	10 (4%)	250 (100%)
quality of services	Total	129 (25.8%)	238 (47.6%)	92 (18.4%)	29 (5.8%)	12 (2.4%)	500 (100%)
in your work							
E-governance	Federal	26 (10.4%)	98 (39.2%)	90 (36%)	30 (12%)	6 (2.4%)	250 (100%)
has improved the	State	61 (24.4%)	93 (37.2%)	37 (14.8%)	47 (18.8%)	12 (4.8%)	250 (100%)
effectiveness of	Total	87 (17.4%)	191 (38.2%)	127 (25.4%)	77 (15.4%)	18 (3.6%)	500 (100%)
your co-workers							
Your work regul-	Federal	29 (11.6%)	96 (38.4%)	93 (37.2%)	27 (10.8%)	5 (2%)	250 (100%)
arly evaluate the	State	55 (22%)	103 (41.2%)	53 (21.2%)	29 (11.6%)	10 (4%)	250 (100%)
result of e-gover-	Total	84 (16.8%)	199 (39.8%)	146 (29.2%)	56 (11.2%)	15 (3%)	500 (100%)
nance services							
The application	Federal	28 (11.2%)	100 (40%)	84 (33.6%)	36 (14.4%)	2 (0.8%)	250 (100%)
of e-governance	State	58 (23.2%)	91 (36.4%)	54 (21.6%)	37 (14.8%)	10 (4.0%)	250 (100%)
has changed your	Total	86 (17.2%)	191 (38.2%)	138 (27.6%)	73 (14.6%)	12 (2.4%)	500 (100%)
staff							
E-governance has	Federal	43 (17.2%)	95 (38%)	82 (32.8%)	29 (11.6%)	1 (0.4%)	250 (100%)
reduced the time	State	67 (26.8%)	82 (32.8%)	55 (22%)	38 (15.2%)	8 (3.2%)	250 (100%)
demands of your	Total	110 (22%)	177 (35.4%)	137 (27.4%)	67 (13.4%)	9 (1.8%)	500 (100%)
staff							
Your work evalua-	Federal	61 (24.4%)	117(46.8%)	64 (25.6%)	5 (2%)	3 (1.2%)	250 (100%)
tion has improved	State	76 (30.4%)	106 (42.4%)	36 (14.4%)	26 (10.4%)	6 (2.4%)	250 (100%)
by e-governance	Total	137 (27.4%)	223 (44.6%)	100 (20%)	31 (6.2%)	9 (1.8%)	500 (100%)
Average Total	Federal	38 (15.2%)	108 (43.2%)	79 (31.6%)	22 (8.8%)	3 (1.2%)	250 (100%)
	State	68 (27.2%)	95 (38%)	45 (18%)	33 (13.2%)	9 (3.6%)	250 (100%)
	Total	106 (21.2%)	203 (40.6%)	124 (24.8%)	55 (11%)	12 (2.4%)	500 (100%)
Chi Square	$X^2$		23.846				
	$df$		4				
	$p$		< .01				

Evaluating the impact of e-governance on corruption, it was indicated in Table 12 that 46.6% of the respondents supported the statement that e-governance has solved the menace of corruption in governance, 31% were undecided, while 22.4% did not agree. The percentage that confirmed the statement was the highest, but a large percentage were also not decided. This implies that even with e-governance reducing cases of corruption, corruption still stands as a problem in governance. The majority of the respondents (54.2%) confirmed the statement that e-governance has reduced civil servants' abuse of authority and power, 26.4% were undecided, while 19.4% felt otherwise. In addition,

49.6% support the statement that e-governance has minimized corruption among the civil servants in general, 28.6% were undecided, while 24.8% felt otherwise. On employees' work behavioral pattern, the result revealed that most of the respondents (52.6%) confirmed the statement that E-governance has changed your co-workers' behaviour from an authoritative style to a citizen-centered service approach, 30.6% were undecided, while 16.8% felt otherwise. In control of corruption also, the majority (54.4%) confirmed that Government has introduced the bidding of contracts on the internet, 31.2% did not decide, while 14.4% did not agree. Lastly, most of the respondents (61.2%) were in support of the statement that E-governance has provided a special monitoring and evaluation unit, 30.2% did not decide, while 8.6% did not agree.

