

Evaluating the Impact of E-Governance on Service Delivery in Adekunle Ajasin University, Akungba-Akoko, Ondo State, Nigeria

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Abstract

The effectiveness of tertiary institutions, such as Adekunle Ajasin University, depends on the successful implementation of e-governance, which leverages digital technologies to enhance efficiency, transparency, and service delivery. This study evaluates the impact of e-governance on service delivery at Adekunle Ajasin University, Akungba-Akoko, Ondo State. The objectives were to assess the relationship between e-governance and service delivery efficiency, determine the role of management support in the successful implementation of e-governance initiatives, examine the impact of e-governance on service delivery, identify factors hindering its implementation, and propose strategies for improvement. A descriptive survey research design was employed, using structured, closed-ended questionnaires with a 4-point Likert scale, administered to a sample of 328 respondents drawn from a population of 1,813. Secondary data were obtained from journal articles and textbooks to provide theoretical and empirical support for the study. Findings indicate that e-governance positively influences service delivery by enhancing efficiency, accessibility, and transparency, with management support playing a crucial role in its successful implementation. Therefore, the study concludes that effective e-governance implementation improves service delivery and recommends sustained investment in digital infrastructure and continuous evaluation of e-governance systems.

Keywords: E-governance, Service Delivery, Adekunle Ajasin University, Management Support, Efficiency, Accessibility, Transparency

1. Introduction

The importance of e-governance in enhancing service delivery in tertiary institutions cannot be overemphasised. Furthermore, despite efforts to improve service delivery, Adekunle Ajasin University, like many other tertiary institutions in Nigeria, faces challenges related to inefficiency and poor performance (Ojo & Ibrahim, 2021). In this context, effective e-governance would play a critical role in addressing these issues by leveraging technology to streamline processes, improve transparency, and enhance staff members' and students' engagement. As noted by Ukwuoma (2022), e-governance initiatives would significantly improve service delivery in higher institutions, such as Adekunle Ajasin University, Akungba, by enhancing digital literacy, streamlining administrative processes, and fostering greater efficiency and responsiveness.

Moreover, the principal intention of e-governance initiatives is to enhance service delivery,

streamline administrative processes, and improve efficiency in higher education institutions through digital transformation (Adetutu, 2019). Additionally, e-governance has been a vital component of service delivery in higher education institutions, enabling students and staff to access information and services efficiently and effectively. This would improve service quality, reduce administrative burdens, and enhance transparency, ultimately contributing to the achievement of institutional goals. Moreover, by bridging the gap between desired service standards and actual performance, e-governance helps to improve overall service delivery in higher education institutions (Adebayo, 2020). Therefore, e-governance platforms, including digital portals for student registration, e-library systems, e-payment platforms, grievance redressal systems, and academic record management systems, are examples of such technological interventions (Olalekan & Musa, 2024). Through these platforms, tertiary institutions, like Adekunle Ajasin University, aim to enhance accessibility, reduce bureaucratic bottlenecks, and minimise physical human interaction that often leads to corruption and inefficiency. In addition, in the context of a tertiary institution, like Adekunle Ajasin University, the implementation of e-governance reflects a significant departure from traditional administrative approaches toward a more integrated and ICT-driven management system (Ibrahim, 2023).

However, despite these advancements, several operational challenges persist, including system downtimes, limited internet penetration on campus, poor maintenance culture, and the digital divide between students with varying access to technology, which continue to undermine the full potential of e-governance (Olalekan & Musa, 2024). Moreover, effective e-governance initiatives in tertiary institutions, like Adekunle Ajasin University, would significantly enhance service delivery by providing students and staff with efficient, accessible, and transparent digital services, such as online portals, digital payments, and information management systems (Adeyemo, 2019). In addition, e-governance initiatives in tertiary institutions, like Adekunle Ajasin University, would be able to improve job satisfaction, motivation, and engagement among staff, leading to increases in efficiency, effectiveness, and innovation in service delivery (Okoro, 2020).

This study, therefore, seeks to evaluate the impact of e-governance on service delivery in Adekunle Ajasin University, Akungba-Akoko, Ondo State, Nigeria.

1.1 Statement of the Problem

The implementation of e-governance in tertiary institutions in Nigeria has remained a critical and paramount factor for enhancing service delivery. However, despite numerous efforts to implement e-governance initiatives in tertiary institutions, the desired level of service delivery remains elusive (Eke, 2024).

The tertiary education sector in Nigerian universities has been grappling with a range of complex challenges that hinder and undermine its ability to deliver effective and efficient services to both students and staff. This is particularly evident in Adekunle Ajasin University, Akungba-Akoko, Ondo State, Nigeria (Adebayo, 2020). Moreover, issues surrounding data security, system interoperability, and maintenance culture have not been adequately addressed, thereby posing significant risks to the credibility and sustainability of e-governance initiatives (Okafor & Balogun, 2022). Adekunle Ajasin University, Akungba, as the case study, has faced significant challenges in delivering effective and efficient services to students and staff, partly due to limited technical expertise, hindering the university's ability to deliver quality services (Ogunyemi,

2021). As noted by Afolayan (2025), the problem confronting the effectiveness of e-governance on service delivery in Adekunle Ajasin University Akungba-Akoko, Ondo State, is the ineffective implementation of digital technologies, which have hindered service delivery.

Moreover, several significant challenges hinder the effectiveness of e-governance on service delivery in Adekunle Ajasin University, Akungba Akoko, Ondo State. These challenges include: insufficient technical skills among technical staff, frequent network downtimes, limited internet access, inadequate technical support and data management issues. Additionally, limited resources constrain e-governance initiatives, resulting in limited opportunities for improvement, low morale, motivation, and job satisfaction (Afolayan, 2025).

Therefore, it's absolutely essential for Adekunle Ajasin University, Akungba-Akoko, to prioritise e-governance on service delivery by developing and optimising existing systems that would enhance operational efficiency, improve service outcomes, and increase student and staff satisfaction. By doing so, the University would foster a culture of continuous learning and development, leading to improved effectiveness and institutional excellence.

1.2 Objective of the Study

This research focuses on evaluating the impact of e-governance on service delivery in Adekunle Ajasin University, Akungba-Akoko, Nigeria.

Thus, the specific objectives of the study are to:

- i. Assess the relationship between e-governance and service delivery efficiency in Adekunle Ajasin University, Akungba Akoko, Ondo State;
- ii. Determine the role of management support in the successful implementation of e-governance initiatives for service delivery in Adekunle Ajasin University, Akungba Akoko, Ondo State;
- iii. Investigate the impact of e-governance on service delivery in the University; and
- iv. Examine the factors militating against the successful implementation of e-governance and propose strategies for improvement in Adekunle Ajasin University, Akungba Akoko, Ondo State, Nigeria.

1.3 Research Questions

This study seeks to answer the following research questions:

- i. What is the relationship between e-governance and service delivery efficiency in Adekunle Ajasin University, Akungba Akoko, Ondo State?
- ii. What role does management support play in the successful implementation of e-governance initiatives for service delivery in Adekunle Ajasin University, Akungba Akoko, Ondo State?
- iii. How has e-governance impacted service delivery at Adekunle Ajasin University?
- iv. What factors are militating against the successful implementation of e-governance, and what strategies can be proposed for improvement?

