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Digitalization as a Panacea of Public Service Delivery in Nigeria: An Empirical Analysis of Selected Local Government Administration In Lagos State

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Abstract
Digitalization has emerged as a strategic mechanism for enhancing public sector efficiency, accountability, transparency, and service delivery in the modern day administration. The adoption of Digitalization model in Nigeria such as e-procurement, Integrated Payroll and Personnel Information System, Government Integrated Financial Management Information System, and E-taxation was intended to fast-track public service delivery. However, the current administration has been digitalized with the use of system of rules, policies and practices in the management of information technology. In spite the contributions of Digitalization, for effective service delivery, the nation has confronted with critical barriers including erratic electricity supply, poor internet infrastructure, widespread digital illiteracy and high costs of data. The study assesses the role of Digitalization and public service delivery with reference to selected Local government in Lagos state. The study adopted survey method and triangulated data analysis to achieve the research questions. Questionnaire was used to collect data from the respondents. Face- to-face interview were conducted with the top officials of the selected Local government area. Key documents were also reviewed. The findings of the study revealed; Lack of technological devices, inadequate, financial management skill, lack of constant power supply, and poor management of ICT service provider, and implementation of digital devices as service-delivery-driven in Local government are not considered in the conception. The study concluded that adoption of digitalization alone cannot solve public service delivery, without addressing underlying governance crisis in Local government. The study therefore recommended that, digitalization of public service delivery in Local government administration should be implemented to enhance effective public service delivery and improves productivity.

Keywords: Digitalization, Public service delivery, Local government, implementation, adoption

Introduction

Globally, digitalization age has brought revolutionary movement toward the adoption of information and communication technology (ICT) in order to transformed public and private sector into digital technologies that enhance efficiency and effectiveness in service delivery to the citizen (Ansell & Torfing, 2021). Digitalization promote high rate of efficiency and accountability with the use of ICT in the private organization which became a ray of hope for the public organization to redefined its image of inefficiency, poor performance, low productivity, lack of transparency and accountability among others (Henriette, 2022). Thus, the adoption of ICT became imperative for public sector to enhance inevitable reform that will pave ways for effective implementation in the provision of effective service delivery to the people (Fatile & Ajulor, 2014). Digitalization has repositioning public service by satisfies the people and

gaining momentum across the world not only focuses on services delivered but to meet the expectations and satisfactory of citizens (Ofoma, 2024).

The adoption of ICT in public sector has encouraged the movement from better service delivery to where the citizens serve as the primary objective of digital initiatives of government. Unlike the New Public Management that considers as a solution for administrative efficiency, digitization tools has a wider coverage that goes beyond service delivery to fulfillment of societal objectives (Ejiofor, 2024). Digitalization enhances access and sharing of information among the citizens in order to provide essential services that meet the needs of the citizens, it may not be practicable without leveraging digital tools that are springing up (Eke et al, 2022). However, it is argued by Fatile (2012) that digital operations in developing countries such as Nigeria are threatened by fraudulent and criminal activities putting personal information and security under serious attack.

Various reforms in the Nigeria public sector has taken place such as liberalization, deregulation, downsizing, right sizing, commercialization, monetization, privatization etc, are geared towards blurring the line of differences between the public and private sectors, thereby making public service delivery look more business-like (Ofoma, 2024). Low service delivery and accountability are the factors litigating efficient and effective service delivery in public (Hendricks, 2021).

The recent development in information and communication technology provides opportunities for bridging the gap between the government and the citizens. ICT provide avenue for effective interaction between the government and citizens at local levels. It also serves as a tool for eliminating barriers confronting citizens' participation in governance at local level. The Lagos State government effort in implementing digital technologies across the entire state including local government areas should be commended as it is an effort in the right direction. However, for the projects and processes to be effective and efficient there is need for appropriate coordination and streamlining. The significant role information and communication technology is playing now in Lagos State strategic business decision and the role it will continue to play in the nearest future cannot be overemphasized. This therefore puts the state in the position to make concrete and crucial decisions on what the strategic role ICT centre should be playing in the development of ICT across the state and the use for effective and efficient service delivery.