The average total indicated that 53.2% of the respondents confirmed that there is a reduction of corruption with e-governance in bureaucratic practices, 29.4% were inconclusive with their views, while 17.4% felt otherwise. The large numbers of respondents that were undecided were probably due to the fact that corruption still exists within the service, even with e-governance, but e-governance has been able to control and reduce the extent of corruption within the civil service. The  $X^2$  value of 12.144 and  $df$  of 4 was such that  $p$  was less than 0.05 level of significance, thus there exist significant variation between the responses of state employees, compared to those of the federal employees. Studying the distribution, it will be noted that both had equal numbers of respondents agreeing with the statement, but those that strongly agree within the state level (19.6%) were more compared to those of the federal (14.8%). This proves that the extent to which e-governance had been able to reduce corruption in the state civil service is higher compared to that at the federal civil service.

Research Question 6: What is the level of internet usage with e-governance in bureaucratic practices among civil service employees?

Examining the level of internet usage with e-governance in bureaucratic practices among civil service employees, it was noted that 57.4% of the respondents were in agreement with the statement that their staff is familiar with internet even before they secured employment in your organization, 27.4% were undecided, while 15.2% felt otherwise. Further indicated was the distribution on the statement that the introduction of e-governance has improved their service on the internet. The response was such that 61.8% were in support of the statement, 26% were undecided, while 12.2% did not agree. Conclusively, the average total indicated that most of the respondents (61.8%) affirmed the use of the internet is effective practice of e-governance, 26% were undecided, while 12.2% felt otherwise. The  $X^2$  value of 23.373 with  $df$  of indicated a  $p$  value less than 0.05. This implied a significant difference between the responses of the state and federal workers. This was such that the state employees had a higher number of responses with strong confirmation (strongly agree) of 28.4% and a total confirmation of 68% compared to the federal (strongly agree-14.8%; total confirmation-55.6%). This proves that the state employees of the civil service utilizes internet more than the federal employees in the implementation of e-governance in bureaucratic practices.

Research Question 7: What are the problems of e-governance in bureaucratic practices among civil service employees?

Table 14 indicated responses on statements regarding problems of e-governance in bureaucratic practices among civil service employees and it was observed that 71.2% of the respondents affirmed the statement that the poor network service is a challenge facing the effective usage of e-governance, 20% were undecided, while 8.8% felt otherwise. This means that poor state of network services in the society affects the practices of e-governance. In addition, it was indicated that 29% of the respondents supported the statement that government has provided an alternative when the system crashed while working on the line, 29.8% were undecided, while 41.2% felt otherwise. This implied that the government does not have any form of alternative provision for cases where system breakdown occurs. The result also indicated that majority of the respondents (52.7%) support the statement that e-governance has put some set back on team work among the agencies, 30.2% were undecided, while 16.8% did not support the statement. Lastly, the result indicated that 58.2% of the respondents affirmed the statement that the challenges of e-government have hindered the developmental status to an international standard.

The average summary proved the presence of the identified problems facing effective e-governance in bureaucratic practices. This was such that 55.8% of the respondents confirmed the problems, 26.8% were undecided, while 17.4% did not. The  $X^2$  value of 11.106 with  $df$  of 4 was such that the  $p$  value was less than 0.05 level of significance. Therefore there is a significant difference between state and federal employees' perception of problems facing e-governances in the civil service even if they all agreed with the identified problems. The observed difference was that more of the state respondents (56%) agreed with the observed problems compared to the federal employees (55.6%). This is with

a higher percentage from the state strongly agreeing (22.4%) compared to the percentage that strongly agreed at the federal level (14.8).

Research Question 8: What is the level of on social interaction between government and the governed with e-governance in bureaucratic practices among civil service employees?