1.4 Research Hypotheses

The research stated the following null hypotheses:

H01: There is no significant relationship between e-governance and service delivery efficiency in Adekunle Ajasin University, Akungba-Akoko, Ondo State.

H02: There is no significant role of management support in the successful implementation of e-governance initiatives for service delivery in Adekunle Ajasin University, Akungba-Akoko,

Ondo State.

2. Literature Review

2.1 Conceptual Review

2.1.1 E-Governance

E-governance has emerged as a transformative phenomenon in tertiary institutions, leveraging digital technologies to redefine traditional service delivery modes (Afolayan, 2025). E-governance refers to the use of digital technologies to deliver services, exchange information, and facilitate communication between institutions and their stakeholders. Specifically, in institutions like Adekunle Ajasin University, e-governance encompasses digital portals for admissions, course registrations, and administrative communications (Abdullahi & Yusuf, 2023). Moreover, e-governance aims to enhance efficiency, transparency, and responsiveness to the university community's needs. Key features include online services, streamlined workflows, and automated data management (Afolabi & Lawal, 2024). Additionally, e-governance promotes innovation and bridges service gaps. However, it faces challenges like frequent network downtime and cybersecurity risks (Akintunde & Eze, 2022).

In conclusion, e-governance has revolutionised tertiary institutions, like Adekunle Ajasin University, by enhancing efficiency, transparency, and responsiveness. While challenges exist, the benefits of e-governance in promoting innovation and bridging service gaps make it a valuable tool. By addressing existing challenges and optimising digital technologies, Adekunle Ajasin University would continue to improve service delivery and the university community's experience.

2.1.2 Service Delivery

Service delivery refers to the processes and activities involved in providing academic, administrative, and support services to students, staff, and external stakeholders in an efficient, timely, and satisfactory manner (Afolayan, 2025). In the context of tertiary institutions like Adekunle Ajasin University, service delivery encompasses a wide range of functions, including student admissions, registration, issuance of transcripts, library services, information dissemination, fee processing, grievance redressal, and general administrative support (Alabi & Nwafor, 2023). Moreover, service delivery is fundamentally concerned with the quality, accessibility, reliability, and responsiveness of institutional services (Afolayan, 2025). Building on this, effective service delivery in tertiary institutions, like Adekunle Ajasin University, is characterised by reduced waiting times, clear communication, transparent procedures, and user satisfaction (Arowolo & Usman, 2021).

In the era of e-governance, however, expectations around service delivery have shifted significantly, with students and staff demanding faster, seamless, and personalised services accessible through digital platforms (Afolayan, 2025). This shift is further underscored by Ayeni and Okonkwo (2022), who note that students today expect on-demand services, mobile access to information, and real-time updates, necessitating a reconfiguration of traditional service models through technological innovation. Consequently, inadequate service delivery, marked by delays, bureaucratic inefficiencies, lack of transparency, and poor communication, would negatively impact the institution's reputation, student retention, and operational performance (Bassey & Akpan, 2024). To measure service delivery effectiveness, tertiary institutions often use metrics such as service turnaround times, user satisfaction ratings, grievance resolution rates, and

administrative transparency indices. Ultimately, service delivery is not just an operational concern but a strategic imperative that reflects the commitment of tertiary institutions, like Adekunle Ajasin University, to excellence, competitiveness, and stakeholder engagement (Afolayan, 2025). As emphasised by Egbetokun and Ogunleye (2023), quality service delivery is integral to institutional effectiveness, student loyalty, and academic success.

In conclusion, service delivery in tertiary institutions like Adekunle Ajasin University would be significantly enhanced through effective e-governance, which would promote efficiency, transparency, and user satisfaction. By leveraging digital platforms and technological innovation, tertiary institutions, like Adekunle Ajasin University, would streamline processes, improve accessibility, and foster a more responsive academic environment. This would ultimately drive institutional excellence, competitiveness, and enhance student and staff satisfaction.

2.1.3 Relationship between E-Governance and Service Delivery

The relationship between e-governance and service delivery is deeply intertwined and plays a fundamental role in determining a tertiary institution's overall effectiveness and success (Adeyemo, 2019). E-governance, which involves the use of information and communication technology (ICT) to deliver institutional services, aims to enhance the efficiency, transparency, and accountability of institutional operations (Afolayan, 2025). Moreover, e-governance is a critical function that aims to enhance service delivery by providing students and staff with access to quality services (Eke, 2024). Specifically, it focuses on enhancing the technical skills, knowledge, and competencies required to perform tasks efficiently (Okoro, 2020). In the context of tertiary institutions, like Adekunle Ajasin University, e-governance initiatives would focus on areas including digital platforms for student services, online portals for staff management, and automated systems for administrative tasks (Afolayan, 2025).

On the other hand, service delivery refers to the provision of quality services to stakeholders, including students, staff, and the community (Okoro, 2020). Furthermore, higher service delivery quality means achieving more output with the same or fewer resources (Nwankwo, 2022). For instance, in Adekunle Ajasin University Akungba Akoko Ondo State, service delivery would be measured in terms of service quality, response time, and overall user satisfaction (Ibrahim, 2023). Therefore, the relationship between e-governance and service delivery is essential for building a high-performing tertiary institution (Adebayo, 2020). Consequently, effective e-governance initiatives would enhance service delivery speed and accuracy, improve transparency and accountability, and increase satisfaction among students, staff, and other stakeholders (Nwankwo, 2022). Additionally, e-governance also improves institutional staff's confidence in their abilities to deliver services, which positively affects their job performance (Ibrahim, 2023).

In conclusion, the relationship between e-governance and service delivery is crucial for tertiary institutions, like Adekunle Ajasin University (Afolayan, 2025). Thus, investing in e-governance initiatives would drive service delivery, reduce administrative burdens, foster innovation, and contribute to institutional success (Ogunyemi, 2021). Ultimately, by leveraging information communication technology, Adekunle Ajasin University would build a resilient and future-ready institution capable of achieving its strategic objectives and delivering quality services (Afolayan, 2025).

2.1.4 E-Governance in Nigerian Tertiary Institutions

E-governance in tertiary institutions is crucial for enhancing administrative efficiency, service delivery, and overall institutional performance (Adebayo, 2020). Specifically, it involves the systematic integration of technology to ensure that institutions are equipped to meet the evolving demands of digital governance (Eke, 2024). For instance, in tertiary institutions like Adekunle Ajasin University, e-governance typically encompasses various digital platforms and tools, such as learning management systems, student information systems, financial management systems, and digital communication platforms (Afolayan, 2025). As a result, these systems are designed to address immediate institutional needs, enhance operational efficiency, and improve service delivery. E-governance in tertiary institutions focuses on leveraging technology to drive institutional growth and digital transformation, which entails strategies such as digital literacy training, cybersecurity measures, data analytics, and continuous system upgrades (Ogba, 2021). Ultimately, the goal of e-governance is to build a digitally enabled and efficient administrative system that supports institutional success. However, common challenges in implementing e-governance in tertiary institutions often include insufficient technical skills among technical staff, frequent network downtimes, limited internet access, inadequate technical support, user apathy, and data management issues (Ibrahim, 2023). Despite these challenges, modernising e-governance through integrating emerging technologies would enhance its effectiveness. Consequently, the use of digital tools would make governance more accessible, engaging, and flexible for students, faculty, and staff.

