



NIGERIAN JOURNAL OF PUBLIC SECTOR MANAGEMENT
(NJPSM)



Digital Governance and Quality of Service Delivery in Nigerian Local Government Administration

Kelechi Charles Nwachukwu (PhD)

Alex Ekwueme Federal University Ndufu-Alike, Ikwo, Ebonyi State, Nigeria

Email: charkelvic@gmail.com GSM: +2348037473582

Abstract

This study examined digital governance and quality of service delivery in Nigerian local government administration. The study was guided by three objectives which focused on the extent to which digital governance enhances service delivery, the challenges affecting its implementation, and its relationship with administrative efficiency. A survey research design was adopted, and data were collected using a structured questionnaire administered to 218 administrative staff selected from a population of 480 local government workers in Lagos State using simple random sampling. Data collected were analyzed using descriptive statistics and frequency tables. Findings from the study revealed that digital governance has a generally positive effect on service delivery in local government administration. Specifically, 28.4% and 33.9% of respondents indicated that digital governance improved service delivery to a very high and high extent respectively, while 22.0% reported a moderate extent, and 10.1% and 5.5% indicated low and very low extent respectively. The study further found that speed of service delivery (35.8%) was the most improved aspect, followed by transparency in service processes (24.8%) and accessibility of services (21.1%). However, 3.7% of respondents reported no improvement. The study also revealed significant challenges affecting digital governance implementation, with poor ICT infrastructure (33.0%), lack of staff digital skills (26.6%), and inadequate funding (20.2%) being the most prominent. In addition, 37.6% and 29.4% of respondents rated these challenges as severe and very severe respectively. Furthermore, the findings showed that digital governance has a positive effect on administrative efficiency, as 30.3% and 35.8% of respondents indicated very high and high levels of improvement respectively, while 19.3% reported a moderate extent. Finally, the study established that there is a positive relationship between digital governance and administrative efficiency, with 39.4% and 33.0% of respondents indicating a strong and moderate positive relationship respectively. The study concluded that while digital governance significantly enhances service delivery and administrative efficiency in Nigerian local government administration, its effectiveness is constrained by infrastructural and institutional challenges.

Keywords: Digital Governance, Service Delivery, Local Government Administration, Administrative Efficiency, ICT Infrastructure

Introduction

Digital governance has emerged as a central instrument for enhancing administrative efficiency, transparency, and accountability in public institutions across developing economies. The integration of digital technologies into governance structures enables governments to improve communication, optimize resource management, and strengthen citizen engagement in service delivery processes. According to Public Administration scholars, digital governance facilitates institutional responsiveness by reducing bureaucratic bottlenecks and promoting timely access to public services. In many developing countries, reforms in public administration increasingly prioritize digital transformation as a mechanism for improving governance outcomes and institutional credibility. The literature reveals that governments adopting digital governance frameworks often experience improvements in operational effectiveness and citizen satisfaction (United Nations, 2022). Consequently, digital governance is increasingly perceived as a strategic pathway for achieving sustainable administrative development and improved public service performance (Adeosun & Adebayo, 2021).

The growing dependence on information and communication technologies within public administration reflects broader global efforts to modernize governance systems and enhance service accessibility. Empirical evidence suggests that digital platforms improve administrative coordination, facilitate data management, and reduce opportunities for corruption within public institutions. In developing societies, governments increasingly deploy electronic governance initiatives to address inefficiencies associated with conventional administrative procedures. Institutional frameworks demonstrate that digital governance also strengthens participatory governance by enabling citizens to interact directly with government agencies through online platforms and automated systems. However, challenges relating to infrastructure deficits, limited digital literacy, and institutional resistance continue to affect implementation outcomes in many African countries (World Bank, 2021). Studies indicate that the effectiveness of digital governance largely depends on administrative capacity, political commitment, and technological readiness within public institutions (Olowu et al., 2020).

In Nigeria, public sector reforms increasingly emphasize digital transformation as an essential strategy for improving governance quality and public sector performance. The Nigerian government has introduced various electronic governance initiatives aimed at enhancing transparency, accountability, and efficiency across different levels of administration. These initiatives include digital identity management systems, electronic tax administration, online procurement mechanisms, and integrated financial management platforms. Theoretical perspectives emphasize that digital governance can reduce administrative inefficiencies traditionally associated with bureaucratic structures in Nigeria's public institutions. Nevertheless, implementation challenges such as inadequate technological infrastructure, poor electricity supply, and weak institutional coordination continue to constrain the realization of effective digital governance outcomes. Evidence further indicates that disparities in technological adoption across regions significantly influence the quality of public service delivery within the country (Ezeani & Akinola, 2022). Consequently, concerns persist regarding the capacity of governmental institutions to sustain digital governance reforms and deliver efficient services to citizens (Ibrahim et al., 2023).

Local government administration occupies a critical position within Nigeria's governance architecture because it represents the tier of government closest to the grassroots population. Local governments are constitutionally mandated to provide essential public services such as primary healthcare, sanitation, local infrastructure, and community development initiatives. However, service delivery within many Nigerian local governments remains characterized by administrative inefficiency, weak accountability mechanisms, and poor citizen responsiveness. Studies indicate that limited institutional capacity and excessive bureaucratic procedures often undermine the ability of local governments to fulfill developmental responsibilities effectively. Digital governance therefore presents significant opportunities for transforming local government administration through improved record management, transparent financial processes, and enhanced communication systems. Moreover, the adoption of digital governance practices may strengthen administrative accountability and facilitate timely public service delivery at the grassroots level (Okafor & Chukwuemeka, 2021). Evidence further indicates that digitally enabled local administrations often demonstrate improved operational efficiency and public trust (Afolabi et al., 2024).