The result in Table 15 indicated that majority of the respondents (59.8%) affirmed the statement that E-governance has strengthened democracy, 25.6% were undecided, while 14.6% felt otherwise. It was confirmed by the majority that e-governance promotes the relationship between the government and public. This was such that 58.8% supported the statement, 25.8% were undecided, while 15.4% did not support the statement. In a similar trend, it was observed that E-governance has reduced communication gaps between government and citizens. This was such that 55.4% of the respondents affirmed the statement, 27.2% were undecided, while 17.4% were not. It was also observed that e-governance has provided a feedback mechanism to ensure policies implementation. This was confirmed by 62.2%, with 28.6% undecided and 9.2% disagreement. Lastly, it was noted that 76% of the respondents supported the statement that e-governance has widened their knowledge, 17.2% were undecided, while 12.6% did not agree. This implies that with e-governance, the social interaction between government and the governed in bureaucratic practices has increased.

The  $X^2$  value of 9.252 and  $df$  of 4 was such that the  $p$  value was less than 0.05, thus indicating that there exist significant variation in the results of federal compared to the state. Although, the majority of both respondents affirmed that the social interaction between government and the governed in bureaucratic practices has increased with e-governance, the percentage of the state respondents that had a strong agreement with the statement (24% were higher than that of the federal (22.4%). This implied that the impact of e-governance is better felt between the government and the governed at the state level.

Research Question 9: Do the demographic characteristics have significant relationship with internet use among civil service employees?

The result indicated that age had significant negative relationship with internet use [ $r(498) = -0.114, p < .05$ ]. This implied that younger employees were more engaged with internet use, while the older employees get, the less they use the internet. Gender indicated a negative, but significant relationship with internet use [ $r(498) = -0.111, p < .05$ ]. Since gender was coded in such a way that male was 1 and female had a higher number (2), the negative relationship means that males were higher in internet use, while females use less of the internet. Marital status was not significantly related to internet use [ $r(498) = -0.061, p < .05$ ]. Also, the number of children was not significantly related to internet use [ $r(498) = -0.087, p > .05$ ].

The findings in the above table also revealed that educational qualification had a significant and strong relationship with internet use [ $r(498) = -0.243, p < .01$ ]. This was positive and it means that the use of the internet by civil service employees increases with increase in their educational qualification. Lastly, years of service had a strong significant, but negative relationship with internet use [ $r(498) = -0.189, p < .01$ ]. This implies that employees of the civil service with longer years of service tend to use less of the internet, while those with few years of service use the internet more. This synchronized with the findings on age since most of the employees with higher or many years of service are likely to be the older ones and they make less use of the internet, while the younger ones are likely to be those with few years of service and they tend to use more of the internet.

The result, therefore, revealed that demographic characteristics had a significant relationship with internet use in a great form.

Research Question 10: Does the demographic characteristics and internet use have significant relationship with effective bureaucratic practices with e-governance among civil service employees?

From the correlation matrix in Table 17, it was observed that citizen's satisfaction had no significant relationship with demographic characteristics of employees, but it had a significant positive relationship with internet use [ $r(498) = .138, p < .01$ ]. This implied that citizen's satisfaction increases with an increase in internet use. The correlation of workers' effectiveness also had no significant relationship with employees' demographic characteristics, but it indicated a positive relationship with internet use [ $r(498) = .216, p < .01$ ]. such that workers' effectiveness increases with the increase in internet use. The test on ease of service delivery indicated that it was not significantly related to demographic characteristics, but it also indicated a positive relationship with internet use [ $r(498) = .260, p < .01$ ]. This was such that ease of service delivery increases with in internet use.

Table 17 also indicated that reduction of corruption via e-governance was not related to employees' demographic characteristics, but positively related to internet use [ $r(498) = .196, p < .01$ ]. This was such that as internet use increases, there is also an increase in the reduction of corruption.

Internet usage, problems of e-governance, social interaction between government and the governed, and the overall effectiveness/usage of e-governance do not significantly relate with demographic characteristics of employees, except for age that had a significant negative relationship within social interaction between government and the governed in the use of e-governance [ $r(498) = -.094, p < .05$ ]. This implied that as age increases, the utilization of e-governance for within social interaction between government and the governed in the use of e-governance decreases and vice versa.