The present state of affairs in the public sector, especially at local government level appears that the variables responsible for poor performance, inefficiency, corruption and lack of transparency and accountability have not been dealt with and so the challenges still lingers. It is against this background that the researcher sought to examine the extent to which digitalization has been used to resolve the problems of ineffective public service delivery, low performance and lack of transparency and accountability in the local government administration in Lagos state.

Factors responsible for adoption of Digitalization in Lagos state public service

The relationships between people, process and technology is effectively managed by the singular most important document - the Policy which ensures business process alignment

between the different aspects of any organization. Digitalization Policy for Lagos State is therefore the most important outstanding document that effectively guides how to manage digital infrastructure and continuously align the acquisition and use of digital resources with the State's strategy (Fatile & Ajulor, 2014). This policy was adopted by the former Lagos state government Babatunde Raji Fashola led administration in May 2011.details of the digital policy below.

Table: 1

Actions	Descriptions	Action timeframe
ICT Corporate governance Structure	To enshrine governance culture that will promote leadership, ownership and responsibility	Immediate
Comprehensive assessment of ICT systems across the State	An assessment of the ICT infrastructure will ensure the determination of the available ICT resource and its capability	Immediate
Comprehensive ICT training needs assessment for the State	Training needs assessment will aid the State in determining knowledge gap and develop the right plan for training investment	
Establishing SLA process	Service level agreement will ensure that provision of ICT services meets expectation and International standard.	Immediate
Establish the mechanism that will enhance effective ICT across the State.	Systems manual and documentation will enhance effective implementation	Immediate

Source: www.Lagos state Policy ICT 2011.

Other Key Area in the Policy includes:

i. The ICT infrastructures on ground – hardware, software internet connectivity
ii. Issues, challenges and difficulties experience by users
iii. Expectations – software design and deployment to enhance performance
iv. ICT guidance within the context of Staff roles/responsibilities
v. ICT guidelines and Policy
vi. ICT Intelligent Users
vii. ICT training plan and Training Needs Analysis

An effective and efficient digital infrastructure will play an important role in ensuring that customers/users across the MDAs & Local Government within the state are provide with public services delivery that will be sustainable. Public officials in the selected three Local government areas Alimosho, Ikeja, and Ojo Local government Areas has been identified as potential digital intelligent users and it is recommended that an ICT capacity building programme be organized by most for these staff to empower them to act as catalyst for the sensitization of users on the use of ICT resources and digital policy across the MDAs & Local government area. This policy documentation defined the course or method of action to guide and determine present and future decisions. The digital Policy ensured the establishment of guidelines and procedures for the acquisition, deployment, usage, and retirement of Information Communication Technology resources in Lagos State government Ministries, Department, Agencies and inclusive of the local government area though the third tier system of government. It ensures the safety and security of Information Communication Technology resources within the State government from both internal and external threats. The policy document was produced in May, 2011 with input from

the Public Service Management (PSM) ICT subgroup which will help in establishing and strengthening good governance within the LASG and in turn ensure the provision of a world class ICT solution benchmarked against International best practice (Fatile, 2012)

Objectives of the Study

The central aim of this study is to examine digitalization as a panacea of public service delivery in selected Local government administration in Lagos state. Other specific objectives include;

i. To evaluate the performance of Local government administration in Lagos state since the adoption of digitalization on public service delivery.
ii. To examine the influence of digitalization of public service delivery on transparency and accountability in Lagos state public sector.
iii. To determine the extent to which digitalization has encouraged the participation of stakeholders in enhancing productivity on public service delivery in Lagos state.

