The Impact of E-Governance on Employee Productivity: A Study of Ministries, Departments, and Agencies (MDA) in Anambra State

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Abstract
e-governance is anticipated to simplify work routines and streamline the proper documentation of official records via information sharing, consultation, citizen participation, providing feedback, monitoring and evaluating government projects, and ensuring government accountability and transparency. The study examined the effect of e-Governance on employee productivity of Ministries, Departments, and Agencies (MDA) in Anambra State, Nigeria. The study used a survey research design and relied on primary data obtained through a questionnaire administered to 121 respondents drawn from MDAs. The data were analysed descriptively and linear regression analysis was used to test the hypotheses. The empirical results showed that there is a significant positive impact of e-Governance on service delivery of Ministries, Departments, and Agencies (MDAs); secondly, there is a positive and significant effect of e-Governance on regulatory compliance of Ministries, Departments, and Agencies (MDAs). The study concludes by recommending that there should be training programs and capacity-building initiatives to equip government officials with the necessary skills and knowledge to effectively utilize e-Governance tools. Additionally, the development of a comprehensive e-Governance strategy that outlines clear objectives, targets, and timelines for the adoption and utilization of digital tools and platforms across all MDAs. The government should ensure that e-Governance initiatives within MDAs are aligned with existing regulatory frameworks and compliance requirements; lastly, implementing systems for real-time monitoring and reporting of regulatory compliance.

Keywords: E-Governance; Employee Productivity; Service Delivery; Regulatory Compliance, Departments, and Agencies (MDA)

1.1 Introduction

The provision of services to Nigerians in accordance with the democratic values is the ultimate purpose of public service today (Okwueze, 2010). However, previously MDAs did not place much emphasis on service quality (Saxena, 2005). This began to change in the 90s' with the emergence of the "New Public Management" (NPM) movement (Hughes, 2003). NPM emphasises professional management practices, such as risk and performance management, and service quality. E-governance, is the application of ICTs in public administration (Modu, 2021). Through the provision of online job opportunities, distant social connections, remote learning and education, and online product and service marketing, ICT have completely changed the way people live and work (Kazmi, 2010). Thus, the second revolution in public management, has the potential to alter the way most public services are provided as well as the relationship between the government and the citizenry (Saxena, 2005). The emergence of e-Governance in Nigeria can be traced to the advent of democracy in 1999. The first activity in this regard was the development of websites. i.e., world wide web (*www*), and the internet-a hypertext language for global information sharing- created in 1989 by T.M. Berners in Geneva and released in 1991 as the first client browser software to access content on the internet (Noris, 2001).

In the Nigerian context, such efforts were uncoordinated and only a few agencies with the resources could establish online presence although the government continues to seek policies and strategies that will accelerate the deployment of the necessary infrastructure. In pursuance of this objective the Federal Government of Nigeria (FGN) established the National Information Technology Development Agency, (NITDA) under the Ministry of Science and Technology to champion the development and implementation of the National IT Policy. NITDA is charged with the responsibility of implementing e-Governance initiatives using National e-Governance Strategy Limited, (NeGSt), a Public-Private-Partnership (PPP) (NITDA, 2024). Other aspects of e-Governance have been implemented by the FGN, such as the computerized customs management system in the Nigerian Customs, to streamline custom information and foreign trade procedures. The Nigerian Immigration Service has also implemented e-Governance practices. The FCT) computerized the process of issuing Land and Certificate of Occupancy.

IT computerisation in a state's public sector is in a bid to replace internal manual work procedures with ICT-based automation (Bhuiyan, 2011). MDAs have computerized their payroll systems implementing e-payment methods. Examination bodies such as West Africa Examination Council (WAEC), National Examination Council (NECO), and Joint Admission and Matriculation Board (JAMB) offer online checking for exams. Additionally, the National Youth Service Corps (NYSC) postings are now part of real-time services of e-Governance (Modu, 2021). Through Treasury Circular No. TRY/A8 and B8 of October 22, 2008, the FGN ordered that, as of January 1, 2009, all payments from the FGN funds be made electronically. This was done in order to reduce the unacceptably long delays in government transaction payments, minimise interactions between parties, prevent corruption government transactions can be easily traced back to their source, and introduce and institutionalise financial probity in government operations (Nwachukwu et al., 2023).