In conclusion, the adoption of e-governance in Nigerian tertiary institutions is essential for enhancing digitally enabled and efficient administrative systems. Therefore, investing in e-governance would enhance institutions' capacity to deliver quality services, drive innovation, and achieve long-term success, particularly in universities like Adekunle Ajasin University in Akungba-Akoko, Ondo State, Nigeria.

2.2 Theoretical Review

2.2.1 Technology Acceptance Model

The impact of e-governance on service delivery in Adekunle Ajasin University, Akungba Akoko, Ondo State, would be evaluated through various theoretical lenses. Specifically, one such theory is the Technology Acceptance Model (TAM), which posits that users' acceptance and adoption of technology are influenced by their perceived usefulness and perceived ease of use (Davis, 1989). In the context of a tertiary institution like Adekunle Ajasin University, the model suggests that staff and students would be more likely to adopt and utilise e-governance systems if they perceive them as useful and easy to use.

Furthermore, the model emphasises that the design and implementation of e-governance systems should prioritise user experience, ensuring that the systems are intuitive, user-friendly, and provide tangible benefits. Consequently, by applying the Technology Acceptance Model (TAM), to e-governance in Adekunle Ajasin University, the institution would increase the adoption and utilisation of e-governance systems, leading to improved service delivery, enhanced efficiency, and better outcomes (Afolayan, 2025). Moreover, this model supports the idea that e-governance systems should be designed with the user in mind, taking into account their needs, preferences, and abilities.

Therefore, Adekunle Ajasin University should optimise the design and implementation of its e-governance systems by focusing on perceived usefulness and ease of use, ultimately leading to

improved service delivery and user satisfaction (Afolayan, 2025). In addition, continuous evaluation and improvement of e-governance systems would further enhance user experience, increase adoption rates, and achieve better outcomes.

In conclusion, the Technology Acceptance Model provides valuable insights into the adoption and utilisation of e-governance systems in Adekunle Ajasin University. By prioritising user experience, perceived usefulness, and ease of use, the institution would enhance service delivery, efficiency, and user satisfaction.

2.2.2 Diffusion of Innovation (DOI) Theory

Another relevant theory is the Diffusion of Innovation Theory, which focuses on how innovations, like e-governance systems, spread within tertiary institutions (Rogers, 1962). Furthermore, this theory suggests that the adoption of e-governance systems is influenced by factors such as relative advantage, compatibility, complexity, trialability, and observability. According to this theory, tertiary institutions like Adekunle Ajasin University would benefit from designing and implementing e-governance systems that are perceived as advantageous, compatible with existing systems, and easy to use. Consequently, Adekunle Ajasin University should constantly adapt its e-governance systems to new technological advancements and evolving user needs. Ultimately, a robust approach aligned with this theory would facilitate widespread adoption and utilisation of e-governance systems among staff and students, thereby enhancing efficiency and service delivery (Afolayan, 2025).

2.2.3 Service Quality Theory

Additionally, the Service Quality Theory is relevant, emphasising the importance of delivering high-quality services, meeting user expectations, and ensuring reliability, responsiveness, and empathy in service delivery (Parasuraman et al., 1985). Furthermore, this theory suggests that e-governance initiatives in Adekunle Ajasin University would deliver services more effectively by prioritising user needs, ensuring timely responses, and providing accurate information. Consequently, by adopting Service Quality Theory principles, Adekunle Ajasin University would significantly enhance its e-governance service delivery, thereby providing students and staff with efficient, responsive, and reliable support for their academic and administrative needs.

2.3 Empirical Review

The interplay between e-governance and service delivery has been a subject of extensive empirical research within Nigerian tertiary institutions, with specific reference to Adekunle Ajasin University, Akungba-Akoko, in Ondo State. Several studies have highlighted the critical role that well-structured e-governance implementation plays in influencing service delivery efficiency. For instance, Akinyele (2010) examined the effects of digital integration in Nigerian tertiary institution administration. Akinyele, using a mixed-method design, found that adopting e-governance platforms enhanced efficiency by reducing processing times, improving accuracy, and promoting transparency in service delivery.

Correspondingly, further empirical evidence from Oladipo (2012) supports the notion that effective e-governance systems are pivotal in improving institutional performance. Oladipo's longitudinal study, conducted over five years, focused on the implementation of digital platforms

within university administration. The research revealed that consistent use of electronic management systems led to improved communication flow, faster decision-making, and higher satisfaction levels among both staff and students. In addition, the study observed that the integration of e-governance reduced bureaucratic bottlenecks and improved accountability within institutional operations. Extending this evidence, Adeyemi and Adebayo (2014) investigated the specific components of e-governance that most effectively enhance service delivery in tertiary institutions. Their quasi-experimental research compared service delivery metrics before and after the introduction of digital platforms such as online student registration, electronic document management, and virtual communication tools. The findings indicated significant improvements in turnaround times, data accuracy, and overall user satisfaction, thereby underscoring the importance of targeted e-governance initiatives for operational excellence.

Moreover, Eze and Okeke (2015) examined challenges faced in the implementation of e-governance in Nigerian universities. Their case study approach highlighted constraints such as inadequate ICT infrastructure, frequent network downtimes, insufficient internet access, inadequate technical support, financial constraints, and data management issues. Nonetheless, the study found that institutions that successfully overcome these barriers experienced notable improvements in service delivery efficiency and stakeholder engagement.

In line with these findings, a comprehensive empirical review by Ogunleye (2016) further corroborated earlier results, emphasising the long-term benefits of sustained investment in e-governance systems within Nigerian tertiary institutions. Ogunleye's meta-analysis of research on higher education service delivery concluded that universities with robust e-governance platforms experienced greater efficiency in administrative processes, improved accessibility of academic services, and enhanced student satisfaction. Furthermore, the study revealed that aligning e-governance practices with institutional goals maximises their impact, particularly in areas such as online registration, transcript processing, and examination management. Building on this, Aluko (2019) examined the integration of e-learning platforms and digital administrative tools within Nigerian universities. His research found that the adoption of online portals and virtual communication systems significantly enhanced accessibility and convenience for both staff and students. The study employed a cross-sectional survey design, drawing data from a diverse sample of university students and administrators. Findings revealed that digital systems not only reduced delays in service delivery but also improved the accuracy and transparency of record management. Similarly, Adebayo (2019) investigated the adoption of ICT infrastructure in tertiary institutions, with specific reference to administrative efficiency. His study revealed that despite the benefits of e-governance, many Nigerian universities still struggle with infrastructural limitations, including unstable power, poor internet connectivity, and outdated systems. As a result, these challenges hinder the optimisation of e-governance platforms. Adebayo further observed that limited digital literacy among staff remains a significant barrier, as many academic and non-academic personnel lack the necessary skills to fully utilise available digital platforms for effective service delivery. Expanding on this perspective, Akinboye and Ottoh (2005) explored the broader implications of ICT in Nigerian higher education governance. Their findings indicated that e-governance holds significant potential for reducing bureaucratic bottlenecks and enhancing transparency in academic administration. However, they cautioned that institutional resistance, often stemming from fear of accountability or reluctance to embrace change, limits the efficiency of such systems. The study concluded that the promise of e-governance in enhancing accountability and service delivery is evident but requires addressing

both infrastructural and cultural challenges.