Internet usage [ $r(498) = .338, p < .01$ ], problems of e-governance [ $r(498) = .102, p < .05$ ], social interaction between government and the governed [ $r(498) = .290, p < .01$ ], and the overall effectiveness/ usage of e-governance [ $r(498) = .283, p < .01$ ] had significant positive relationship with internet use such that each increases with increase in internet use.

Research Question 11: Is there difference in the internet usage of civil service employees in federal and state parastatals?

Table 18 indicated that employees' location had significant difference on internet use [ $t(498) = -2.321, p < .05$ ]. This was such that state employees had higher use of the internet ( $M = 5.67$ ;  $SD = 2.379$ ) compared to the federal

employees ( $M = 5.19$ ;  $SD = 2.242$ ). This proved that state employees of the civil service utilizes internet more than those employees working at the federal level.

Research Question 12: Is there a difference in the effective bureaucratic practices with e-governance among civil service employees in federal and state parastatals?

The result indicated that federal employees with a mean score of 132.89 ( $SD = 15.277$ ) do not significantly differ from state employees ( $M = 134.21$ ;  $SD = 18.592$ ) in their effective bureaucratic practices with the utilization of e-governance [ $t(498) = -0.867$ ,  $p > .05$ ]. From this, it could be concluded that even with some variations in the extent to which state employees utilize e-governance in effective bureaucratic practices compared to their federal counterparts, they still do not significantly differ from them. Both sectors still require improvement in the achievement of efficiency in bureaucratic practices with e-governance.

## CONCLUSION

Given the necessity of internet usage to e-governance, results indicated that age had significant negative relations with internet use, implying that younger employees were more engaged in internet usage than older employee. Also, while more males than females use more of the internet, marital status was not significantly related to internet use. Also, the results indicated that the majority of the workers perceived that while e-governance had eased service delivery, reduced corruption, and enhance workers' productivity, the extent of its adoption and usage is still very low. Respondents identified poor and internet services, poor electricity supply and limited knowledge of and accessibility to computers as some of the problems militating against the effective usage of e-governance. The study concludes that while e-governance has enhanced qualitative service delivery, its limited use in the country makes its positive impact insignificant to the public. The full potential of e-governance could be effectively engaged only if public awareness, enhanced policies, infrastructural development, and training in communication technology are provided to civil servants in the country.

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Table 11 *PERCENTAGE COUNT AND CHI SQUARE SUMMARY SHOWING EASE OF SERVICE DELIVERY WITH E-GOVERNANCE IN BUREAUCRATIC PRACTICES AMONG CIVIL SERVICE EMPLOYEES*