Despite the potential benefits of digital governance, Nigerian local governments continue to experience substantial structural and operational challenges that hinder effective

implementation. Institutional weaknesses, inadequate funding, corruption, and limited technological expertise significantly affect the capacity of local government administrations to deploy and sustain digital systems. Furthermore, many local government authorities lack adequate digital infrastructure necessary for efficient electronic governance operations. The literature reveals that ineffective policy implementation and inconsistent political support also contribute to the slow pace of digital transformation at the local level. Consequently, citizens in many communities continue to experience delays, inefficiencies, and limited access to essential public services. Empirical evidence suggests that weak digital integration negatively affects administrative transparency and accountability within local government institutions (Ojo & Adegbite, 2020). Conversely, local governments with stronger technological frameworks tend to achieve better service coordination and citizen satisfaction (Nwankwo et al., 2022).

The relationship between digital governance and quality of service delivery has attracted growing scholarly attention within contemporary governance discourse. Researchers increasingly examine how technological innovation influences administrative performance, citizen engagement, and institutional accountability in public sector organizations. In the Nigerian context, available studies primarily focus on electronic governance implementation at the federal and state government levels, while comparatively limited attention is directed toward local government administration. Moreover, existing studies often emphasize technological adoption without sufficiently examining its direct implications for service quality at the grassroots level. Institutional frameworks demonstrate that effective digital governance requires not only technological infrastructure but also organizational readiness, policy consistency, and competent human resources. Studies indicate that variations in administrative capacity significantly shape the outcomes of digital governance reforms within local institutions (Yakubu & Salisu, 2021). Consequently, the need for empirical investigation into the influence of digital governance on local government service delivery remains increasingly important (Adeyemi et al., 2023).

Furthermore, the persistent inadequacies in service delivery across many Nigerian local governments raise important concerns regarding the effectiveness of existing governance structures and reform initiatives. Although digital governance is widely promoted as a mechanism for enhancing administrative efficiency and accountability, substantial uncertainty remains regarding its actual influence on service quality within local government administration in Nigeria. Existing literature provides insufficient contextual analysis of how digital governance practices affect operational performance, responsiveness, and citizen satisfaction at the grassroots level. The absence of comprehensive empirical evidence on this relationship creates a significant knowledge gap within public administration scholarship. Therefore, this study is justified because it seeks to critically examine the extent to which digital governance influences quality of service delivery in Nigerian local government administration while contributing to policy discussions on administrative reform and institutional development.

Statement of the Problem

Despite the growing global emphasis on digital governance as a mechanism for enhancing transparency, accountability, efficiency, and responsiveness in public administration, the ideal expectation is that Nigerian local government administrations should effectively utilize digital technologies to deliver timely, accessible, and citizen-centered services. Ideally, digital governance systems are expected to simplify administrative procedures, reduce bureaucratic delays, improve record management, strengthen public participation, and enhance the overall

quality of service delivery at the grassroots level. Through effective digital integration, local governments are expected to provide efficient healthcare administration, revenue collection, public information dissemination, infrastructural monitoring, and other essential community services in a transparent and accountable manner.

However, the reality within many Nigerian local government administrations significantly deviates from this expectation. Most local governments continue to experience poor technological infrastructure, weak institutional capacity, inadequate funding, limited digital literacy among personnel, and persistent bureaucratic inefficiencies. In many instances, administrative processes remain largely manual, resulting in delays, poor coordination, lack of transparency, corruption, and ineffective service delivery. Furthermore, inconsistent government policies, inadequate political commitment, and resistance to technological innovation continue to hinder the effective implementation of digital governance initiatives at the local government level. Consequently, citizens in many communities still encounter difficulties in accessing essential public services efficiently and transparently.

If these challenges are not adequately addressed, the quality of service delivery within Nigerian local government administration may continue to deteriorate, thereby weakening public confidence in government institutions. Persistent inefficiency and poor digital integration may further encourage corruption, administrative waste, poor accountability, and slow developmental progress at the grassroots level. In addition, the inability of local governments to effectively adopt digital governance mechanisms may widen the gap between citizens and public institutions, reduce administrative responsiveness, and hinder sustainable socio-economic development. Therefore, there is a critical need to examine the relationship between digital governance and quality of service delivery in Nigerian local government administration in order to identify existing gaps and provide evidence-based recommendations for improving administrative performance and grassroots governance.

Objectives of the Study

The primary purpose of this study is on digital governance and quality of service delivery in Nigerian local government administration. The specific objectives of the study are to:

- i. Examine the extent to which digital governance practices enhance service delivery in Nigerian local government administration.
- ii. Identify the challenges affecting the implementation of digital governance in Nigerian local governments.
- iii. Assess the relationship between digital governance and administrative efficiency in Nigerian local government administration.

Research Questions

The study provided answers to the following research questions.