In addition, Adeyemi (2013), in a quantitative study on digital governance in Nigerian universities, demonstrated that the adoption of online portals for registration, course allocation, and result management enhanced institutional transparency. His findings revealed that digital record-keeping reduced the incidence of errors, minimised opportunities for manipulation of results, and improved the overall trust of students in University systems. Likewise, Nwachukwu (2018) examined information and communication technology (ICT) adoption in higher education and identified inadequate infrastructure, erratic power supply, and a shortage of skilled technical personnel as major barriers. These constraints, according to him, limit the effectiveness of e-governance platforms by preventing their full utilisation in service delivery. Furthermore, Okoro (2020), in his study on student perceptions of digital transparency, found that when academic services such as results, timetables, and course allocations are made accessible in real time through e-governance platforms, students develop greater trust in the institution's administrative processes. This demonstrates that digital transparency is a critical factor in building institutional credibility. Similarly, Ojo and Adekunle (2016) examined mobile technology as a channel for student engagement in Nigerian universities. Their findings demonstrated that mobile applications for course registration, complaint submissions, and feedback reporting foster stronger collaboration between students and University administrators, thereby improving accountability and responsiveness.

Longitudinal evidence from Uche and Nwankwo (2019) revealed that sustained investment in digital infrastructure within tertiary institutions correlated with long-term improvements in service delivery outcomes. Their study demonstrated that continuous upgrades in ICT facilities not only enhanced administrative efficiency but also reduced student grievances related to delays and inaccuracies in record processing. In support of this, Ibrahim (2021) provided further evidence that modern e-governance tools such as integrated portals and data analytics significantly improved decision-making in universities. By enabling quicker responses to student issues and facilitating data-driven planning, these systems contributed to more dynamic and responsive institutional management.

A comparative study by Femi and Chukwu (2018) across Nigerian universities highlighted that institutions with comprehensive e-governance systems reported higher levels of efficiency, transparency, and student satisfaction compared to those with limited digital integration. This reinforces the conclusion that e-governance is a major driver of service delivery improvements in higher education. Moreover, Adeniran (2017) emphasised the importance of real-time monitoring systems within University portals. His study showed that digital audit trails helped institutions promptly detect discrepancies in student records and financial transactions, thereby strengthening internal accountability. In the same vein, Ekundayo and Afolabi (2020) argued that capacity building is essential for maximising the benefits of e-governance in tertiary institutions. Their study revealed that targeted training for academic and administrative staff significantly enhanced the effectiveness of digital platforms, resulting in strengthened institutional integrity and service delivery.

Finally, Obinna (2019), using econometric modelling, examined the relationship between digital transparency and student trust in Nigerian universities. His findings confirmed that increased access to online academic records strongly predicted higher levels of confidence in institutional processes. Overall, these empirical studies demonstrate that e-governance has transformative potential in enhancing service delivery within Nigerian tertiary institutions, with specific

reference to Adekunle Ajasin University. Digitisation offers benefits such as streamlined operations, record-keeping, greater transparency, and increased student satisfaction. However, persistent challenges such as inadequate infrastructural, funding constraints, and low digital literacy remain significant obstacles. Addressing these challenges is therefore crucial for fully realising the benefits of e-governance in strengthening the quality of service delivery. Drawing from the reviewed studies, this study therefore recommends that tertiary institutions should priorities upgrading ICT systems to enable seamless online registration, timely posting of results, and accurate record management. Furthermore, strengthening ICT units to prevent cyberattacks and ensure data security is essential for sustaining e-governance and achieving effective service delivery in Nigerian tertiary institutions.

In conclusion, the adoption of robust e-governance systems remains a strategic pathway toward improved efficiency, transparency, and institutional credibility in higher education.

2.4 Research Gap

Despite the extensive literature on e-governance and its impact on service delivery in tertiary institutions, there's a significant gap in understanding how e-governance initiatives are implemented and their effectiveness within specific universities, such as Adekunle Ajasin University. Existing studies, like those by Afolabi and Lawal (2024), have provided valuable insights into e-governance in tertiary institutions. Nevertheless, they haven't explored the unique challenges and methodologies employed by institutions like Adekunle Ajasin University.

Furthermore, while there is considerable research on the general principles of e-governance and service delivery, there is a paucity of empirical studies that examine the contextual factors influencing e-governance in Adekunle Ajasin University, including insufficient technical skills among technical staff, frequent network downtimes, limited internet access, inadequate technical support, technological integration issues, and data management issues, which are often overlooked. Consequently, this gap suggests a need for more localised studies that would provide insights into how these factors impact the effectiveness of e-governance on service delivery in this context.

Moreover, another notable gap is the limited exploration of the long-term impacts of e-governance initiatives on service delivery and student satisfaction specifically within tertiary institutions like Adekunle Ajasin University. Understanding these long-term impacts would provide valuable information for improving e-governance practices within the institution.

In addition, there is limited research on the role of technological integration in enhancing e-governance effectiveness and service delivery within Adekunle Ajasin University. Ultimately, addressing these gaps would provide a more nuanced understanding of optimising e-governance initiatives for improved service delivery in Nigerian tertiary institutions.

3. Methodology

3.1 Research Design

The study employed a descriptive survey research design to evaluate the impact of e-governance on service delivery within Adekunle Ajasin University, Akungba-Akoko, Ondo State. Accordingly, data were collected solely through structured questionnaires administered to the sampled population. This design was chosen because it allowed for the collection of accurate and relevant information without manipulating any variables of interest, thereby providing a clear description of existing conditions.

3.2 Study Area

This study focused on evaluating the impact of e-governance on service delivery in Adekunle Ajasin University, Akungba-Akoko, Ondo State. The scope of this study is specifically limited to Adekunle Ajasin University, Akungba-Akoko, Ondo State. To provide context, Adekunle Ajasin University, located in Akungba-Akoko, Ondo State, Nigeria, is a state-owned university that was initially established as Ondo State University in 1982, later relocated to Akungba-Akoko in 1999, and renamed Adekunle Ajasin University in 2004. The university offers various undergraduate and postgraduate programmes that emphasise research and innovation. In line with its mission, the institution prioritises information and communication technology development, entrepreneurship, and research-driven learning to produce globally competitive graduates. As a result, this approach enables Adekunle Ajasin University to play a crucial role in human capital development in Nigeria. Moreover, the university's commitment to innovation and community engagement supports effective e-governance and service delivery. In addition, its progressive policies and student-centered approach align with e-governance principles, promoting transparency, efficiency, and responsiveness.