E-governance offers lower service prices, increased accessibility, the opportunity to acquire government services without physically visiting government offices, and full service that is available 24/7 (Saxena, 2005). E-governance supports the operation of democracy at the

fundamental levels (government accountability and public acceptance of state institutions) by facilitating online debates and plebiscites and by making government information available that would otherwise be difficult to obtain or unavailable (Teicher et al., 2002). According to the 2018 UN e-government Survey, Nigeria is ranked 143 out of 192 countries in the world in terms of e-government. This ranking has remained unchanged since 2016. The e-participation index, which measures the use of ICT and government participation in improving services, has steadily decreased by -42 since 2012 when Nigeria was ranked 75 (Chukwu et al., 2019). Therefore, the adoption of e-governance practices in Anambra State aims to enhance efficiency, transparency, and service delivery in Ministries, Departments, and Agencies (MDAs). Against this backdrop, the paper investigates the impact of e-governance on employee productivity of Ministries, Departments, and Agencies (MDAs) in Anambra State. The specific objectives are as follows:

1. To ascertain the impact of e-Governance on service delivery among MDAs in Anambra State.
2. To examine the impact of e-Governance on regulatory compliance MDAs in Anambra State.

2.0   Literature Review
2.1   Conceptual Review
2.1.1   e-Governance

E-Governance is the use of ICT in government operations to promote simple, moral, accountable, responsive, and transparent (SMART) governance (Heeks, 2002; Modu, 2021). E-governance is the application of Information and Communication Technologies (ICTs) to government processes to achieve simple, accountable, fast, responsive, and transparent governance (Okwueze, 2010). It is an acronym for "electronic governance," refers to the application of ICTs (information and communication technologies) at different governmental, public sector, and private sector levels with the aim of improving governance (Bedi et al., 2001; Holmes, 2001). Henry (2006) opined that it is the introduction of government websites and portals (portals are integrated websites for targeted services) that provide services and information and facilitate governmental processes for businesses, citizens, and governments themselves. According to UNESCO, e-governance is "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" (UNESCO, 2003). It is the "use of electronic means in internal government operations, as well as in the interaction between government and businesses and citizens to simplify and improve democratic, government, and business aspects of governance" (Backus, 2001). E-governance evolved as an information-age model of governance that seeks to realise processes and structures for harnessing the potentialities of ICTs at various levels of government (Bedi et al., 2001; Holmes, 2001; Okot-Uma, 2000). According to Riley (2001):

"... e-governance is the commitment to utilize appropriate technologies to enhance governmental relationships, both internal and external, in order to advance democratic expression, human dignity and autonomy, support economic development and encourage the fair and efficient delivery of services".

As a concept, e-governance can be perceived to be contextually inclusive of "electronic democracy" ("e-democracy") and "electronic government" ("e-government") (Okot-Uma, 2001). Additionally, e-government uses ICTs as facilitators to:

i.   To enhance public institutions' performance and responsiveness; and,

ii.   To contribute to the creation of a fully integrated and partially virtual administration where users must physically visit a "one-stop-service counter" or virtually "knock at the front door."

The use of electronic links facilitates communication between government and citizens, government and businesses, as well as within government operations to enhance and streamline democratic processes, government functions, and business operations (Kettl, 2002). "Government" refers to the connections between the government and its wider context, including political, social, and administrative aspects (Modu, 2021). E-governance targets three related objectives which are "improving government processes (e-administration), connecting citizens (e-citizens and e-services) and building external interactions (e-society)" (Heeks, 2001).

2.1.2   Service Delivery

Service delivery in the public sector refers to how government agencies and organizations provide services to citizens (Modu, 2021). It involves the processes, strategies, and systems put in place to ensure that services are delivered efficiently, effectively, and meet the needs of the public. Service delivery in the public sector is essential for promoting good governance, increasing citizen satisfaction, and enhancing overall societal well-being. Some key concepts related to service delivery in the public sector include:

1. Accessibility: Services should be easily accessible to all citizens, regardless of their location, background, or ability.
2. Responsiveness: Government agencies need to be responsive to the needs and demands of the public, providing timely and appropriate services.
3. Efficiency: Service delivery processes should be streamlined and cost-effective, ensuring that resources are used efficiently to deliver high-quality services.
4. Quality: Services provided by the public sector should be of high quality, meeting standards and expectations set by the government and citizens.
5. Accountability: Public sector organizations should be accountable for their actions and decisions in service delivery, ensuring transparency and responsibility.
6. Citizen-Centricity: Service delivery should be focused on citizens' needs and preferences, with an emphasis on providing personalized, user-friendly services.