- i. To what extent do digital governance practices enhance service delivery in Nigerian local government administration?
- ii. What are the challenges affecting the implementation of digital governance in Nigerian local governments?
- iii. What relationship exists between digital governance and administrative efficiency in Nigerian local government administration?

Statement of Hypotheses

The following hypotheses in null form (H_0) guided this study

- i. **H₀₁:** Digital governance practices do not significantly enhance service delivery in Nigerian local government administration.
- ii. **H₀₂:** There are no significant challenges affecting the implementation of digital governance in Nigerian local governments.
- iii. **H₀₃:** There is no significant relationship between digital governance and administrative efficiency in Nigerian local government administration.

Significance of the Study

- i. **Local Government Administrators:** This study will be beneficial to local government administrators because it will provide practical knowledge on how digital governance can improve administrative efficiency, accountability, transparency, and effective service delivery. The study will help administrators understand how digital technologies can reduce bureaucratic bottlenecks, improve documentation processes, strengthen communication systems, and facilitate faster responses to public needs within local government institutions.
- ii. **Policy Makers:** The findings of this study will assist policymakers at the federal, state, and local government levels in formulating effective policies that support digital transformation in public administration. The study will provide evidence-based recommendations that can guide the development of policies aimed at improving technological infrastructure, institutional coordination, and governance reforms within Nigerian local governments.
- iii. **Government Ministries and Agencies:** Relevant government ministries, departments, and agencies responsible for information technology, local government affairs, and public sector reforms will benefit from this study because it will reveal the major challenges affecting digital governance implementation. The study may assist these institutions in designing programs and strategies capable of strengthening digital administrative systems and improving public service performance.
- iv. **Citizens and Local Communities:** The study will be significant to citizens and grassroots communities because effective digital governance can improve access to essential public services such as healthcare, sanitation, revenue administration, education support services, and infrastructural development. Improved digital systems may also promote transparency and encourage greater public trust in local government administration.
- v. **Academic Researchers and Scholars:** Researchers and scholars in Public Administration, political science, governance studies, and information management will benefit from this study because it will contribute to the growing body of knowledge on digital governance and service delivery. The study will also provide empirical literature that can serve as a reference source for future academic investigations in related areas.
- vi. **Students:** Undergraduate and postgraduate students conducting research on digital governance, public administration, electronic governance, and local government studies will find this study useful as an academic resource. The study will expose students to contemporary issues surrounding technological innovation in governance and provide relevant materials for further research and academic development.

- vii. **International Development Organizations:** International organizations such as development agencies and governance support institutions will benefit from this study because it will provide insights into the realities of digital governance implementation within developing countries. The findings may assist such organizations in developing intervention programs, governance reform initiatives, and technical support strategies aimed at improving grassroots administration in Nigeria.
- viii. **Non-Governmental Organizations (NGOs):** Non-governmental organizations interested in governance accountability, transparency, and community development will benefit from this study because it will highlight the relationship between digital governance and quality service delivery. The findings may support advocacy efforts aimed at promoting transparent governance practices and citizen-centered public administration.

Definition of Terms

The following terms operationalized the study:

- i. **Digital Governance:** Digital governance refers to the integration and application of digital technologies, information systems, and electronic communication tools in the administration of government activities: it involves the use of internet-based platforms, automated systems, and technological innovations to improve transparency, accountability, administrative efficiency, and the quality of public service delivery within local government institutions.
- ii. **Service Delivery:** Service delivery refers to the process through which local government authorities provide essential services to citizens and communities: these services may include healthcare services, waste management, road maintenance, water supply, revenue administration, educational support programs, and other developmental activities aimed at improving the welfare of the people.
- iii. **Local Government Administration:** Local government administration refers to the management and coordination of governmental activities at the grassroots level through constitutionally recognized local government councils in Nigeria: it involves policy implementation, resource allocation, personnel management, and the provision of public services designed to promote community development and local participation in governance.
- iv. **Administrative Efficiency:** Administrative efficiency refers to the ability of government institutions to effectively utilize available human, financial, material, and technological resources in achieving organizational objectives with minimal waste, delay, or bureaucratic obstacles: it emphasizes productivity, timely decision-making, effective coordination, and proper management of public affairs.
- v. **Information and Communication Technology (ICT):** Information and communication technology refers to the collection of technological tools, computer systems, software applications, communication devices, and internet services used for storing, processing, transmitting, and managing information within organizations and public institutions: ICT supports faster communication, digital record keeping, and efficient administrative operations.
- vi. **Electronic Governance (E-Governance):** Electronic governance refers to the use of electronic systems and digital platforms by government institutions to perform administrative functions and interact with citizens: it includes online service delivery,

electronic payment systems, digital documentation, electronic communication, and internet-based governance processes aimed at improving public administration.

- vii. **Transparency:** Transparency refers to the openness, clarity, and accessibility of government processes, decisions, and activities to the public: it ensures that citizens have access to relevant information concerning government operations, financial transactions, and policy implementation, thereby reducing secrecy and promoting trust in public institutions.
- viii. **Accountability:** Accountability refers to the responsibility of government officials and public institutions to explain and justify their actions, decisions, and use of public resources to citizens and relevant authorities: it involves answerability, proper record keeping, compliance with regulations, and the acceptance of responsibility for administrative performance.
- ix. **Public Administration:** Public Administration refers to the implementation of government policies and the management of public institutions for the purpose of achieving societal goals and delivering services to citizens: it involves planning, organizing, coordinating, directing, and controlling governmental activities within the public sector.
- x. **Grassroots Development:** Grassroots development refers to the social, economic, political, and infrastructural advancement occurring at the local community level through effective governance and public participation: it focuses on improving living conditions, promoting community welfare, encouraging local empowerment, and ensuring sustainable development within rural and urban communities.

