

## **Assessing the Implementation of E-Government on the Performance of Nigerian Immigration Service Headquarters, Abuja**

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### **Abstract**

*The importance of implementing e-Government in an organisation cannot be overestimated as it plays a major role in offering direction, control and purpose towards achieving goals of the organisation within a limited time. This study is designed to assess the implementation of e-Government on the performance of Nigerian Immigration Service Headquarters Abuja. The work adopted a survey method while its theoretical framework is Systems Theory. After which it was discovered that the effects of e-Government on the accountability of Nigerian Immigration Service Headquarters Abuja has enhanced operations of the service as the adoption of e-Government improved service delivery. Although, Cyber-crime and inadequate manpower to manage the service has been the factor militating against the use of e-Government for service delivery in the organisation. The study suggested that Nigerian Immigration Service should upgrade its current e-Government plan by providing the necessary infrastructure that will aid the successful implementation of the policy in the organization, which will help it improve on its digital and internet access among staff and the general public in order to continue achieving their organisational goals which will further enhanced the operations of the service.*

**Key-words;** *e-government, accountability, immigration service, performance and efficiency.*

### **Introduction**

In the history of modern civilization, the internet has introduced enormous opportunities that have had a basic effect on the human society. Right from the history of human existence, there has not been any other technology that has touched so many lives in such a short period of time like this. During the rapid rise in U.S. technology stock, equity valuations that was fuelled by investments in internet-based companies during the bull market era, an experiment was conducted using the associated business models and democratization of the technology in the late 1990s which provided a massive knowledge base on leveraging the internet for the greater good and well-being of the human kind. Most organizations around the world are currently adopting and others have already adopted the technology not just to boost their organisational efficiency and productivity but to create and develop models that will ease the processes of doing business within and around the world in general.

The last two decades have witnessed a revolution in information and communication technologies and the convergence of many independent technologies. The linking up together of the internet with corporate and personal computers and mobile phones are basically changing and impacting positively on human life – affecting the way we communicate, transact business, work, learn and interact for the common good of all. Governments at all levels around the world are recognizing, employing, harnessing and utilizing the value of these technologies and applying them based on a platform known today as ‘e-Government’ (Mohammed, 2017).

e-Government is becoming a fundamental reform tool for enhancing service delivery and boosting performance especially in developing countries like Nigeria, where public organisations face resource constraints in their delivery of public services to its citizens. Despite the importance of Information Communication Technology (ICT), inadequate infrastructural facilities have been recognised to be one of the major challenges for e-Government, whilst the developing countries have low IT literacy level compared to the developed countries. Thus, with the evolving change in the global world in terms of internet there is need for developing countries to meet up with technological advancement towards enhancing organizational performance and efficiency. The general application and use of internet technology as a platform for exchanging information towards providing services and transacting with citizens, businesses, and other arms of government is referred to as e-Government (e-Government or e-gov) (UN e-Government survey, 2004, 2005, 2008). In order to improve external and internal efficiency, e-Government may be applied by the legislature, judiciary, or administration for proper delivery of public services, or processes of democratic governance. The primary delivery models for pushing and transferring information over the internet to which effective interaction and communication can occur within and outside the organization are between Government-to-Citizen or Government-to-Customer (G2C), (In this model, users can engage in dialogue with agencies and post problems, comments, or requests to the agency); governance (for example: online polling, voting, and campaigning) Government-to-Business (G2B) conducting transactions (for example: Lodging tax returns, applying for services and grants); and Government-to-Government (G2G) two-way communications between the agency and the citizen, a business, or another government agency and Government-to-Employees (G2E) (for example: regulatory services, general holidays, public hearing schedules, issue briefs, notifications, etc.).

The implementation of e-Governance in Nigeria can be traced to the formulation of the Nigerian National Information Technology (NNIT) policy in the year 2000; which has ushered in to the society a great wave of technological advancement and innovations as well as government reinvention that has never been seen before in the country. Thus, the importance of e-Government on public sector cannot be taken for granted, nor can it be underestimated. In fact, the benefit of e-Governance to the operation of Nigeria's public sectors is not in doubt. This is because the motive behind the introduction of the policy was to make Nigeria an Information Technology (IT) capable country in Africa and a key player in the information society and also use IT for enhancing its educational standard; creation of wealth; poverty eradication; job creation; governance; health; agriculture among others (NITP, 2000).

Since the extraction of the Nigerian Immigration Service from the Nigeria Police Force (NPF), it has undergone numerous transformations. During that time, it was known as the Immigration Department which had the responsibility of all immigration duties and equally inherited the Immigration Ordinance of 1958 for its operation under the headship of the Chief Federal Immigration Officer (CFIO) and the first to sit on that chair was in the person of Mr. E. H Harrison. Thus, the department in its emergent stages had a narrow operational scope and maintained a low profile and simple approach in attaining the desired goals and objectives of government. During this period, only the Visa and Business Sections were set up (Nigeria Immigration Service, 2019).

The Service embraced the use of ICT in its operations with the introduction of the Machine Readable Passport (MRP) in June 1998 and the Combined Expatriate Residence Permit and Aliens card (CERPAC) in 2001. Since then, it has continued to take giant strides in the use of ICT in its processes and operational procedures, notably the introduction of online payment for its facilities which opened the way for the e-revenue collections in Nigeria, thereby becoming the pioneer government agency to embrace e-payments (Nigeria Immigration Service, 2019). Also, the NIS introduced the e-Passport on May 17<sup>th</sup>, 2007 under the leadership of the then CGI CJ Udeh OFR, thereby putting the Federal Republic of Nigeria on the pages of history as the first country in Africa to introduce the e-passport and among the first countries in the world to do so. The use of the e-passport has become a major tool in the fight against trans-border criminality as it contains the biometric details of holders thus making multiple acquisition and identity theft difficult. In due recognition of Nigeria Immigration Service's stride, International Civil Aviation Organization (ICAO)

the global body that regulates standards for travel documents admitted Nigeria into its Board as the sole African representative in 2009.