E-Governance has become a crucial tool for empowering, improving, developing, and delivering services. In the realm of e-governance, ICTs and the internet play a key role in modernizing service delivery processes, including data sharing, business process redesign, and human resources management. Both clerical and managerial staff need acquire a new set of skills to adapt to these changes. In addition to technical skills, managers need to have a strong understanding of ICT (Nasser & Abouchedid, 2005).

2.1.3   Regulatory Compliance

Regulatory compliance in the public sector refers to the adherence to laws, regulations, policies, and standards that govern the operations and activities of government agencies and organizations. It involves ensuring that public sector entities comply with a wide range of legal

requirements set by local, state, and federal authorities to promote transparency, accountability, and ethical behaviour. Key aspects of regulatory compliance in the public sector include:

1. Legal Requirements: Government agencies must comply with a variety of laws and regulations related to areas such as finance, procurement, data protection, human resources, and environmental protection.
2. Standards and Guidelines: Compliance also involves adhering to industry standards, best practices, and guidelines established by regulatory bodies or professional organizations to ensure consistency and quality in service delivery.
3. Reporting and Documentation: Public sector entities are typically required to maintain records, reports, and documentation to demonstrate compliance with regulatory requirements, enabling transparency and accountability.
4. Monitoring and Enforcement: Regulatory compliance often involves monitoring activities, conducting audits, and enforcing penalties for non-compliance to ensure that government entities meet their legal obligations.
5. Risk Management: Public sector organizations need to assess and manage risks associated with regulatory compliance to prevent legal violations, financial losses, reputational damage, and other negative consequences.
6. Training and Awareness: Staff training and awareness programs are essential to ensure that employees understand their roles and responsibilities in maintaining regulatory compliance and upholding ethical standards.

It involves sharing detailed financial data, reports, and documents with stakeholders, such as shareholders, employees, customers, and the public, to promote trust, credibility, and accountability. Financial transparency plays a crucial role in investor decision-making, corporate governance, tax compliance, and dividend smoothing. Studies show that financial reporting transparency significantly impacts investor decisions by boosting confidence, reducing information gaps, and enhancing stock liquidity (Yoro, 2024). Furthermore, financial transparency affects dividend smoothing behavior, with less transparent firms reducing dividend smoothing more after legislative changes, highlighting the role of transparency in corporate governance mechanisms (Salikhova, Ugarov, & Orlova, 2024). The study by Ajibade, Oyedokun, and Doumu (2018) finds that TSA has positive effect on transparency of public fund. Important elements of financial transparency encompass consistent financial reporting, transparent communication regarding financial decisions and strategies, disclosure of any possible conflicts of interest, and compliance with applicable regulations and standards.

2.2 Theoretical Framework

The study relies anchros the New Public Management (NPM) theory. NPM is a management approach that emerged in the 80s in countries like the U.K., New Zealand, and Australia, as a response to the challenges faced by traditional bureaucratic systems in delivering public services. The proponents of NPM sought to inject market-oriented practices into public sector management to streamline operations and improve performance. It became a response to the perceived inefficiencies and rigidities of traditional public administration. It borrows principles and practices from private sector management and aims to improve the efficiency and effectiveness of public sector organizations. The following are the core beliefs of NPA: Responsiveness: To make public administration more in line with the social, economic, political, and technological environments, the administration should implement a number of internal and external adjustments. In order for this to occur, the administration needs to be more adaptive to the different changes (Modu, 2021).

Client Centricity: this indicates that the people' perspective should be used to assess an administrator's efficacy in addition to the government's. Regardless of their efficiency and reason, administrative activities are ineffective if they do not enhance the residents' quality of life. Changes in Structure: In order to improve the flexibility and comfort of the citizens' administration interface, the new public administration approach advocates for smaller, more adaptable, and less hierarchical administrative structures. The circumstances that are significant to society should be aligned with the organisational structure. Multidisciplinary in nature: the field of public administration is built on information from other fields, not just one dominant paradigm. To guarantee the expansion of discipline, the political, social, economic, management, and human relations approaches are required. Administration and Politics dichotomy because administrators now participate in all phases of the creation and execution of policies. Dichotomy has the sense of "a division or contrast between two things that are or are represented as being opposed or entirely different". Raising awareness: Draw attention to the duties performed by public administrators on behalf of the government and the community. Public managers work in fields that have a broad impact on large populations. The significance of the work