Literature review

Conceptual Review

Concept of Digital Governance

Digital governance conceptualizes the evolution of public administration through integration of digital technologies into institutional decision-making, service delivery, and policy coordination. It emphasizes interoperability, data-driven governance, and citizen-centric platforms reshaping state capacity and accountability structures. The framework also highlights adaptive institutional redesign in response to technological disruption and networked societal interactions enhancing transparency efficiency and participatory governance mechanisms across public sector ecosystems globally and locally (Janowski, 2016).

OECD frameworks conceptualize digital governance as a strategic shift toward integrated, user-driven public services supported by data governance, digital identity systems, and cross-agency collaboration. It stresses institutional coherence, policy alignment, and capability development to reduce fragmentation in government operations while improving responsiveness and trust in public institutions through standardized digital infrastructure and agile regulatory environments. This approach strengthens long-term administrative modernization across member states collectively (OECD, 2020).

Digital governance in the World Bank GovTech perspective is framed as a maturity progression model where governments evolve from basic digitization to fully integrated, citizen-centric digital ecosystems. It emphasizes institutional capability, platform interoperability, and service innovation as key drivers of public sector transformation, particularly in developing economies seeking efficiency, transparency, and inclusive access to digital services linking governance reforms to sustainable development outcomes globally applied (World Bank, 2022).

United Nations e-government scholarship defines digital governance as the institutional use of information and communication technologies to enhance public sector efficiency, accountability, and inclusion. It frames digital transformation as a whole-of-government reform process requiring capacity building, regulatory adaptation, and citizen engagement mechanisms that reduce bureaucratic fragmentation and strengthen service accessibility across diverse socio-economic contexts. It supports resilient institutions and improved public value creation over time (United Nations, 2020).

Moreover, digital governance represents a multidimensional paradigm integrating technology, institutions, and societal participation to reshape public administration systems. It synthesizes data intelligence, collaborative networks, and adaptive policymaking to enhance responsiveness and legitimacy. The concept continues to evolve through interoperability standards, ethical data use, and platform-based governance models influencing both state capacity and democratic accountability in contemporary administrative ecosystems driving continuous public sector transformation globally applied.

Service Delivery

Digital service delivery in government is conceptualized as a socio-technical transformation where institutions redesign service channels through data integration, platform interoperability, and user-centric design. It emphasizes responsiveness, reduced administrative friction, and co-produced value between citizens and agencies. The framework highlights institutional agility and process reconfiguration as determinants of service quality and accessibility in digital ecosystems and improved public sector performance outcomes across contexts globally applied (Gil-Garcia et al., 2018).

Data-driven service delivery emphasizes the use of interoperable datasets, analytics, and real-time information exchange to enhance responsiveness and personalization in public administration systems. It advances predictive governance models and improves coordination across agencies while reducing duplication of effort. Institutional redesign is required to support scalable digital infrastructure and evidence-based decision-making in service ecosystems supporting integrated governance improved citizen service outcomes across sectors in practice globally (Klievink et al., 2017).

Citizen co-production in digital service delivery reframes users as active partners in designing, executing, and evaluating public services. It emphasizes participatory platforms, feedback loops, and collaborative problem solving between government and citizens. This model enhances legitimacy, service relevance, and adaptive capacity of public institutions by embedding user experience into governance design processes strengthening accountability and responsiveness in digital public service ecosystems over time improved outcomes (Linders, 2019).

Open and transparent digital service delivery leverages social media, open data, and participatory technologies to enhance accountability and trust in public institutions. It enables real-time interaction between governments and citizens while improving responsiveness and information dissemination. Such systems reduce informational asymmetries and strengthen oversight mechanisms in service provision frameworks thereby enhancing service quality and democratic accountability in governance structures across digital public sector systems globally (Bertot et al., 2016).

Moreover, digital service delivery represents a transformative governance paradigm integrating technology, institutional reform, and citizen engagement to optimize public value creation. It fosters seamless service access, reduces bureaucratic delays, and enables data-informed decision-making across agencies. The approach also advances inclusivity by ensuring equitable access to essential services through scalable digital platforms and adaptive policy frameworks enhancing system resilience and sustainability in contemporary governance ecosystems worldwide.

Local Government

Local government service delivery is increasingly conceptualized as a decentralized governance mechanism enhanced through digital transformation, where proximity to citizens enables tailored public services, improved responsiveness, and administrative efficiency. The integration of ICT systems strengthens transparency, participatory governance, and institutional accountability in municipal structures. Digital tools further reconfigure local administrative processes by enabling real-time communication, resource optimization, and citizen engagement in service evaluation and feedback systems (Mofokeng et al., 2025).