Questions		Response					Total
		SA	A	U	D	SD	
E-governance has	Federal	115 (46%)	102 (40.8%)	24 (9.6%)	6 (2.4%)	3 (1.2%)	250 (100%)
reduced the ad-	State	112 (44.8%)	80 (32.0%)	28 (11.2%)	20 (8%)	10 (4%)	250 (100%)
ministrative cost	Total	227 (45.4%)	182 (36.4%)	52 (10.4%)	26 (5.2%)	13 (2.6%)	500 (100%)
E-governance has	Federal	39 (15.6%)	93 (37.2%)	81 (32.4%)	34 (13.6%)	3 (1.2%)	250 (100%)
reduced time de-	State	64 (25.6%)	91 (36.4%)	50 (20%)	35 (14%)	10 (4%)	250 (100%)
mands of staff	Total	103 (20.6%)	184 (36.8%)	131 (26.2%)	69 (13.8%)	13 (2.6%)	500 (100%)
E-governance has	Federal	41 (16.4%)	99 (39.6%)	72 (28.8%)	37 (14.8%)	1 (0.4%)	250 (100%)
decreased deman-	State	66 (26.4%)	98 (39.2%)	43 (17.2%)	36 (14.4%)	7 (2.8%)	250 (100%)
ds on staff and	Total	107 (21.4%)	197 (39.4%)	115 (23%)	73 (14.6%)	8 (1.6%)	500 (100%)
their work load							
E-governance	Federal	26 (10.4%)	104 (41.6%)	91 (36.4%)	29 (11.6%)	0 (0%)	250 (100%)
transformation	State	48 (19.2%)	104 (41.6%)	58 (23.2%)	34 (13.6%)	6 (2.4%)	250 (100%)
has streamlined in-	Total	74 (14.8%)	208 (41.6%)	149 (29.8%)	63 (12.6%)	6 (1.2%)	500 (100%)
ternal process							
E-governance has	Federal	32 (12.8%)	109 (43.6%)	79 (31.6%)	27 (10.8%)	3 (1.2%)	250 (100%)
improved the ser-	State	61 (24.4%)	120 (48%)	34 (13.6%)	26 (10.4%)	9 (3.6%)	250 (100%)
vice delivery of	Total	93 (18.6%)	229 (45.8%)	113 (22.6%)	53 (10.6%)	12 (2.4%)	500 (100%)
the civil servants							
E-governance has	Federal	37 (14.8%)	104 (41.6%)	80 (32%)	27 (10.8%)	2 (0.8%)	250 (100%)
improved staff in	State	77 (30.8%)	115 (46%)	38 (15.2%)	15 (6%)	5 (2%)	250 (100%)
sending and re-	Total	114 (22.8%)	219 (43.8%)	118 (23.6%)	42 (8.4%)	7 (1.4%)	500 (100%)
ceiving reports							
E-governance	Federal	82 (32.8%)	92 (36.8%)	55 (22%)	20 (8%)	1 (0.4%)	250 (100%)
has made transac-	State	90 (36%)	85 (34%)	48 (19.2%)	22 (8.8%)	5 (2%)	250 (100%)
tions	Total	172 (34.4%)	177 (35.4%)	103 (20.6%)	42 (8.4%)	6 (1.2%)	500 (100%)
easier							
The internet is of-	Federal	49 (19.6%)	120 (48%)	69 (27.6%)	10 (4%)	2 (8%)	250 (100%)
ten used to enhan-	State	70 (28%)	97 (38.8%)	39 (15.6%)	31 (12.4%)	13 (5.2%)	250 (100%)
ce efficient and ef-	Total	119 (23.8%)	217 (43.4%)	108 (21.6%)	41 (8.2%)	15 (3%)	500 (100%)
fective service de-							
livery in my work-							
place							
Average Total	Federal	51 (20.4%)	104 (41.6%)	70 (28%)	23 (9.2%)	2 (0.8%)	250 (100%)
	State	72 (28.8%)	101 (40.4%)	43 (17.2%)	27 (10.8%)	7 (2.8%)	250 (100%)
	Total	123 (24.6%)	205 (41%)	113 (22.6%)	50 (10%)	9 (1.8%)	500 (100%)
Chi Square	$X^2$		13.178				
	<i>df</i>		4				

Table 12 PERCENTAGE COUNT AND CHI-SQUARE SUMMARY SHOWING REDUCTION OF CORRUPTION WITH E-GOVERNANCE IN BUREAUCRATIC PRACTICES AMONG CIVIL SERVICE EMPLOYEES