Research Questions

The study is based on the following research questions;

i. Has the performance of Local government administration in Lagos state changed since adoption of digitalization of public service delivery?
ii. Could digitization of public service delivery influence transparency and accountability in Lagos state public sector?
iii. To what extent has digitalization encouraged stakeholder's participation in enhancing productivity in Lagos state public sector?

Research Hypotheses

The study is based on the following research hypotheses;

i. Ho; the adoption of digitalization of public service delivery has not improved the performance of Local government administration in Lagos state.
ii. Ho; digitalization of public service delivery has no influence on transparency and accountability in Lagos state public sector.
iii. Ho; Stakeholder's participation in the digitalization of public service delivery does not enhance productivity in Lagos state public sector.

Conceptual and Theoretical Orientation

Scholars conceptualized the term digitalization as an electronic system that involves the process of taking record materials electronically, stored and manipulated by a computer (Adeyemo, 2011; Ejiofor, 2024). In the view of D & Govayi (2019) connotes leveraging digital devices and digitized data. digitalization refers to the use of the adoption of information communication and technology by the public sector management to enhance accountability and ensure transparency (Ofoma, 2021). ICT as a broad based technology that comprises the application of management procedure which in turn support creation, storage, manipulation and communication information (Kudo et al, 2022). One of the most profitable ICT related businesses is the business, which according to Henriette, Feki & Boughzala (2016) provides such revenue generating services as computer education, astrology, photography and the internet.

However, he noted that a number of factors, notably business operator profile and personality, location of the business demographic factors, and services availability affect the business.

Digitalization can be viewed as a broad vision of the utilization of Information and communication technology in government businesses with the primary aim of encouraging greater participation in the state, as well as enhancing the relationship between the government and citizens (Metzger & Lindblad, 2020), where public sector connected through information technologies and performed direct contact with citizens, businesses, and other government officials.

Public Service Delivery

The term Public Service Delivery can be defined as the degree to which the services offered by public sectors align with the expectations of the citizen (Templars Law, 2022). This emphasizes the need to evaluate the level of services provided and the effectiveness to the people. High-quality service delivery connotes that the services are not only accessible and timely but also meet the desired standards of performance and customer satisfaction (Essien & Bassey, 2020). Therefore, the assessment of service delivery involves understanding the expectations of the beneficiaries (citizens) and measuring the level of actual performance against these expectations to ensure that the public's needs are adequately met (Gwadabe, 2010). In the view of Egugbo (2020) service delivery, entails a contractual relationship between the customer and the service provider. This relationship obliges the service provider to deliver services to the public in the most satisfactory manner (Ibanga, 2018). In the same vein Iheriohanma & Austine, (2020) see service delivery as fundamentally about understanding and bridging the gap between what customers expect from a service and how they perceive the service that is actually provided to them, this crucial because, it highlights the importance of meeting or exceeding customer expectations to achieve high service quality. They further elaborated on the notion of perceived service quality, emphasizing that it is derived from customers comparing their expectations with their perceptions of the service delivery. In other words, customers assess the quality of a service based on how well the actual service experience matches their initial expectations. If the service delivered meets or surpasses their expectations, the perceived service quality is considered high.

Local Government Administration

Local government system exits in every country of the world but with variations in its structures and functions. While some states operate single-tier system, where one local government exercise all the powers and perform all the functions, single- tier structural framework, where two or more local government share responsibilities for providing a range of services to the citizens in a defined area (Osakede & Ijimakinwa, 2014). The concept of local government has been given various definitions by various scholars and writers, no matter how differently the concept is defined, it focus on the transfer of political powers to local authority by involving the inhabitants in the provision of the basic needs in their respective communities (Aborisade & Arasi, 2006)

Adeyemi (2011), defined local government is government by the popularly elected bodies charged with administrative and executive duties in matters concerning the inhabitants of a particular place or district. A local government is a government at the grassroots level of

administration meant for meeting peculiar grassroots need of the people. It is the lowest unit of administration whose laws and regulations, the communities who live in a defined geographical area and which common social and political ties are subjected (Ijimakinwa & Oshunbowale, 2025).