2.3 Empirical Review

Congo and Choi (2022) evaluated perception of public sector employees' on the adoption of e-Governance impact on organizational performance in Angola. This study, though focused on Angola, uses the UTAUT model to analyze organizational performance and e-governance adoption. Data were collected via online surveys from 273 participants and analyzed using SPSS and AMOS. The study found that performance expectation, social influence, and facilitating conditions positively affect organizational performance and behavioral intention to adopt e-governance

Modu (2021) assessed the effect of e-governance on the performance of civil servants in Jigawa State. Only 352 of the 366 respondents in the sample were found to be legitimate and used in the study. A structured questionnaire that was given to the civil servants in the chosen MDAs was used to gather data. The ANOVA analysis was used to examine the hypotheses. The study's conclusions showed that e-governance has improved civil servants abilities to carry out their mandated duties. Additionally, it has improved official contact between Jigawa State's government personnel and had a favourable effect on the state's administrative salary. The study also showed that e-governance has improved the state's salary collecting and payment processes. E-governance improved the state's ability to detect fraud and oversee how salaries are administered. However, one big obstacle to the adoption of e-governance is the availability of power.

Hauwa and Ibrahim (2021) examined the impact of e-procurement on the performance of public sector organizations. The authors employed a survey research design and sampled employees from INEC, TETFUND and NBS in Abuja, Nigeria. Using regression analysis on data from 50 employees, the study found a significant positive impact of e-procurement on organizational performance.

Enwelu and Nnaji (2023) conducted a study titled "Effect of E-Governance on Employee Service Delivery in Anambra State Civil Service Commission, Awka". Utilizing a survey design, the study drew a sample of 101 participants using simple random sampling techniques.

Both primary and secondary data were collected and analyzed using frequency tables and simple percentages, with hypotheses tested using the t-test statistical technique via SPSS. The findings revealed that e-governance facilities are available and improve accessibility to government information and service delivery in the Anambra State Civil Service Commission, Awka.

Sanusi and Mohamed (2012) examined the relationship between e-recruitment adoption and good governance practices in Nigerian public sector. This research used a modified Technology Acceptance Model (TAM) to analyze survey responses from 326 participants, finding that while e-recruitment adoption is encouraged, it has not yet significantly improved good governance practices in Nigeria.

3.0   Methodology

This study utilizes a survey research design to investigate the impact of E-Governance on employee productivity of MDAs in Anambra State. This approach enabled the researcher to collect data at a specific moment in time in order to accurately reflect a broader population. The study used a purposive sample of 121 finance officers in 12 MDAs in Anambra State. The selected MDAs in Anambra include, Ministry of Agriculture, Ministry of Budget & Economic Planning, Ministry of Industry, Ministry of Culture & Entertainment, Ministry of Education, Ministry of Environment, Ministry of Finance, Ministry of Health, Ministry of Housing, and Ministry of Information. In addition, were Anambra State Small Business Agency (ASBA) and Anambra state universal Education Board (ASUBEB). The study relied on primary data generated from a structured a questionnaire administered to the respondents across the MDAs through the use of structured questionnaire measured on a five point likert scale referred to as: (1) Strongly Disagree, (2) Disagree, (3) Neutral, (4) Agree and (5) Strongly Agree. The data obtained was analysed by inferential statistics, using the Statistical Packages for Social Sciences was used in this regard. The two hypotheses were tested using simple linear regression techniques.

4.0   Data Analysis

In this section, the authors analyse the information from the field survey using descriptive and inferential statistics.

4.1   Demographic Analysis

Table 1: The profile of the study respondents

Category	Frequency	Percent	Valid Percent	Cumulative Percent
Gender				
Male	60	49.6	49.6	49.6
Female	61	50.4	50.4	100.0
Total	121	100.0	100.0	
Marital Status				
Married	79	65.3	65.3	65.3
Single	42	34.7	34.7	100.0
Total	121	100.0	100.0	
Age				
20-30 years	18	14.9	14.9	14.9

Category	Frequency	Percent	Valid Percent	Cumulative Percent
31-40 years	45	37.2	37.2	52.1
41-50 years	40	33.1	33.1	85.1
51 years & above	18	14.9	14.9	100.0
Total	121	100.0	100.0	
Educational Qualification				
OND/NCE	26	21.5	21.5	21.5
BSC/HND	62	51.2	51.2	72.7
MSC/MBA	25	20.7	20.7	93.4
Others	8	6.6	6.6	100.0
Total	121	100.0	100.0	
Length of Service				
0-5 years	57	47.1	47.1	47.1
6-10 years	41	33.9	33.9	81.0
11-15 years	17	14.0	14.0	95.0
16 years & above	6	5.0	5.0	100.0
Total	121	100.0	100.0	

Source: Field Survey (2024)

The table summarizes the demographic and service-related characteristics of 121 individuals across various categories.