Questions		Response					Total
		SA	A	U	D	SD	
E-governance has solved the menace of corruption in governance	Federal	33 (13.2%)	84 (33.6%)	94 (37.6%)	34 (13.6%)	5 (2%)	250 (100%)
	State	42 (16.8%)	74 (29.6%)	61 (24.4%)	49 (19.6%)	24 (9.6%)	250 (100%)
	Total	75 (15%)	158 (31.6%)	155 (31%)	83 (16.6%)	29 (5.8%)	500 (100%)
E-governance has reduced civil servants' abuse of authority and power	Federal	38 (15.2%)	86 (34.4%)	87 (34.8%)	33 (13.2%)	6 (2.4%)	250 (100%)
	State	46 (18.4%)	101 (40.4%)	45 (18%)	43 (17.2%)	15 (6%)	250 (100%)
	Total	84 (16.8%)	187 (37.4%)	132 (26.4%)	76 (15.2%)	21 (4.2%)	500 (100%)
E-governance has minimized corruption among the civil servants in general	Federal	38 (15.2%)	80 (32%)	83 (33.2%)	42 (16.8%)	7 (2.8%)	250 (100%)
	State	45 (18%)	85 (34%)	60 (24%)	32 (12.8%)	28(11.2%)	250 (100%)
	Total	83 (16.6%)	165 (33%)	143 (28.6%)	74 (14.8%)	35 (7%)	500 (100%)
Government has introduced the bidding of contracts on internet	Federal	40 (16%)	91 (36.4%)	89 (35.6%)	22 (8.8%)	8 (3.2%)	250 (100%)
	State	56 (22.4%)	85 (34%)	67 (26.8%)	32 (12.8%)	10 (4%)	250 (100%)
	Total	96 (19.2%)	176 (35.2%)	156 (31.2%)	54 (10.8%)	18 (3.6%)	500 (100%)
E-governance has provided a special monitoring and evaluation unit	Federal	42 (16.8%)	100 (40%)	89 (35.6%)	16 (6.4%)	3 (1.2%)	250 (100%)
	State	55 (22%)	109 (43.6%)	62 (24.8%)	18 (7.2%)	6 (2.4%)	250 (100%)
	Total	97 (19.4%)	209 (41.8%)	151 (30.2%)	34 (6.8%)	9 (1.8%)	500 (100%)
Average Total	Federal	37 (14.8%)	90 (36%)	87 (34.8%)	30 (12%)	6 (2.4%)	250 (100%)
	State	49 (19.6%)	90 (36%)	60 (24%)	34 (13.6%)	17 (6.8%)	250 (100%)
	Total	86 (17.2%)	180 (36%)	147 (29.4%)	64 (12.8%)	23 (4.6%)	500 (100%)
Chi-Square	$X^2$		12.144				
	$df$		4				
	$p$		< .05				

Table 13 *PERCENTAGE COUNT AND CHI-SQUARE SUMMARY SHOWING THE LEVEL OF INTERNET USAGE WITH E-GOVERNANCE IN BUREAUCRATIC PRACTICES AMONG CIVIL SERVICE EMPLOYEES*

Questions		Response					Total
		SA	A	U	D	SD	
Your staff are familiar with internet even before they secured employment in your organization	Federal	33 (13.2%)	100 (40%)	83 (33.2%)	32 (12.8%)	2 (0.8%)	250 (100%)
	State	59 (23.6%)	95 (38%)	54 (21.6%)	33 (13.2%)	9 (3.6%)	250 (100%)
	Total	92 (18.4%)	195 (39%)	137 (27.4%)	65 (13%)	11 (2.2%)	500 (100%)
Introduction of e-governance has improved your service on internet	Federal	40 (16%)	104 (41.6%)	85 (34%)	15 (6%)	6 (2.4%)	250 (100%)
	State	84 (33.6%)	102 (40.8%)	39 (15.6%)	18 (7.2%)	7 (2.8%)	250 (100%)
	Total	124 (24.8%)	206 (41.2%)	124 (24.8%)	33 (6.6%)	13 (2.6%)	500 (100%)
Average Total	Federal	37 (14.8%)	102 (40.8%)	84 (33.6%)	23 (9.2%)	4 (1.6%)	250 (100%)
	State	71 (28.4%)	99 (39.6%)	46 (18.4%)	26 (10.4%)	8 (3.2%)	250 (100%)
	Total	108 (21.6%)	201 (40.2%)	130 (26%)	49 (9.8%)	12 (2.4%)	500 (100%)
Chi Square	$X^2$	23.373					
	$df$	4					
	$p$	< .05					

Table 14 *PERCENTAGE COUNT AND CHI-SQUARE SUMMARY SHOWING THE LEVEL OF INTERNET USAGE WITH E-GOVERNANCE IN BUREAUCRATIC PRACTICES AMONG CIVIL SERVICE EMPLOYEES*