United Nations defines local government as a political sub-division of a nation or in a federal system or state which is constituted by law and her substantial control of local affair including the power to impose taxes, or exact labour for prescribed purposes. The governing body of such an entity is elected or otherwise locally selected. Osakede & Ijimakinwa (2014) define local government as the tiers of government closest to the people which are vested with certain powers to exercise control over the affair of people in its domain.

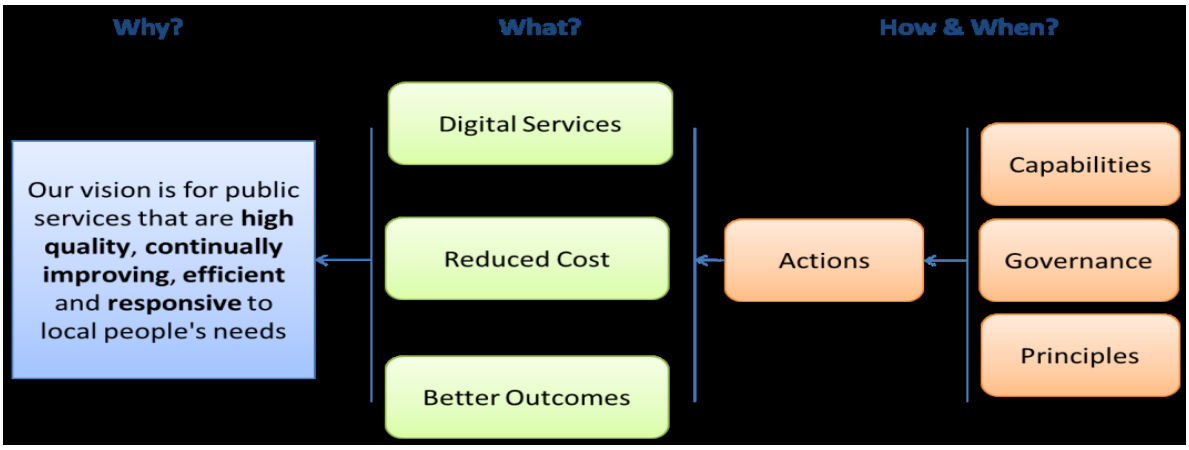
The 1999 constitution stipulates the functions and powers of the levels of government in such a way that no one level of government can single handedly perform the functions of service delivery to the people. Therefore, cooperation has become an important prerequisites for governance (Fatile and Adejuwon, 2009:10). Nigerian federalism, like other federal systems of government, is characterized with diverse ethnic groups, languages, culture, political affiliation as well as struggle for political power. The need to cater for these diverse elements and ensure service delivery at the grassroots level necessitated the creation of local government (Adeyemi, 2011).

Digitalization and Public service delivery in Nigeria; Explore the nexus

The strategy in the United Kingdom was developed in response to John McClelland's review of public sector digital infrastructure and the national strategy, '*Scotland's Digital Future – Delivery of Public Services'*. It takes the main themes and links them to the future direction of Local Government, taking into account the Christie Review and the opportunity for digital services at a time of tight financial constraints (Ofoma & Adeiza, 2023).

It imperative to note here that digital strategy is not a technology led strategy aimed at technical specialists but rather it's a strategy about how ICT can enable Local Government to meet customer demands, reduce costs and address Public Sector Reform (Oshorne, Nasi & Powell, 2021); in a nutshell how UK can provide better services. In contrast to the apparent rate of change of ICT, many of the ICT systems being used in local government are legacy systems, have been in place for many years and are still fit for purpose. This strategy aims to reflect the balance between taking advantage collectively of new opportunities in ICT at points of change and the risk and cost of moving away from existing solutions (Rodriguez et al, 2021).