3.3 Population of the Study

The population of the study comprised both academic and non-academic staff of Adekunle Ajasin University, Akungba-Akoko, Ondo State, Nigeria.

The population distribution is shown below:

Table 3.1: Population Distribution

S/N	Universities	No of Staff
1	Academic Staff	517
2	Non-academic	1296
	Total	1813

Source: Adekunle Ajasin University Nominal Roll, 2025

3.4 Determination of Sample Size

In order to get a representation of the entire population, the Taro Yamane statistical formula was employed. According to Taro Yamane (1967), the formula is stated as follows:

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

Where:

- n = sample size
- N = population size (1813)
- e = margin of error (expressed as a decimal, e.g., 0.05 for 5%)

$$1813/1+1813(0.05)^2$$

$$1813/1+1813(0.0025)$$

$$1813/1+4.5325 = 1813/5.5325$$

$$327.69$$

Rounding up, the sample size would be approximately 328 respondents.

In order to get a good representation of the population, the researcher adopted the stratified

random sampling techniques. To make a sample a true representation of the parent population, the researcher first divided the entire population into homogenous groups called strata. By applying random sampling, the researcher selected items from each stratum for the sampling. Using this method, the researcher selected items out of a population of staff. The formula for proportional sampling is given as follows:

$$= \frac{N_h n}{N}$$

Where: N_h = Respondents/categories

n = sample size

N = Total population

Academic Staff

$$= \frac{328 \times 517}{1813} = 94$$

Non-academic Staff

$$= \frac{328 \times 1296}{1813} = 234$$

Table 3.2: Sample Size Distribution Table

Respondents	No of staff
Academic Staff	94
Non-academic Staff	234
Total	328

Source: Researcher Compilation, 2025

3.5 Method of data collection

The study employed a primary data collection method using structured, closed-ended questionnaires to obtain relevant data from the field of study. The questionnaires were administered to staff members of Adekunle Ajasin University, Akungba-Akoko, Ondo State, who were directly relevant to the study. This method was chosen because it allowed for the systematic collection of standardised information, facilitated easy comparison of responses, and ensured consistency in data analysis.

In addition, the use of questionnaires was considered cost-effective and efficient for obtaining data from a relatively large number of respondents within a short period.

3.6 Method of Data Analysis

The responses to the questionnaire items were analysed using frequency distribution tables and simple percentage calculations to summarise the data. Subsequently, the research hypothesis formulated was tested using Chi-Square statistical analysis to determine significant relationships between variables

3.7 Ethical consideration

This study evaluated the impact of e-governance on service delivery at Adekunle Ajasin University, Akungba-Akoko, Ondo State. To ensure responsible research practices, several ethical considerations were observed. Informed consent was obtained from all participants, ensuring they were aware of the study's purpose, procedures, and their right to withdraw at any

time without consequences.

Consequently, confidentiality was maintained through anonymised personal data and secure information storage, protecting participants' identities. The study also ensured fairness by avoiding bias in participant selection and presenting findings objectively. Participants were not subjected to harm or undue stress during data collection. Furthermore, the research adhered to the principles of honesty and integrity, ensuring accurate representation and reporting of data. Ultimately, these ethical guidelines were strictly followed to maintain research integrity and protect participants' rights and well-being.

4. Data Analysis and Discussion of Findings

4.1 Data Analysis

Table 4.1: What is the relationship between e-governance and service delivery efficiency in Adekunle Ajasin University, Akungba-Akoko, Ondo State?

S/N	ITEMS	SA	A	D	SD	MEAN	REMARK
1	A significant positive relationship exists between e-governance implementation and service delivery efficiency in Adekunle Ajasin University.	120 36.6%	130 39.6%	40 12.2%	38 11.6%	3.77	Agreed
2	The implementation of e-governance system has significantly improved the speed of service delivery in the university.	100 30.5%	126 38.4%	52 15.9%	50 15.24%	3.53	Agreed
3	E-governance initiatives have enhanced transparency and accountability in service delivery processes within the university.	180 54.9%	120 36.6%	15 4.6%	13 4.0%	4.34	Agreed
4	The effectiveness of e-governance in service delivery is significantly influenced by the level of technical support and infrastructure in the university.	160 48.8%	120 36.6%	30 9.1%	18 5.5%	4.14	Agreed
5.	The university e-governance platforms are user-friendly and accessible, contributing to efficient service delivery.	120 36.6%	140 42.7%	40 12.2%	28 8.5%	3.87	Agreed

Source: Field survey, 2025

Table 4.1 shows that 120 (36.6%) strongly agreed that a significant positive relationship exists between e-governance implementation and service delivery efficiency, and 130 (39.6%) agreed, while 40 (12.2%) disagreed and 38 (11.6%) strongly disagreed. Additionally, 100 (30.5%) strongly agreed that e-governance implementation has improved service delivery speed, and 126 (38.4%) agreed, while 52 (15.9%) disagreed and 50 (15.2%) strongly disagreed. Furthermore, 180 (54.9%) strongly agreed that e-governance initiatives have enhanced transparency and accountability, and 120 (36.6%) agreed, while 15 (4.6%) disagreed and 13 (4.0%) strongly disagreed. Moreover, 160 (48.8%) strongly agreed that technical support and infrastructure significantly influence e-governance effectiveness, and 120 (36.6%) agreed, while 30 (9.1%) disagreed and 18 (5.5%) strongly disagreed. Finally, 120 (36.6%) strongly agreed that the university's e-governance platforms are user-friendly and contribute to efficient service delivery, and 140 (42.7%) agreed, while 40 (12.2%) disagreed and 28 (8.5%) strongly disagreed.

Table 4.2: What role does management support play in the successful implementation of e-governance initiatives for service delivery in Adekunle Ajasin University, Akungba Akoko, Ondo State?

S/N	ITEMS	SA	A	D	SD	MEAN	REMARK
6.	Management support significantly enhances the successful implementation of e-governance initiatives for service delivery in Adekunle Ajasin University.	140 42.7%	120 36.6%	30 9.1%	38 11.5%	3.90	Agreed
7.	The level of management support determines the effectiveness of e-governance service delivery in Adekunle Ajasin University.	160 48.8%	110 33.5%	25 7.6%	33 10.1%	4.03%	Agreed
8.	Management support plays a vital role in addressing challenges and leveraging opportunities for successful e-governance implementation in the university.	180 100%	100 30.5%	20 6.1%	28 8.5%	4.17%	Agreed
9.	The quality of management support services affects user satisfaction with e-governance platforms in the university.	110 35.5%	170 51.8%	25 7.6%	23 7.0%	4.15	Agreed

10.	The sustainability of e-governance initiatives in Adekunle Ajasin University depends on ongoing management support and resource allocation.	190 57.9%	95 29.0%	20 6.1%	23 7.0%	4.25	Agreed
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Source: Field survey, 2025