Questions		Response					Total
		SA	A	U	D	SD	
The poor network service is a challenge facing the effective usage of e-governance	Federal	69 (27.6%)	102 (40.8%)	54 (21.6%)	22 (8.8%)	3 (1.2%)	250 (100%)
	State	100 (40%)	85 (34%)	46 (18.4%)	17 (6.8%)	2 (0.8%)	250 (100%)
	Total	169 (33.8%)	187 (37.4%)	100 (20%)	39 (7.8%)	5 (1%)	500 (100%)
Government has provided an alternative when system crashed while working on line	Federal	32 (12.8%)	28 (11.2%)	83 (33.2%)	97 (38.8%)	10 (4%)	250 (100%)
	State	29 (11.6%)	56 (22.4%)	66 (26.4%)	80 (32%)	19 (7.6%)	250 (100%)
	Total	61 (12.2%)	84 (16.8%)	149 (29.8%)	177 (35.4%)	29 (5.8%)	500 (100%)
E-governance has put some set back on team work among the agencies	Federal	34 (13.6%)	95 (38%)	85 (34%)	30 (12%)	6 (2.4%)	250 (100%)
	State	54 (21.6%)	82 (32.8%)	66 (26.4%)	40 (16%)	8 (3.2%)	250 (100%)
	Total	88 (17.6%)	177 (35.4%)	151 (30.2%)	70 (14%)	14 (2.8%)	500 (100%)
The challenges of e-government have hindered the developmental status to an international standard	Federal	33 (13.2%)	115 (46%)	80 (32%)	16 (6.4%)	6 (2.4%)	250 (100%)
	State	52 (20.8%)	91 (36.4%)	58 (23.2%)	41 (16.4%)	8 (3.2%)	250 (100%)
	Total	85 (17%)	206 (41.2%)	138 (27.6%)	57 (11.4%)	14 (2.8%)	500 (100%)
Average Total	Federal	37 (14.8%)	102 (40.8%)	75 (30%)	24 (9.6%)	12 (4.8%)	250 (100%)
	State	56 (22.4%)	84 (33.6%)	59 (23.6%)	39 (15.9%)	12 (4.8%)	250 (100%)
	Total	93 (18.6%)	186 (37.2%)	134 (26.8%)	63 (12.6%)	24 (4.8%)	500 (100%)
Chi Square	$X^2$		11.106				
	$df$		4				
	$p$		< .05				

Table 15 *PERCENTAGE COUNT AND CHI SQUARE SUMMARY SHOWING THE LEVEL OF ON SOCIAL INTERACTION BETWEEN GOVERNMENT AND THE GOVERNED WITH E-GOVERNANCE IN BUREAUCRATIC PRACTICES AMONG CIVIL SERVICE EMPLOYEES*