The sample is nearly equally divided between males (49.6%) and females (50.4%). A significant majority of the sample is married (65.3%), while 34.7% are single. The age distribution shows a concentration in the middle age ranges, with 31-40 years (37.2%) and 41-50 years (33.1%) making up the bulk of the sample. The younger (20-30 years) and older (51 years & above) groups each constitute 14.9% of the sample. The majority of the sample holds a BSC/HND degree (51.2%), followed by OND/NCE (21.5%), MSC/MBA (20.7%), and others (6.6%). The presence of MSC/MBA holders (20.7%) suggests a subset with advanced expertise, potentially occupying higher-level positions or leadership roles. The 6.6% with 'Others' qualification reflects a diversity of educational backgrounds. Nearly half of the sample has 0-5 years of service (47.1%), followed by 6-10 years (33.9%), 11-15 years (14.0%), and 16 years & above (5.0%).

4.2 Descriptive Statistics
Table 2: Descriptive statistics of the questionnaire items

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
It is easier and convenient to access government services online.	121	1	5	4.45	.836
The security measures put in place by the government protects personal information when using online services.	121	1	5	4.50	.848

e-governance can increase transparency and accountability in government processes.	121	1	5	4.36	.992
The overall quality of e-governance services provided by the government is satisfactory.	121	1	5	4.51	.776
The service provided meets expectations in terms of quality.	121	2	5	4.40	.821
There is an improved timeliness of the service delivery.	121	1	5	4.21	1.105
The staff were helpful and courteous throughout my service experience.	121	1	5	4.27	1.041
I would recommend this service to others based on my experience.	121	1	5	4.28	1.058
The MDA consistently adhere to regulatory guidelines and requirements.	121	1	5	4.27	1.041
The MDA prioritize regulatory compliance in their operations.	121	1	5	4.28	1.058
The MDA demonstrate transparency and accountability in their regulatory practices.	121	1	5	4.42	.873
MDAs take the necessary steps to ensure regulatory compliance in their decision-making processes.	121	1	5	4.44	.865
Valid N (listwise)	121				

Source: Field Survey (2024)

4.3   Test of Hypotheses
4.3.1   Test of Hypothesis One
Ho_1:   There is no significant impact of e-Governance on service delivery of Ministries, Departments, and Agencies (MDAs).

Table 3: Model summary of the test of hypothesis one

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.813[a]	.660	.657	.50906

a. Predictors: (Constant), E-Governance
Source: SPSS Ver. 25

Table 4: ANOVA table of the test of hypothesis one

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	59.955	1	59.955	231.361	.000[b]
	Residual	30.838	119	.259		
	Total	90.793	120			

a. Dependent Variable: Service Delivery
b. Predictors: (Constant), E-Governance
Source: SPSS Ver. 25

Tables 3 and 4 summarize the results of the test of hypothesis one, examining the impact of the e-Governance on service delivery. The data was analyzed using SPSS Version 25. The correlation coefficient, i.e., R value of .813 indicates a strong positive relationship between the e-Governance and service delivery. The value of R^2 indicates that 66.0% of the variance in service delivery can be explained by the e-Governance. The Adjusted R-Square is .657, i.e., 65.7% slightly lower than the R Square still indicates a substantial explanatory power. The F-statistic value for the model, indicating 231.361 the ratio of the model mean square to the residual mean square with a Sig. value .000, indicating that the model is statistically significant ($p<0.05$).

Table 5: Coefficients table of the test of hypothesis one

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	-.180	.298		-.606	.546
	E-Governance	1.004	.066	.813	15.211	.000

a. Dependent Variable: Service Delivery
Source: SPSS Ver. 25

The *t*-value for the e-Governance coefficient, is 15.211 indicating how many standard deviations the coefficient is away from zero. Since, the *p*-value is significant ($p<0.05$); the null hypothesis is rejected and the alternate hypothesis is accepted: *There is a significant impact of e-Governance on service delivery of Ministries, Departments, and Agencies (MDAs).* The analysis demonstrates a strong positive impact of the e-Governance on service delivery. Likewise, Modu (2021) in Jigawa State showed that e-governance has improved the state's salary collecting and payment processes. Key benefits identified include improved efficiency, better data management, enhanced transparency, and reduced operational costs. Enwelu and Nnaji (2023) in Anambra State finds that e-governance facilities improve accessibility to government information and service delivery in the Anambra State Civil Service Commission, Awka.