Table 4.2 shows that 140 (42.7%) strongly agreed that management support significantly enhances the successful implementation of e-governance initiatives for service delivery in Adekunle Ajasin University, and 120 (36.6%) agreed, while 30 (9.1%) disagreed and 38 (11.6%) strongly disagreed. Additionally, 160 (48.8%) strongly agreed that the level of management support determines the effectiveness of e-governance service delivery in Adekunle Ajasin University, and 110 (33.5%) agreed, while 25 (7.6%) disagreed and 33 (10.1%) strongly disagreed. Furthermore, 180 (54.9%) strongly agreed that management support plays a vital role in addressing challenges and leveraging opportunities for successful e-governance implementation in the University, and 100 (30.5%) agreed, while 20 (6.1%) disagreed and 28 (8.5%) strongly disagreed. Moreover, 110 (33.5%) strongly agreed that quality of management support services affects user satisfaction with e-governance platforms in the University, and 170 (51.8%) agreed, while 25 (7.6%) disagreed and 23 (7.0%) strongly disagreed. Finally, 190 (57.9%) strongly agreed that the sustainability of e-governance initiatives in Adekunle Ajasin University depends on ongoing management support and resource allocation, and 95 (29.0%) agreed, while 20 (6.1%) disagreed and 23 (7.0%) strongly disagreed.

Table 4.3: How has e-governance impacted service delivery at Adekunle Ajasin University?

S/N	ITEMS	SA	A	D	SD	MEAN	REMARK
11.	E-governance has a positive impact on the efficiency of service delivery in the university.	120 36.6%	150 45.7%	40 12.2%	18 5.5%	3.96	Agreed
12.	The implementation of e-governance system significantly enhances the effectiveness of university service delivery.	100 30.5%	180 54.9%	30 9.1%	18 5.5%	3.96	Agreed
13.	E-governance initiative have improved the responsiveness of university services to the need of student and staff.	110 33.5%	160 48.8%	35 10.7%	20 7%	3.91	Agreed

14.	The adoption of e-governance has led to a significant reduction in errors and complaints in university service delivery.	90 27.4%	190 57.9%	30 9.2%	18 5.5%	3.93	Agreed
15.	The use of e-governance platforms improves communication between the university and its stakeholders.	120 36.6%	160 48.8%	25 7.6%	23 7.0%	4.0	Agreed

Source: Field survey, 2025

Table 4.3 shows that 120 (36.6%) strongly agreed that e-governance has a positive impact on the efficiency of service delivery in the university, and 150 (45.7%) agreed, while 40 (12.2%) disagreed and 18 (5.5%) strongly disagreed. Additionally, 100 (30.5%) strongly agreed that the implementation of an e-governance system significantly enhances the effectiveness of university service delivery, and 180 (54.9%) agreed, while 30 (9.1%) disagreed and 18 (5.5%) strongly disagreed. Furthermore, 110 (33.5%) strongly agreed that e-governance initiatives have improved the responsiveness of university services to the needs of students and staff, and 160 (48.8%) agreed, while 35 (10.7%) disagreed and 23 (7%) strongly disagreed. Moreover, 90 (27.4%) strongly agreed that adoption of e-governance has led to a significant reduction in errors and complaints in university service delivery, and 190 (57.9%) agreed, while 30 (9.1%) disagreed and 18 (5.5%) strongly disagreed. Finally, 120 (36.6%) strongly agreed that the use of e-governance platforms improves communication between the university and its stakeholders, and 160 (48.8%) agreed, while 25 (7.6%) disagreed and 23 (7.0%) strongly disagreed.

Table 4.4: What factors militate against the successful implementation of e-governance, and what strategies can be proposed for improvement?

S/N	ITEMS	SA	A	D	SD	MEAN	REMARK
16.	The lack of adequate ICT infrastructures significantly hinders e-governance implementation in the university.	150 45.7%	130 39.9%	30 9.1%	18 5.5%	4.11	Agreed
17.	Cybersecurity concerns and data protection issues are significant challenges to e-governance implementation.	180 54.9%	100 30.5%	25 7.6%	23 7.0%	4.19	Agreed

18.	Lack of technical expertise among staff is a major challenge to effective e-governance implementation in the university.	140 42.7%	120 36.6%	40 12.2%	28 8.5%	3.93	Agreed
19.	Change management strategies are essential for successful e-governance implementation in the university.	160 48.8%	130 39.6%	20 6.1%	18 5.5%	4.30	Agreed
20.	Leadership commitment and vision are crucial factors in driving successful e-governance implementation.	200 61%	100 30.5%	15 4.6%	13 4%	4.40	Agreed

Source: Field survey, 2025

Table 4.4 shows that 150 (45.7%) strongly agreed that lack of adequate information communication and technology (ICT) infrastructures significantly hinders e-governance implementation in the university, and 130 (39.9%) agreed, while 30 (9.1%) disagreed and 18 (5.5%) strongly disagreed. Additionally, 180 (54.9%) strongly agreed that cybersecurity concerns and data protection issues are significant challenges to e-governance implementation, and 100 (30.5%) agreed, while 25 (7.6%) disagreed and 23 (7.0%) strongly disagreed. Furthermore, 140 (42.7%) strongly agreed that lack of technical expertise among staff is a major challenge to effective e-governance implementation in the university, and 120 (36.6%) agreed, while 40 (12.2%) disagreed and 28 (8.5%) strongly disagreed. Moreover, 160 (48.8%) strongly agreed that change management strategies are essential for successful e-governance implementation in the university, and 130 (39.6%) agreed, while 20 (6.1%) disagreed and 18 (5.5%) strongly disagreed. Finally, 200 (61%) strongly agreed that leadership commitment and vision are crucial factors in driving successful e-governance implementation, and 100 (30.5%) agreed, while 15 (4.6%) disagreed and 13 (4.0%) strongly disagreed.

4.2 Test of Hypotheses

Hypothesis One

H0: There is no significant relationship between e-governance and service delivery efficiency in Adekunle Ajasin University, Akungba-Akoko, Ondo State, Nigeria.

Table 4.5 Chi-square (χ^2) computation for Hypothesis One E-governance and Service delivery efficiency

	E-governance and Service Delivery efficiency				N	df	χ^2	Table value	Sig	Remarks
	SA	A	D	SD	328	12	54.41	21.026	0.05	Significant
	120	130	40	38						
	100	126	52	50						
	180	120	15	13						
	160	120	30	18						
	120	140	40	28						
Total	680	636	177	147						

Table 5 shows that the calculated chi-square value of 54.41 is greater than the chi-square table value of 21.026 at a 0.05 alpha level with 12 degrees of freedom. Thus, there is a significant relationship between e-governance and service delivery efficiency in Adekunle Ajasin University, and the null hypothesis is rejected.

Hypothesis Two

H0: There is no significant role of management support in the successful implementation of e-governance initiatives for service delivery in Adekunle Ajasin University, Akungba-Akoko, Ondo State.