From a governance systems perspective, local government digitalization is framed as an institutional capability problem requiring interoperability, infrastructure readiness, and human capital development to ensure effective service delivery. Emphasis is placed on reducing bureaucratic inefficiencies through integrated platforms that support data sharing across departments. This approach highlights how uneven technological adoption shapes disparities in municipal performance, particularly in developing contexts where resource constraints and digital divides remain significant barriers to equitable service provision (Ifeoseme & Kifordu, 2026).

Local governance theory increasingly positions digital public service delivery as an outcome of citizen participation and accountability mechanisms embedded in ICT-enabled platforms. These systems allow residents to interact with municipal authorities, report service failures, and co-produce governance outcomes. The framework emphasizes that enhanced engagement strengthens institutional legitimacy while improving responsiveness and trust in local institutions. However, effectiveness depends on institutional willingness to integrate citizen input into decision-making structures (John et al., 2025).

Scholarly analysis of digital local government administration highlights the role of policy implementation and institutional reform in shaping service delivery outcomes. It argues that e-governance adoption is not purely technological but deeply embedded in administrative culture, leadership capacity, and regulatory alignment. Successful municipal transformation requires coordinated reforms that address infrastructure gaps, resistance to change, and weak accountability systems while fostering innovation in service design and delivery mechanisms (Inakefe et al., 2024).

Moreover, local government digital transformation represents an evolving governance paradigm that integrates technology, institutional restructuring, and participatory mechanisms to improve service equity and administrative efficiency. It enables predictive decision-making, reduces spatial inequalities in access to services, and strengthens performance monitoring systems. This evolution reflects a shift toward adaptive, data-driven municipal governance

models capable of responding to complex urban and rural service demands in contemporary public administration environments.

Administrative Efficiency

Administrative efficiency in public governance is conceptualized as the optimal utilization of institutional resources, processes, and human capital to achieve policy outputs with minimal waste and maximum effectiveness. It emphasizes streamlined workflows, reduced bureaucratic bottlenecks, and performance-oriented public management systems. Digital technologies increasingly shape efficiency outcomes by enabling automation, data integration, and real-time monitoring of administrative operations within government institutions improving service responsiveness and institutional productivity (Sanina et al., 2021).

From an institutional economics perspective, administrative efficiency is framed as the reduction of transaction costs within government systems through improved coordination, regulatory simplification, and information accessibility. It highlights how inefficiencies arise from fragmented governance structures and misaligned incentives. Digital transformation strategies are therefore positioned as mechanisms for restructuring bureaucratic processes, enabling interoperability, and improving decision-making speed across public agencies enhancing systemic performance and governance outcomes across administrative layers (Suzuki, 2025).

E-government scholarship conceptualizes administrative efficiency as a multidimensional construct involving service speed, accuracy, accountability, and resource optimization in public sector operations. It emphasizes that efficiency gains depend not only on technology adoption but also on institutional readiness, workforce competencies, and governance culture. Effective digital systems reduce duplication of effort, enhance workflow transparency, and support evidence-based policymaking in complex administrative environments improving overall public sector performance (Kim, 2015).

Public administration research further defines administrative efficiency as a balance between procedural compliance and outcome-oriented governance, where institutions must reconcile accountability requirements with operational agility. It argues that efficiency is influenced by organizational hierarchy, regulatory frameworks, and leadership capacity. Digital governance tools contribute to efficiency by enabling performance tracking, reducing delays in service delivery, and supporting integrated inter-agency coordination mechanisms across government structures enhancing administrative responsiveness (Ingrams, 2016).

Moreover, administrative efficiency represents an evolving governance paradigm shaped by technological innovation, institutional reform, and performance measurement systems aimed at improving public value creation. It integrates automation, digital workflows, and analytics-driven decision-making to reduce operational inefficiencies. This evolution reflects a shift toward leaner, more adaptive public institutions capable of delivering faster, more transparent, and cost-effective services in increasingly complex governance environments globally.

Theoretical Review

This study was theoretically underpinned on Technology Acceptance Model (TAM)

Technology Acceptance Model (TAM)

The study is underpinned by the Technology Acceptance Model (TAM) developed by Davis (1989), which explains the factors that influence individuals' acceptance and use of new technologies within organizational settings. The theory posits that two key constructs, perceived usefulness and perceived ease of use, determine whether users will adopt and effectively utilize a particular technology. Perceived usefulness refers to the degree to which an individual believes that using a technological system will enhance job performance, while perceived ease of use refers to the extent to which the system is free from effort in terms of application and operation. According to Davis (1989), when individuals perceive a technology as both beneficial to their tasks and easy to use, their likelihood of acceptance and continuous use increases significantly, thereby improving organizational performance outcomes.

This theory is relevant to the present study because digital governance in Nigerian local government administration depends largely on the willingness and capacity of administrative personnel to adopt and effectively use ICT-based systems in service delivery processes. The effectiveness of digital governance is therefore influenced by how staff perceive its usefulness in improving administrative efficiency, transparency, and service delivery outcomes, as well as how easy they find these systems to operate in their daily tasks. In many local government settings in Nigeria, variations in technological competence, resistance to change, and inadequate training can negatively affect perceived ease of use, thereby limiting full adoption of digital governance tools. Consequently, the Technology Acceptance Model provides a useful framework for understanding why digital governance initiatives may succeed or fail in improving service delivery and administrative efficiency within local government administration.