The private sector also have a role to play in Local Government, their digital services have always benefited from a strong private sector input and this strategy recognizes that Councils may choose to deliver some or all of their ICT services in partnership with the private sector.It is important to note that the Local Government administration digital Strategy being employed by Lagos state government in delivering Better Services for Communities focuses on three main outcomes:
See table 2 below;



Source: www.cabinetoffice.gov.uk

Digital Services – it has been discovered that majority of citizen are expecting their public services to be available through a range of digital channels. Many people in Lagos use digital technologies daily and expect the same sort of applications to be made available in the public sector. Some apparently more complex applications, such as video conferencing, are widely available to the public and have gained acceptance across the nation. Social media such as Facebook and Twitter are established as a method of communication, often replacing printed media.

Reduced costs- ICT is a cost as well as an investment in better services as its ensure that they deliver best value by reducing the cost of their ICT infrastructure where possible, and investing in ICT where this can reduce the overall costs of their services e.g. by automating transactional processes. Osakede & Ijimakinwa (2017) report on uses of digital infrastructure in Africa identified a number of ways where they can reduce costs by working together across Local Government area and the rest of the public sector to share infrastructure and to commission and procure jointly.

Enabling Reform through ICT- The Public Sector Reform agenda is based on the four pillars of the Christie Review, i.e. prevention, place, performance and people. ICT is crucial to enabling the reform agenda, and the better outcomes that will result from it. Secure sharing of data is required by partnerships working on a locality basis, enabling the targeting of prevention activity, 'joined up' services to individuals and families by having a single 'view' of them, and also enables the efficient governance of the partnership (Ejiofor, 2024).

Theoretical Framework

Theories are sine qua non to any empirical study because they provide the latitude for analysis aimed at predicting phenomena of any research. According to Goode and Hatt (1952), theoretical orientation functions mainly to bridge the range of facts that are to be investigated. Furthermore, in an empirical theoretical base, it is necessary to develop a sound theory; in view of this, the study adopted "the efficiency services theory".

The Efficiency Services Theory, opines that the essential function of digital technologies is provide public services delivery that enhances productivity in local government administration which must be judged by the success they achieved in providing services measurable by national standards (Anderson & Torhang, 1998). The theory opined that the idea

of democratic participation does not apply to different political systems in the same manner; that it was equally false to see local government as a setting for political education and democracy. The local arena, they argue, can only succeed in breeding few national leaders. Local politics is more likely to reinforce narrow sectional interests than an appreciation of democracy (NOUN 2012). The core postulate of the Efficiency Services Theory is that the main purpose of local government is to provide services to the local people on the grounds that it was the most efficient agent for providing those services that are essentially local. The proponents argue that the efficient delivery of some local services is so compelling that if local government

Research Methods

This study adopts qualitative and quantitative method. First it reviews the literature on digitalization on public service delivery in Local government administration. The study employed the survey method of research. Primary and secondary sources were used in this study. Primary sources includes questionnaire and interview while Secondary sources are published textbooks, academics Journals, newspapers cutting, official documents and publications of the local governments which are published periodically as well as office records. The study was restricted to three selected Local government administration in Lagos state, Alimosho Local government administration, Ikeja Local government administration, and Ojo Local government administration. The choice of the three local government areas was instructive. Firstly, the dynamic process and major innovations adopted by these three local governments secondly, strategic ways of application of digital devices on public services delivery to the citizens.

The Estimated Population

The population here refers to the component of the Lagos state civil service or called; staff strength;. The study covers the whole civil service of Lagos state, and it was restricted to three Local government areas which are Alimosho Local government administration, Ikeja Local government administration, and Ojo Local government administration. The estimated population of the workers in the sampled population stood at 1,260 and a simple random sampling technique was used in selecting respondents from each of the selected local government administration with a simple fraction of 1.26% bringing the sample size to 126 (see table 3).