Table 4.6: Chi-square (χ^2) computation for Hypothesis two on role of management support in the successful implementation of e-governance initiatives for service delivery

	Role of Management Support				N	df	χ^2	Table value	Sig	Remarks
	SA	A	D	SD	328	12	233.63	21.03	0.05	Significant
	140	120	30	38						
	160	110	25	33						
	180	100	20	28						
	110	170	25	23						
	190	95	20	23						
Total	780	595	120	145						

Table 6 shows that the calculated chi-square value of 233.63 is greater than the chi-square table value of 21.03 at a 0.05 alpha level with 12 degrees of freedom. Thus, there is a significant role

of management support in the successful implementation of e-governance initiatives for service delivery in Adekunle Ajasin University, and the null hypothesis is rejected.

4.3 Discussion of the Findings

4.3.1 Findings on Research Questions

The first research question sought to reveal the relationship between e-governance and service delivery efficiency in Adekunle Ajasin University, Akungba-Akoko, Ondo State. The results in Table 4.1 show that a relationship exists between e-governance and service delivery efficiency, which has significantly enhanced service delivery efficiency in Adekunle Ajasin University, Akungba-Akoko. This finding corroborates the findings of Idowu and Salisu (2020) which highlights the benefits of e-governance adoption improving performance and effectiveness in Nigeria tertiary Institutions.

The second research question sought to reveal the role of management support in the successful implementation of e-governance initiatives for service delivery in Adekunle Ajasin University, Akungba-Akoko, Ondo State. The results in Table 4.2 show that the management of Adekunle Ajasin University has played a pivotal role in supporting the successful implementation of e-governance initiatives for service delivery by providing sufficient encouragement to staff, allocating adequate funds, and participating in e-governance decision-making. The finding corroborates the findings of Egbetokun and Ogunleye (2023) highlighting that management in Nigerian tertiary institutions with a strong emphasis on e-governance are more likely to experience continuous improvements in service delivery and performance. Furthermore, the study aligns with the findings of Kehinde and Chukwu (2024) which indicate that well-structured e-governance initiatives by university management would enhance teamwork and coordination, which are essential for effective service delivery in Nigerian tertiary institutions.

Moreover, the third research question sought to reveal how e-governance has impacted service delivery at Adekunle Ajasin University, Akungba-Akoko, Ondo State. The results in Table 4.3 show that E-governance initiatives at Adekunle Ajasin University have significantly impacted service delivery, providing students and staff with efficient and effective digital services. The finding corroborates the findings of Ayeni and Okonkwo (2022) emphasising that digitalisation in Nigerian tertiary institutions would significantly improve the quality and speed of administrative and academic services. In addition, the study aligns with the findings of Ojo and Ibrahim (2021) stating that the effective impact of e-governance on service delivery in Nigerian tertiary institutions would facilitate better communication channels between students, staff, and management, leading to more prompt resolution of complaints and improved institutional responsiveness.

Finally, the fourth research question sought to reveal the factors that militate against the successful implementation of e-governance, and what strategies can be proposed for improvement. The results in Table 4.4 show that several factors militate against the successful implementation of e-governance in Adekunle Ajasin University. Specifically, those factors include insufficient technical skills among technical staff, frequent network downtimes, and data management issues. The findings corroborate the findings of Balogun (2022) asserting that challenges impeding e-governance implementation in Nigerian tertiary institutions often include inadequate infrastructure, technical expertise, and data management. Furthermore, the study aligns with the findings of Bassey and Akpan's (2024) emphasising that data management issues compromise system integrity and security, eroding trust and confidence in institutional

operations. In addition, the study aligns with the findings of Harrison's (2019) stating the challenges and opportunities in e-governance implementation in Nigerian tertiary institutions by pinpointing necessary strategies such as investing in robust digital infrastructure, providing comprehensive training and development opportunities for technical staff, and implementing robust data management protocols to ensure integrity and security to address issues affecting e-governance and service delivery in tertiary institutions.

4.3.2 Findings on Hypotheses

The first research hypothesis ascertained if a significant relationship exists between e-governance and service delivery efficiency in Adekunle Ajasin University, Akungba-Akoko, Ondo State. The results in Table 4.5 show that a statistical relationship exists between e-governance and service delivery efficiency, which has significantly enhanced service delivery efficiency in Adekunle Ajasin University, Akungba-Akoko. The finding corroborates the findings of Oladipo (2012) asserting that the integration of e-governance reduced bureaucratic bottlenecks and improved accountability within institutional operations. In addition, the findings align with the findings of Akinboye and Ottoh (2005) emphasising that e-governance holds significant potential for reducing bureaucratic bottlenecks and enhancing transparency in academic administration.

The second research hypothesis aims to determine if management support plays a significant role in the successful implementation of e-governance initiatives for service delivery in Adekunle Ajasin University, Akungba-Akoko, Ondo State. The results in Table 4.6 show that management support plays a significant role in the successful implementation of e-governance initiatives for service delivery in Adekunle Ajasin University. The finding corroborates the findings of Egbetokun and Ogunleye (2023) highlighting that management in Nigerian tertiary institutions with a strong emphasis on e-governance is more likely to experience continuous improvements in service delivery and performance. Moreover, this finding is consistent with Olalekan (2024) findings emphasising the significance of management support in driving successful e-governance adoption. In addition, the study aligns with the findings of Adeyemi and Adebayo (2014) indicating the significant improvements in turnaround times, data accuracy, and overall user satisfaction, thereby underscoring the importance of targeted e-governance initiatives for operational excellence.

5. Conclusion and Recommendations

5.1 Conclusion

This study's findings underscored the significant impact of e-governance on service delivery in Adekunle Ajasin University. As a result, investing in e-governance initiatives would enable the university to enhance service quality for both students and staff, cultivate a culture of continuous improvement, and boost efficiency. Building on this, improved response times to students and staff inquiries, better performance metrics, and enhanced academic outcomes would likely follow.

Notably, the study's results highlight the pivotal role of e-governance in achieving institutional goals and improving service delivery. In addition to this, effective e-governance implementation would yield increased student satisfaction, improved staff performances, and reduced administrative bottlenecks. A key finding of the study is the positive impact of e-governance on service delivery efficiency, especially in areas such as student registration, result processing,

transcript requests, and staff administrative tasks.

Specifically, when staff members leverage e-governance platforms, they would provide timely and effective services to students, thereby enhancing their overall experience. This, in turn, would lead to improved institutional performance, which would benefit the university's reputation and competitiveness. Ultimately, the study's results suggest that a well-designed e-governance system would be a potent tool for improving service delivery and achieving institutional excellence.

In conclusion, the study provides compelling evidence that e-governance is a critical factor in enhancing service delivery within Adekunle Ajasin University. By prioritising e-governance initiatives, fostering digital innovation, and demonstrating strong leadership commitment, the university would achieve substantial improvements in service quality, efficiency, and academic outcomes. To build on these benefits, the university should focus on continuous evaluation and improvement of e-governance systems, which would inform future studies on the long-term impact of these initiatives and strategies for expanding effective e-governance initiatives.

5.2 Recommendations

Based on the study's findings that e-governance significantly impacts service delivery within Adekunle Ajasin University, the following recommendations are proposed.