Empirical Review

Adeyemi & Okoro (2019) conducted a study titled "E-Governance Adoption and Public Service Efficiency in South-West Nigerian Local Governments". The study examined the extent to which electronic governance influences service efficiency in selected local government areas. A descriptive survey research design was adopted, and data were collected from 320 administrative staff using structured questionnaires. The data were analyzed using multiple regression analysis. Findings revealed that e-governance adoption significantly improved service delivery efficiency, particularly in revenue collection and record management. However, inadequate ICT infrastructure and low staff competency were identified as major constraints limiting effective implementation of digital governance systems at the local government level in Nigeria.

Ibrahim et al. (2020) carried out a study titled "Digital Transformation and Administrative Performance in Nigerian Public Sector Institutions". The objective was to assess how digital transformation affects administrative performance in public institutions, including local governments. A mixed-method approach was used, combining survey data from 410 respondents and qualitative interviews with key administrative officers. The study employed structural equation modeling for analysis. Findings indicated that digital transformation positively influenced administrative performance, transparency, and accountability. However, resistance to technological change and inadequate funding were found to hinder full adoption of digital systems in most local government councils across Nigeria.

Musa & Bello (2021) researched "ICT Integration and Service Delivery in Rural Local Government Areas in Northern Nigeria". The study aimed to investigate the relationship

between ICT integration and service delivery outcomes. A cross-sectional survey design was adopted with 275 respondents selected through stratified sampling. Data were analyzed using Pearson correlation techniques. The findings revealed a strong positive relationship between ICT integration and improved service delivery, especially in healthcare and education administration. Nevertheless, the study concluded that poor electricity supply and limited ICT training significantly reduced the effectiveness of digital governance in rural local government settings.

Okafor et al. (2022) conducted a study titled “Challenges of E-Government Implementation in Nigerian Local Government Administration”. The objective was to identify barriers affecting e-government implementation. A qualitative research design was adopted, using in-depth interviews with 25 local government officials and thematic analysis for interpretation. The study found that corruption, poor infrastructure, and lack of political will were major constraints to successful implementation of e-government initiatives. It further concluded that these challenges significantly undermine service delivery efficiency and reduce citizen trust in local government institutions across Nigeria.

Akinwale & Sani (2024) examined “Digital Governance and Public Service Delivery Efficiency in Nigerian Sub-National Governments”. The study aimed to evaluate the impact of digital governance on service delivery efficiency using a quantitative survey of 360 respondents. Data were analyzed using ordinary least squares regression. The results showed that digital governance has a significant positive effect on service delivery efficiency, particularly in improving responsiveness and administrative transparency. However, the study highlighted that inconsistent policy implementation and weak institutional capacity limit the full benefits of digital governance in local government administration.

Methodology

Research Design

The study adopted the survey research design. The survey design was considered appropriate because it enabled the researcher to obtain relevant information from respondents concerning digital governance and quality of service delivery in Nigerian local government administration. The design also allowed the collection of data from a relatively large population within a limited period while ensuring systematic analysis of respondents’ opinions and experiences.

Setting

The study was conducted in selected local government councils in Lagos State, Nigeria. Lagos State was selected because of its growing emphasis on digital governance reforms and technological innovation within public administration. The setting provided the researcher with access to respondents who possessed relevant knowledge and practical experience regarding digital governance practices and service delivery processes in local government administration.

Population

The population of the study consisted of administrative staff members in selected local government councils in Lagos State. The study specifically focused on administrative personnel because they were directly involved in governance processes, policy implementation, and service delivery activities within the local government system. The total population of the study

comprised four hundred and eighty (480) administrative staff members drawn from the selected local government councils.

Sample Size

The sample size for the study was determined using the Taro Yamane formula for sample size determination. The formula was expressed as:

$$n = \frac{N}{1+N(e)^2}$$

Where:

- n = Sample size
- N = Population size
- e = Level of significance (0.05)

Substituting the values:

$$n = \frac{480}{1+480(0.05)^2}$$

$$n = \frac{480}{1+480(0.0025)}$$

$$n = \frac{480}{1+1.2}$$

$$n = \frac{480}{2.2}$$

$$n = 218.18$$

The sample size was therefore approximated to two hundred and eighteen **218** respondents.

Sampling Technique: The study employed the simple random sampling technique in selecting respondents from the target population. This technique was adopted because it provided every member of the population with an equal opportunity of being selected for the study. The method also minimized bias and enhanced the representativeness of the sample.

Instrument for Data Collection: The major instrument used for data collection was a structured questionnaire designed by the researcher. The questionnaire contained closed-ended questions structured on a Likert scale format to obtain responses relating to digital governance and quality of service delivery. In addition, an interview guide was used to obtain supplementary information from selected administrative officers within the local government councils.

Validity of the Instrument: The validity of the research instrument was established through face and content validity methods. The questionnaire was presented to experts in Public Administration and research methodology for careful examination and correction. Their observations, suggestions, and recommendations were incorporated into the final version of the instrument to ensure that the questionnaire adequately measured the variables under investigation.

Reliability of the Instrument: The reliability of the instrument was determined through the test-retest method. Copies of the questionnaire were administered to a small group of respondents outside the study area on two different occasions. The responses obtained were

analyzed using the Pearson Product Moment Correlation method, and a reliability coefficient of 0.81 was obtained, indicating that the instrument was reliable for the study.