Table 3
Selected local government administration in Lagos state with estimated study population and Sample Size

Local Government Administration	Estimated population	Sample size
Alimosho Local Government Administration	484	48
Ikeja Local Government Administration	366	37
Ojo Local Government Administration	410	41
Total	1,260	126

Source; researchers, (2025)

Participants and procedure

The survey instruments are questionnaire and in-depth interview. The questionnaire has 15 items which were administered to a sample of 126 respondents obtained using stratified sampling technique. The satisfied sampling was used to ensure that different groups in the

population are adequately represented in the sample. The population was divided into senior and junior staff categories. Purposive sampling was employed to select specific functionaries that are critical for the study across the various local government areas in the state.

All the responded involved in the study are employees working in the various local governments in Lagos state which play a vital role in the adoption of digitalization of public service delivery in the country.

A pilot study was conducted to test the reliability of the research instrument. The research instrument was administered to three respondents drawn from Lagos state ministry of Agriculture, the result of the pilot test was subjected to Statistic Package for Social Science (SPSS) computation and the Cronbach alpha value of 0.864 was obtained (see Appendix 1). The reliability co-efficient of 0.70 or higher is considered to be appropriate in most social science research situation.

The questionnaire was attitudinal in nature and developed by the researchers. It is divided into two parts. The first part seeks demographic information such as sex, age, education qualification, marital status, and service age. The second part was measured on a five –point Likert-type scale, measuring two concepts; Digitization and public service delivery.

In-depth interview was conducted with the council's managers, deputy manager, supervisors, and senior staff of the council in each of the selected local government as well as some randomly selected staff who are the workers in the local government areas.

Secondary data were sourced from relevant textbooks, academic journals, newspaper cuttings, official documents and publications on digitization and public service delivery which are published periodically as well as office records.

Analysis of Data

The response to the questionnaire provided the basis for the following analysis. To analysis the data, descriptive statistical technique (including adjusting descriptive tables, frequency and simple percentage), factor analysis, regression analysis, and correlation coefficient were used. All the statistical analysis was conducted by using SPSS 18.0 for windows. Content analysis of responses from interview was done.

Hypothesis 1: Digitalization of public service delivery has not improved the performance of public sector organization in the selected local government administration in Lagos state.

Table 4

Factor Analysis

KMO and Bartlett's test		
KMO measure of sampling adequacy		0.124
Bartlett's test of sphericity	Approx. chi-square	2.001
	Df	36
	Sig.	0.000

Note: Source; SPSS output (2025)

A factor analysis was perfumed to identify the adoption of digitization as it will improve the performance of public sector organization in local government administration in Lagos state. The table shows KMO (Kaiser-Meyer-Olkin), measure of sampling adequacy. The rule of the thumb is that the KMO coefficient must be greater than 0.5 for sample selected to be deemed adequate. The value in table is 0.124 which confirms the suitability of the data from this measure for factor analysis. The authors also used the Bartlett's test of sphericity to determine the test of independence to know if the adoption of digitalization has improved the performance of Local government administration in Lagos state. The Bartlett's test gave a value of 0.000 which is less than 0.05, this means that the authors reject the hypothesis and accept that the adoption of digitalization has improved the performance of Local government administration in Lagos state.

Table 5

KMO and Bartlett's, test of digitalization of public service delivery has no influence on transparency and accountability in Lagos state public sector.

KMO and Bartlett's test		
KMO measure of sampling adequacy		0.321
Bartlett's test of sphericity	Approx. chi-square	1,321.32
	Df	28
	Sig.	0.000

Note: Source; SPSS output (2025)

Hypothesis 2: digitalization of public service delivery has no influence on transparency and accountability in Lagos state public sector

A factor analysis was perfumed to identify digitalization of public service as it influence transparency and accountability in local government administration in Lagos state. The table shows KMO (Kaiser-Meyer-Olkin), measure of sampling adequacy. The rule of the thumb is that the KMO coefficient must be greater than 0.5 for sample selected to be deemed adequate. The value in table is 0.321 which confirms the suitability of the data from this measure for factor analysis. The authors also used the Bartlett's test of sphericity to determine the test of independence to know if digitalization of public service influences transparency and accountability in local government administration in Lagos state. The Bartlett's test gave a value of 0.000 which is less than 0.05, this means that the authors reject the hypothesis and accept that the adoption of digitization has improved the performance of public sector in Lagos state.