Questions		Response					Total
		SA	A	U	D	SD	
E-governance has strengthened democracy	Federal	64 (25.6%)	99 (39.6%)	61 (24.4%)	22 (8.8%)	4 (1.6%)	250 (100%)
	State	47 (18.8%)	89 (35.6%)	67 (26.8%)	33 (13.2%)	14 (5.6%)	250 (100%)
	Total	111 (22.2%)	188 (37.6%)	128 (25.6%)	55 (11%)	18 (3.6%)	500 (100%)
E-governance promotes the relationship between the government and public	Federal	48 (19.2%)	106 (42.4%)	70 (28%)	24 (9.6%)	2 (0.8%)	250 (100%)
	State	44 (17.6%)	96 (38.4%)	59 (23.6%)	44 (17.6%)	7 (2.8%)	250 (100%)
	Total	92 (18.4%)	202 (40.4%)	129 (25.8%)	68 (13.6%)	9 (1.8%)	500 (100%)
E-governance has reduced communication gaps between government and citizens	Federal	35 (14%)	98 (39.2%)	84 (33.6%)	25 (10%)	8 (3.2%)	250 (100%)
	State	49 (19.6%)	95 (38%)	52 (20.8%)	39 (15.6%)	15 (6%)	250 (100%)
	Total	84 (16.8%)	193 (38.6%)	136 (27.2%)	64 (12.8%)	23 (4.6%)	500 (100%)
E-governance has provided feedback mechanism to ensure policies implementation	Federal	47 (18.8%)	103 (41.2%)	85 (34%)	13 (5.2%)	2 (0.8%)	250 (100%)
	State	52 (20.8%)	109 (43.6%)	58 (23.2%)	26 (10.4%)	5 (2%)	250 (100%)
	Total	99 (19.8%)	212 (42.4%)	143 (28.6%)	39 (7.8%)	7 (1.4%)	500 (100%)
E-governance has widen your knowledge	Federal	87 (34.8%)	92 (36.8%)	61 (24.4%)	8 (3.2%)	2 (0.8%)	250 (100%)
	State	107 (42.8%)	94 (37.6%)	25 (10%)	20 (8%)	4 (1.6%)	250 (100%)
	Total	194 (38.8%)	186 (37.2%)	86 (17.2%)	28 (5.6%)	6 (1.2%)	500 (100%)
Average Total	Federal	56 (22.4%)	100 (40%)	72 (28.8%)	18 (7.2%)	4 (1.6%)	250 (100%)
	State	60 (24%)	97 (38.8%)	52 (20.8%)	32 (12.8%)	9 (3.6%)	250 (100%)
	Total	116 (23.2%)	197 (39.4%)	124 (24.8%)	50 (10%)	13 (2.6%)	500 (100%)
Chi Square	$X^2$		9.252				
	$df$		4				
	$p$		< .05				

Table 16 *CORRELATION SUMMARY SHOWING THE RELATIONSHIP BETWEEN DEMOGRAPHIC CHARACTERISTICS AND INTERNET USE*

Independents Factors	Dependent Variable Internet Use
1. Age	-.114*
2. Gender	-.111*
3. Marital status	-.061
4. Number of children	-.087
5. Educational qualification	.243**
6. Years of service	-.189**

\*\*  $p < .01$ , \*  $p < .05$ ,  $N = 500$

Table 17 *CORRELATION SUMMARY SHOWING THE RELATIONSHIP BETWEEN DEMOGRAPHIC CHARACTERISTICS AND INTERNET USE*

	Age	Gender	Marital Status	No. of Children	Educational Qualification	Years of Service	Internet use
Citizen satisfaction	-.041	.001	-.028	.012	.032	-.020	.138**
Workers effectiveness	-.058	-.015	-.014	.031	-.050	.026	.216**
Ease of service Delivery	-.072	.003	-.028	-.005	-.066	-.049	.260**
Reduction of corruption	-.063	.004	-.069	-.005	-.051	.001	.196**
Internet usage	-.046	.023	-.029	-.037	.033	-.019	.238**
Problems of e-governance	-.014	-.084	.061	.016	.055	-.051	.102*
Social interaction between government and governed	-.094*	-.047	-.037	-.050	.021	-.054	.290**
Effectiveness/usage of e- governance	-.084	.002	-.055	-.011	-.036	-.017	.283**

\*\*  $p < .01$ , \*  $p < .05$ ,  $N = 500$

Table 18 *CORRELATION SUMMARY SHOWING THE RELATIONSHIP BETWEEN DEMOGRAPHIC CHARACTERISTICS AND INTERNET USE*

	Location	<i>N</i>	Mean	<i>SD</i>	<i>df</i>	<i>t</i>	<i>p</i>
Internet use	Federal	250	5.19	2.242	498	-2.321	< .05
	State	250	5.67	2.379			

Table 19 *CORRELATION SUMMARY SHOWING THE RELATIONSHIP BETWEEN DEMOGRAPHIC CHARACTERISTICS AND INTERNET USE*

	Location	<i>N</i>	Mean	<i>SD</i>	<i>df</i>	<i>t</i>	<i>p</i>
Effectiveness/Usage of e-governance	Federal	250	132.89	15.277	498	-.867	> .05
	State	250	134.21	18.592			