Method of Data Collection: Data for the study were collected through the administration of questionnaires and oral interviews. The researcher personally distributed the questionnaires to the respondents with the assistance of research assistants and later retrieved them after completion. Interviews were also conducted with selected administrative officers to obtain additional information relevant to the study objectives.

Method of Data Analysis: The data collected for the study were analyzed using descriptive statistics. Frequency tables, percentages, and simple statistical distributions were used to organize and present the data in a clear and understandable form. The method enabled the researcher to interpret respondents' opinions and examine the relationship between digital governance and quality of service delivery in Nigerian local government administration.

Data Presentation and Analysis

Table 1: To what extent has digital governance improved service delivery in your local government administration?

Options / Responses	Frequency (n = 218)	Percentage (%)
Very High Extent	62	28.4
High Extent	74	33.9
Moderate Extent	48	22.0
Low Extent	22	10.1
Very Low Extent	12	5.5
Total	218	100.0

Source: Field Survey, 2026

This table illustrates the respondents' views on the extent to which digital governance has improved service delivery in local government administration. The findings show that 62 respondents representing 28.4% indicated a very high extent, while 74 respondents representing 33.9% indicated a high extent. Furthermore, 48 respondents representing 22.0% reported a moderate extent, 22 respondents representing 10.1% indicated a low extent, and 12 respondents representing 5.5% indicated a very low extent. The result suggests that a majority of respondents perceive digital governance as significantly enhancing service delivery, as the combined responses for high and very high extent constitute the dominant proportion. However, the presence of moderate, low, and very low responses indicates that challenges still exist in fully optimizing digital governance for effective service delivery in local government administration.

Table 2: Which aspect of service delivery has been most improved through digital governance in your local government?

Options / Responses	Frequency (n = 218)	Percentage (%)
Speed of service delivery	78	35.8
Transparency in service processes	54	24.8
Accessibility of services	46	21.1
Accuracy of records and documentation	32	14.7
No improvement observed	8	3.7
Total	218	100.0

Source: Field Survey, 2026

This table illustrates the respondents' views on the aspect of service delivery that has been most improved through digital governance in local government administration. The findings show that 78 respondents representing 35.8% identified speed of service delivery as the most improved aspect, while 54 respondents representing 24.8% indicated transparency in service processes. Furthermore, 46 respondents representing 21.1% selected accessibility of services, 32 respondents representing 14.7% reported accuracy of records and documentation, and 8 respondents representing 3.7% indicated that no improvement has been observed. The result suggests that speed of service delivery is perceived as the most significant benefit of digital governance, followed by transparency and accessibility, while a small proportion of respondents still perceive little or no improvement in service delivery outcomes.

Table 3: What is the major challenge affecting digital governance implementation in your local government?

Options / Responses	Frequency (n = 218)	Percentage (%)
Poor ICT infrastructure	72	33.0
Lack of staff digital skills	58	26.6
Inadequate funding	44	20.2
Resistance to change by staff	28	12.8
Unstable power supply	16	7.3
Total	218	100.0

Source: Field Survey, 2026

This table illustrates the respondents' views on the major challenges affecting digital governance implementation in local government administration. The findings reveal that 72 respondents representing 33.0% identified poor ICT infrastructure as the most significant challenge, while 58 respondents representing 26.6% indicated lack of staff digital skills. Furthermore, 44 respondents representing 20.2% reported inadequate funding, 28 respondents representing 12.8% pointed to resistance to change by staff, and 16 respondents representing 7.3% identified unstable power supply as a key constraint. The result suggests that infrastructural deficiencies and inadequate digital competencies among staff are the most critical barriers to effective digital governance implementation in local government administration.

Table 4: How would you rate the overall challenges affecting digital governance implementation in your local government?

Options / Responses	Frequency (n = 218)	Percentage (%)
Very Severe	64	29.4
Severe	82	37.6
Moderate	46	21.1
Slight	18	8.3
Not Severe	8	3.7
Total	218	100.0

Source: Field Survey, 2026

This table illustrates the respondents' views on the overall severity of challenges affecting digital governance implementation in local government administration. The findings show that 64 respondents representing 29.4% rated the challenges as very severe, while 82 respondents representing 37.6% rated them as severe. Furthermore, 46 respondents

representing 21.1% considered the challenges to be moderate, 18 respondents representing 8.3% rated them as slight, and 8 respondents representing 3.7% indicated that the challenges are not severe. The result suggests that a significant proportion of respondents perceive the challenges hindering digital governance implementation as severe, indicating that substantial structural, technical, and institutional constraints still exist within local government administration.

Table 5: To what extent has digital governance improved administrative efficiency in your local government?

Options / Responses	Frequency (n = 218)	Percentage (%)
Very High Extent	66	30.3
High Extent	78	35.8
Moderate Extent	42	19.3
Low Extent	24	11.0
Very Low Extent	8	3.7
Total	218	100.0

Source: Field Survey, 2026

This table illustrates the respondents' views on the extent to which digital governance has improved administrative efficiency in local government administration. The findings reveal that 66 respondents representing 30.3% indicated a very high extent, while 78 respondents representing 35.8% indicated a high extent. Furthermore, 42 respondents representing 19.3% reported a moderate extent, 24 respondents representing 11.0% indicated a low extent, and 8 respondents representing 3.7% indicated a very low extent. The result suggests that a majority of respondents perceive digital governance as significantly enhancing administrative efficiency, particularly through improved workflow processes, faster decision-making, and better coordination of administrative activities, although some inefficiencies still persist due to implementation constraints.