Table 6: KMO and Bartlett's, test of Stakeholder's participation in the digitalization of public service delivery enhances productivity in Lagos state public sector.

Model summary				
Model	R	R square	Adjusted R square	Std.err of the estimate
Dimension	0.561	0.312	0.314	0.4523

Predictors (constant); stakeholder participation in digitalization of public service.
Source ; SPSS output (2025).

Hypothesis 3: the participation of stakeholders in the digitalization of public service delivery does not enhance productivity in the public sector.

The table depict that a positive relationship between the participation of stake holders in public service delivery enhances productivity in the public sector. The coefficient of determination (R2) is 0.312. This indicates that the participation of stakeholders in public service delivery only accounts for 31.2% of the variation in productivity in the public sector, while the remaining 69.8% in the productivity in the public sector is explained by other factors mentioned above. Also, a brief look at the adjusted R2 value of 31.4% indicates that after removing the effect of insignificant repressor (stakeholders participation in public service delivery), above about 69.6% variation in the productivity in the public sector is still not accounted for by stakeholders participation in public service delivery.

This value is low indicating that the stakeholder's participation in public service delivery inconsequentially contributes to the productivity in the public sector. This means that the style of leadership among the local government in Lagos state is not participatory enough. Since the productivity of the public sector is not attributed to the directors but also the low level managers and employees (see table 3).

Table 7

Statistical significance of Regression Analysis on stakeholder participation in the digitalization of public service delivery.

ANOVA

Model		sum of squares	Df	Mean square	F	Sig.
1	Regression	103.520	1	103.520	327.211	0.000
	Residual	224.939	711	0.316		
	Total	328.459		712		

Note; predictors (constant), stakeholder participation in digitalization of public service. Dependent variable; productivity in the public sector. Source; SPSS output (2025).

The table depicts the results of the statistical of significance of the regression analysis. This tests the null hypothesis that correlation coefficient R in the population equal 0 (Pallant, 2007). The larger the F-ratio, the more the variance in the dependent variable is explained by the independent variable. In this study, the F-ratio (ANOVA) is 327.211 thereby indicating that the model is highly significant at the 0.000 level as compared with the level of significant of 5%. This implies that the stakeholder participation in the digitalization of public service delivery enhances productivity in the public sector (see Table 4).

Table 8

T-Values of Stakeholder Participation in the digitalization of public service delivery

Coefficients					
Model	Unstandardized coefficents		standardized coefficient	T	Sig.
	B	std. error	Beta		
1 (Constant)	1.671	0.108	15.450		0.000
stakeholder Participation in digital of public ser. Delivery	0.545	0.030	0.561	18.089	0.000

Note: dependent variable; productivity in the public sector; source; SPSS Output (2025)

As revealed in the table above, the regression coefficient of stakeholder participation in the digitalization of public service delivery is 0.545 while that of the constant 1.671. These coefficients are statistically significant at 5% level. This means that stakeholder participation in the digitalization of public service delivery enhances productivity in the public sector. This assertion is correct as the t-value of stakeholder participation in the digitalization of public service delivery and the constant are well above +2 (see Table 6).

Discussion of Findings

The purpose of this study is to assess the significant contributions of digitalization in public service delivery in Nigeria with reference to the three selected local governments in Lagos State.

The finding from Hypothesis 1 revealed that digitalization of public service delivery has improved the performance of local government administration in Lagos State. The finding is in line with the view of Fatile & Ajulor, (2014) that the adoption of digital technology in local government administration in Nigeria is an attempt to overhaul public service management practice, and performance culture so as to have a professional and a well performing public service, and capacity to develop the most relevant performance objectives.