However, Chukwu et al. (2019) identifies fundamental deficiencies in infrastructure and human capacity as significant barriers to e-government adoption. Also another challenges is the resistance to change.

4.3.2 Test of Hypothesis Two
Ho2: There is no significant impact of e-Governance on regulatory compliance of Ministries, Departments, and Agencies (MDAs).

Table 6: Model summary of the test of hypothesis two

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.872[a]	.760	.758	.38350

a. Predictors: (Constant), E-Governance
Source: SPSS Ver. 25

Table 7: ANOVA table of the test of hypothesis two

ANOVAᵃ

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	55.457	1	55.457	377.085	.000ᵇ
	Residual	17.501	119	.147		
	Total	72.959	120			

a. Dependent Variable: Regulatory Compliance
b. Predictors: (Constant), E-Governance
Source: SPSS Ver. 25

Tables 6 and 7 summarize the results of the test of hypothesis two, examining the impact of the e-Governance on regulatory compliance. The data was analyzed using SPSS Version 25. The correlation coefficient, i.e., R value of .872 indicates a strong positive relationship between the e-Governance and regulatory compliance. The value of R^2 indicates that 76.0% of the variance in regulatory compliance can be explained by the e-Governance. The Adjusted R-Square is .758, i.e., 75.8% slightly lower than the R Square still indicates a substantial explanatory power. The F-statistic value for the model, indicating 377.085 the ratio of the model mean square to the residual mean square with a Sig. value .000, indicating that the model is statistically significant ($p<0.05$).

Table 8: Coefficients table of the test of hypothesis two

Coefficientsᵃ

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.053	.224		.235	.814
	E-Governance	.965	.050	.872	19.419	.000

a. Dependent Variable: Regulatory Compliance
Source: SPSS Ver. 25

The *t*-value for the e-Governance coefficient, is 19.419 indicating how many standard deviations the coefficient is away from zero. Since, the *p*-value is significant ($p<0.05$); the null hypothesis is rejected and the alternate hypothesis is accepted: *There is a significant impact of e-Governance on regulatory compliance of Ministries, Departments, and Agencies (MDAs).* The analysis demonstrates a strong positive impact of the e-Governance on service delivery. Likewise, Modu (2021) in Jigawa State showed that e-governance e-governance improved the state's ability to detect fraud. Similarly, Congo and Choi (2022) in Angola, using the UTAUT model from 273 participants found that performance expectation, social influence, and facilitating conditions positively affect organizational performance and behavioral intention to adopt e-governance

5.0 Conclusion
In conclusion, the institutionalization of e-Governance in Nigeria has been a game-changer for MDAs, showcasing its undeniable ability to enhance service delivery, streamline processes, and ultimately improve the overall efficiency and effectiveness of government operations. The

study used a survey research design, and primary data generated through a self-administered questionnaire to employees of Ministries, Departments, and Agencies (MDAs) in Anambra State. The inferential statistical results showed a significant impact of e-Governance on service delivery of MDAs; and, significant impact of e-Governance on regulatory compliance of MDAs. Based on this, the study recommends among others, the:

1.   Training programs and capacity-building initiatives: This would equip government officials with the necessary skills and knowledge to effectively utilize e-Governance tools. This includes training on digital systems, data management, cybersecurity. Secondly, the development of a comprehensive e-Governance strategy that outlines clear objectives, targets, and timelines for the adoption and utilization of digital tools and platforms across all MDAs. This strategy should be aligned with the overall goals of improving service delivery, increasing transparency, and enhancing efficiency in government operations.

2.   Regulatory Alignment: The government should ensure that e-Governance initiatives within MDAs are aligned with existing regulatory frameworks and compliance requirements. The government should develop guidelines that govern the use of digital technologies to ensure that regulatory obligations are met while leveraging the benefits of e-Governance for improved efficiency and transparency. Secondly, the government should implement systems for real-time monitoring and reporting of regulatory compliance using digital tools. This will enable MDAs to track and analyze data related to compliance with regulations, identify potential gaps or issues, and take timely corrective actions to address non-compliance.

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