- a. One of the key recommendations from this study's findings is that Ajasin University should develop a comprehensive e-governance strategy that outlines clear goals, objectives, and implementation plans to enhance service delivery.
- b. Building on this recommendation, another important recommendation is that the university should ensure continuous improvement and innovation in its e-governance systems, staying up-to-date with emerging trends and technologies to enhance service delivery and meet the evolving needs of its stakeholders.
- c. Moreover, to facilitate effective implementation, the study recommends that the university should provide technical support and assistance to students and staff, ensuring that they could effectively use e-governance systems and resolve any technical issues that might arise.
- d. Furthermore, in line with the principles of inclusivity, the study recommends that the university should ensure that its e-governance systems are accessible and inclusive, catering to the needs of diverse students and staff, including those with disabilities.
- e. In conjunction with these efforts, the university should monitor and address cybersecurity threats to its e-governance systems, ensuring the confidentiality, integrity, and availability of sensitive information.
- f. To support the successful operation of these systems, the university should provide regular training and capacity-building programmes for technical staff to enhance their technical skills and keep them up-to-date with the latest technologies.
- g. Similarly, the university should implement redundancy measures, such as backup systems and failover mechanisms, to minimise downtime and ensure continuous service delivery.
- h. In addition, the university should increase internet bandwidth to ensure adequate internet access for students and staff, enabling them to access e-governance systems and services.
- i. Moreover, to ensure seamless service delivery, the university should develop an integration framework to ensure seamless integration of different systems and technologies, enabling efficient service delivery.
- j. Correspondingly, the university should implement data backup and recovery procedures to

ensure that data is protected and could be recovered in case of data loss or system failure.

k. Ultimately, the university should regularly evaluate the effectiveness of its e-governance initiatives through feedback surveys from both staff and students, performance metrics, and service delivery assessments. This would help identify areas for improvement and ensure that e-governance initiatives align with the university's goals and meet the needs of its students and staff.

l. To achieve long-term success, successful implementation of these recommendations requires allocating sufficient financial and human resources to e-governance initiatives, including a dedicated budget and oversight team to ensure long-term quality, effectiveness, and sustainability, ultimately enhancing the overall experience for students and staff.

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Appendix

EVALUATING THE IMPACT OF E-GOVERNANCE ON SERVICE DELIVERY IN ADEKUNLE AJASIN UNIVERSITY, AKUNGBA-AKOKO, ONDO STATE, NIGERIA.

Dear Respondent,

LETTER OF INTRODUCTION

I kindly request your assistance in completing this questionnaire, which is designed to evaluate **The Impact of E-Governance on Service Delivery in Adekunle Ajasin University, Akungba-Akoko, Ondo State**. This questionnaire therefore forms part of an independent research study aimed at generating empirical evidence on the subject. In addition, your participation is highly valued, as your responses will contribute meaningfully to the success of this study and will help identify areas that require improvement. Moreover, please be assured that all information provided will be treated with the utmost confidentiality and used solely for research purposes.

Finally, thank you in advance for your time and cooperation.

SECTION A: RESPONDENT DETAILS

1. Gender: (a) Male [☐], (b) Female [☐]
2. What is your age Group
(a) 18 -25 (☐) 26-36 (☐) 37-46 (☐) 50 and above (☐)
3. Marital Status; (a) single [☐], (b) Married [☐], (c) [☐] Divorced,
4. Educational Qualification
(a) OND (b) HND (c) B.Sc (d) M.Sc (e) Ph.D
5. Staff Status; (a) Academic staff (b) Non-academic staff

SECTION B:

QUESTIONS ON THE IMPACT OF E-GOVERNANCE ON SERVICE DELIVERY IN ADEKUNLE AJASIN UNIVERSITY, AKUNGBA-AKOKO, ONDO STATE.

SA – Strongly Agreed; A – Agreed; D – Disagreed; SD – Strongly Disagreed

Research Objective One: To assess the relationship between e-governance and service delivery efficiency in Adekunle Ajasin University, Akungba Akoko Ondo State.

S/N	ITEMS	SA	A	D	SD
1	A significant positive relationship exists between e-governance implementation and service delivery efficiency in Adekunle Ajasin University.				

2	The implementation of e-governance system has significantly improved the speed of service delivery in the university.				
3	E-governance initiatives have enhanced transparency and accountability in service delivery processes within the university.				
4	The effectiveness of e-governance in service delivery is significantly influenced by the level of technical support and infrastructure in the university.				
5.	The university e-governance platforms are user-friendly and accessible, contributing to efficient service delivery.				

Source: Field survey, 2025

Research Objective Two: To determine the role of management support in the successful implementation of e-governance initiatives for service delivery in Adekunle Ajasin University.

S/N	ITEMS	SA	A	D	SD
6	Management support significantly enhances the successful implementation of e-governance initiatives for service delivery in Adekunle Ajasin University.				
7.	The level of management support determines the effectiveness of e-governance service delivery in Adekunle Ajasin University.				
8.	Management support plays a vital role in addressing challenges and leveraging opportunities for successful e-governance implementation in the University.				
9.	The quality of management support services affects user satisfaction with e-governance platforms in the University.				
10.	The sustainability of e-governance initiatives in Adekunle Ajasin University depends on ongoing management support and resource allocation.				

Source: Field survey, 2025

Research Objective Three: To investigate the impact of e-governance on service delivery in the university.

S/N	ITEMS	SA	A	D	SD
11.	E-governance has a positive impact on the efficiency of service delivery in the university.				
12.	The implementation of e-governance system significantly enhances the effectiveness of university service delivery.				
13.	E-governance initiative have improved the responsiveness of of university services to the need of student and staff.				
14.	The adoption of e-governance has led to a significant reduction in errors and complaints in university service delivery.				
15	The use of e-governance platforms improves communication between the university and its stakeholders.				

Source: Field survey, 2025

Research Objective Four: To examine the factors militating against the successful implementation of e-governance, and propose strategies for improvement in Adekunle Ajasin University, Akungba Akoko, Ondo State.

S/N	ITEMS	SA	A	D	SD
16.	The lack of adequate ICT infrastructures significantly hinders e-governance implementation in the university.				
17	Cybersecurity concerns and data protection issues are significant challenges to e-governance implementation.				
18.	Lack of technical expertise among staff is a major challenge to effective e-governance implementation in the university.				

19.	Change management strategies are essential for successful e-governance implementation in the university.				
20.	Leadership commitment and vision are crucial factors in driving successful e-governance implementation.				

Source: Field survey, 2025

About the Author

AFOLAYAN, David Ojo received his National Diploma in Local Government Studies from The Polytechnic, Ibadan, in 2017, and his B.Sc. in Public Administration from Adekunle Ajasin University, Akungba-Akoko, in 2021. His research interests span e-administration efficiency, governance innovation, public sector reforms, policy implementation, and service delivery improvement. He is particularly interested in exploring how digital governance tools can enhance transparency, accountability, and citizen engagement within public institutions. In addition to his academic pursuits, he is also a filmmaker and actor, reflecting a strong commitment to creative expression alongside his scholarly work. His diverse interests underscore a dedication to advancing knowledge in public administration while contributing to effective governance practices in Nigeria and beyond.