The result of Hypothesis 2 confirmed that digitalization of public service delivery has influenced local government administration in Lagos State in the area of accountability and transparency. In line with this finding of Ogwumike, (2022), stated that digitalization increased efficiency, strengthened and clarified responsibility and accountability lines, which brings about a more service oriented administration placed closer to citizens. In the view of Osakede & Ijimakinwa (2017) the major dilemmas facing local government administration in Nigeria can be linked to lack of accountability frameworks/mechanisms for executives within the civil service due to inefficiency in service delivery. They also noted that accountability framework is often taken over by the political heads and policy makers.

The result of Hypothesis 3 shows that the participation of stakeholders in the digital technology in local government administration enhances public service delivery, thereby improves productivity. This finding adds to the testament of (Adeyemi, 2011) that adaptation of ICT in local government administration led by professional technology managers is an idea antithetical to bureaucratic system. In the same vein, (Ofoma & Adeiza, 2023) noted that digitalization of public sector increases efficiency through a more encouraged and professional administration, and a more service oriented administration which placed closer attention to the citizens at the grass root. This is also in agreement with the idea of Adeyemi, (2011) that ICT policy formation should be handled by slimmed and trimmed "core executives", while policy implementation should be carried out by professional executive in the local government with considerable managerial freedom and an extensive duty to report to the core of the results of their performances.

The findings of the study reveal that there is lack of technological devices, inadequate ICT Professionals and financial management skill, lack of constant power supply, and poor

management of ICT service provider, and implementation of digital devices as service-delivery-driven in Local government areas are not considered in the conception

It is further discovered through personal interviews conducted with senior officials of these local governments that the level of corruption among the local government officials is still very high. Many officials were said to have been summarily dismissed as a result of allegation of bribery and corruption against them. For instance, some officials in Ikeja local government area often indulge in extortion from the market men and women. It has also been alleged that the officials in the department of ICT are highly corrupt.

Moreover, the findings of the study reveals that many staff could not benefited from the digitalization services being provided by these local governments, because of low internet facilities services and inadequate digital technologies.

Finally, due to scarcity of resources, many areas in the local government premises are not adequately covered in the area of provision of service delivery by the ICT. Respondents interviewed claimed that there is over-concentration of ICT facilities and service delivery on the three selected local governments against the others seventeen local government areas in the state.

Conclusion

Digitalization of public service delivery enhances productivity and promotes accountability and transparency in public sector. The adoption of digital technology in local government administration can be viewed as a strategy to address the inadequacies digitalization of governance at the local governance level and to tap the comparative cost advantages of new public management doctrines. The current mode of operations in the local government administration indeed has traces of elements such as a more "hands-on" management where more active control is visible from application of technological digital by the council managers wielding discretionary power to affect decisions, there are some explicit performance indicators in terms of connectives with the citizens, community cleanliness, street maintenance, community mobilization among others, which may suggest a focus on public service delivery. Also, the adoption of digitalization alone cannot solve public service delivery, without addressing underlying governance crisis in Local government level.

Recommendations

The study therefore recommended that digitalization of public service delivery in Local government administration in Lagos state should be implemented to enhance effective public service delivery and improves productivity. Also, there is need for the selected local government administrations to be more participatory in term of efficient service delivery to the citizens in the state. In addition, based on the findings of this study, the study recommended that more digital technologies should be created on each of the twenty (20) local government area and 37 Local Development Council Authority in Lagos state to reduce inefficiency in the operations of digital technologies, so as to pave way for effective service delivery to the people. This will encourage the participation of more workers and ICT professionals with considerable managerial freedom, and consequently improve productivity at the local governance. Cases of inefficiency of service

delivery have maligned the image of most of the selected local government areas such as low digital literacy among public servants, inadequate ICT infrastructure, poor funding, epileptic electricity, cyber security, and weak institution.

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