Table 6: What is the relationship between digital governance and administrative efficiency in your local government?

Options / Responses	Frequency (n = 218)	Percentage (%)
Strong positive relationship	86	39.4
Moderate positive relationship	72	33.0
Weak positive relationship	34	15.6
No relationship	18	8.3
Negative relationship	8	3.7
Total	218	100.0

Source: Field Survey, 2026

This table illustrates the respondents' views on the relationship between digital governance and administrative efficiency in local government administration. The findings show that 86 respondents representing 39.4% indicated a strong positive relationship, while 72 respondents representing 33.0% reported a moderate positive relationship. Furthermore, 34 respondents representing 15.6% indicated a weak positive relationship, 18 respondents representing 8.3% reported no relationship, and 8 respondents representing 3.7% indicated a negative relationship. The result suggests that the majority of respondents perceive a positive

relationship between digital governance and administrative efficiency, implying that increased adoption of digital systems is generally associated with improved administrative performance in local government operations.

Summary of Findings, Conclusion and Recommendations

Summary of Findings

The following summarizes the key findings:

- i. The study found that digital governance has a generally positive but moderate effect on service delivery in Nigerian local government administration. From the analyzed data, 62 respondents (28.4%) and 74 respondents (33.9%) indicated that digital governance improved service delivery to a very high and high extent respectively, while 48 respondents (22.0%) reported a moderate extent. However, 22 respondents (10.1%) and 12 respondents (5.5%) indicated low and very low extent respectively. This shows that although the majority of respondents perceive improved service delivery, a significant proportion still experience only moderate to minimal benefits.
- ii. The findings further revealed that speed of service delivery was the most improved aspect of digital governance, as indicated by 78 respondents (35.8%), followed by transparency (24.8%) and accessibility (21.1%). However, 8 respondents (3.7%) reported no improvement. In terms of challenges, 72 respondents (33.0%) identified poor ICT infrastructure as the major constraint, followed by lack of staff digital skills (26.6%), inadequate funding (20.2%), resistance to change (12.8%), and unstable power supply (7.3%). Additionally, 64 respondents (29.4%) and 82 respondents (37.6%) rated these challenges as very severe and severe respectively, indicating that implementation barriers are widely experienced.
- iii. Finally, the study established a generally positive relationship between digital governance and administrative efficiency. Specifically, 66 respondents (30.3%) indicated a very high extent of improvement in administrative efficiency, while 78 respondents (35.8%) indicated a high extent, and 42 respondents (19.3%) reported a moderate extent. Furthermore, 86 respondents (39.4%) and 72 respondents (33.0%) agreed that there is a strong and moderate positive relationship between digital governance and administrative efficiency respectively. This indicates that while digital governance significantly enhances administrative performance, the strength of its impact varies due to existing implementation challenges.

Conclusion

The study concluded that digital governance plays a significant and generally positive role in improving service delivery and administrative efficiency in Nigerian local government administration. The findings demonstrated that most respondents acknowledged notable improvements in key areas such as speed of service delivery, transparency, accessibility, and record management. This indicates that the integration of digital tools into local government operations is gradually transforming administrative processes and enhancing overall service outcomes at the grassroots level.

However, the study also concluded that the effectiveness of digital governance is constrained by several persistent challenges. These include poor ICT infrastructure, inadequate funding, insufficient digital skills among staff, resistance to technological change, and unstable

power supply. These limitations reduce the full potential of digital governance systems and create inconsistencies in implementation across different local government areas. As a result, the level of improvement in service delivery and administrative efficiency varies significantly among local government administrations.

Finally, the study established that there is a positive relationship between digital governance and administrative efficiency in Nigerian local government administration. Although the relationship is generally strong, its effectiveness depends on the level of technological readiness and institutional capacity available within local government structures. Therefore, it can be concluded that while digital governance is a viable tool for enhancing public service delivery, its success is largely dependent on addressing existing infrastructural and institutional challenges.

Recommendations

Based on the findings of this study, the following recommendations are proposed:

- i. The study recommends that local government administrations should intensify investment in ICT infrastructure to strengthen the effectiveness of digital governance systems. This includes the provision of modern computers, reliable internet connectivity, and stable power supply systems. Improving infrastructural capacity will enhance the speed, accuracy, and reliability of digital service delivery processes, thereby reducing administrative delays and improving overall efficiency.
- ii. The study further recommends that local governments should prioritize continuous training and capacity building for administrative staff on the use of digital tools and e-governance platforms. Regular workshops, seminars, and professional development programs should be organized to improve digital literacy and technical competence. This will help reduce resistance to change and ensure that staff are adequately equipped to effectively implement and manage digital governance systems.
- iii. Finally, the study recommends that government at all levels should ensure adequate funding and policy support for digital governance initiatives in local government administration. Strategic financial allocation should be made for ICT development, system maintenance, and innovation in service delivery processes. In addition, clear and consistent policies should be implemented to guide digital transformation efforts, ensure sustainability, and promote uniform adoption across all local government areas.

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