However, despite the importance of the policy which was meant towards making sure public sector organisations provide expected services to citizens in a way that is effective, systematic, efficient and cost effective focusing more on the adoption and implementation of Information and Communication Technology (ICT) in its day to day activities, this does not seem to be the case. As such, developing an e-Government system is influenced by the internal and external environments. It does not only depend on the resources available, but also relates to the political will of the government to develop it. However, this means that e-Government system should not only be advanced and sophisticated, but, the most important, it should be customer oriented as it involves the use of the Information Communication Technology (ICT) to ensure that government services are delivered to its target population in a much more free, convenient, customer oriented and cost effective as well as efficient way, and that is why this study is designed to assess the implementation of e-Government on the performance of the Nigerian Immigration Service Headquarters, Abuja.

### **Statement of the Problem**

One of the primary purposes of government is to improve quality of life of citizens and to do this, ministries, departments and agencies are established to provide services to the people. For the citizen, a Public Agency like the Nigerian Immigration Service has a social obligation to render services and therefore have a legitimate expectation to provide good services without a commercial motive. Because of the nature of service that they are meant to provide, public sectors have no real competition and the citizen has no choice but to use government services.

Although the implementation of e-Government existed in some organization and agencies in Nigeria sometimes before now, problems of effective service delivery and proper policy implementation still exist (Chukwuemeka, Ubochi, & Okechukwu 2017). Also, the rate of utilization of e-Government services in the organisations is very low which may be associated with cyber-crime, inadequate manpower to manage the services and poorly managed e-services programme in the organisations, shortage of finance, untrained personnel and lack of effective policy framework, among others. To make it worse, no study appears to have been undertaken in Nigeria Immigration Service Abuja Headquarters to assess the implementation of e-Government on the efficiency of the organization.

As such, the researchers intend to put this in questions form thus; what are the effects of e-Government on the efficiency of Nigerian Immigration Service Headquarters Abuja? and what are the factors militating against the use of e-Government for service delivery in Nigerian Immigration Service, Abuja?

### **Objectives of the Study**

Specifically, this study attempts to use the following objectives.

- i. To find out the effects of e-Government on the accountability of Nigerian Immigration Service Headquarters Abuja.
- ii. To assess if the adoption of e-Government improved service delivery in the Nigerian Immigration Service, Abuja.
- iii. To identify the challenges of the implementation of e-Government in the Nigerian Immigration Service, Abuja.

### **Conceptual Framework**

#### **Concept of e-Government**

The term e-Government has no single, acceptable definition and attempt at doing so has always been shrouded with disillusion. Certainly, it would arise some interest considering the influx of technologies around it. Thus, e-Government may be seen as the application of Information Communication Technology (ICT) by public or government agencies and organisations to improve/upgrade efficiency, performance,

productivity and effectiveness, create transparency and accountability of information and means of doing business within government, between government and government agencies as well as private organisation at national, state and local levels (Mohammed, 2017).

In the words of Ayo (2014), e-Government is all about the application of information communication technologies in the workplace to “increasing transparency, improve accountability, increased scrutiny, taking out hierarchies, changing working practices, changing cultures, changing behaviours and about radically changing power structure by making power more diffused and less concentrated among a small political and administrative elite. Worrall (2011) sees e-Government as the process of transformation, delivering services effectively, efficiently and perfectly well without any form of obstruction, developing new forms of communication and transactions between government and the citizens by enhancing quality of lives and the living standard of the people through economic development and national integration.

The World Bank (2013) define e-Government as the application and use of Information Technologies as well as internet by Government and Private Organisations as a way of transforming effective relations between citizens, businesses, and other arms of Government within and outside the country.

Ibidapo-Obe (2013) sees e-Government as the use of Web technologies, both internally (intranet) and externally (internet), to increase relationship, accountability, transparency, performance and efficiency. Intranet can be seen as the Computer Network-Based Protocols belonging to an organization, mostly a corporation or agency, which can only be access by the organisation’s staff, employees, members or others with authorization while internet on this hand is a Global Network of Interconnected system and computer networks that use standard protocol suite and channels to link and connect several billions devices worldwide for proper communication of information. However, internet is a network that comprises of several millions of public, private, national and international agencies, academic, business and government networks of local to global scope, linked by a broad array of electronic and optical networking technologies. As such, to ensure proper implementation of e-Government policy and platform in an organisation, both the intranet and internet Web technologies are expected to be installed and properly managed in the environment. Therefore, e-Government has been seen to have four primary delivery tracks namely: Government-to-Citizen or Government-to-Customer (G2C); Government-to-Business (G2B); Government-to-Government (G2G); and Government-to Employee (G2E) (Adeyemo, 2011). This delivery tracks are also known as the models of e-governance, which refer to the interaction that exist between and among government, citizens, business, employees and Non-Governmental Organisations (NGOs) respectively (Ayo, 2009; Rabaiah & Vandijct, 2011).

### **Nigerian Immigration Service (NIS) e-Government Implementation**

The Nigerian Immigration Service monitors the entry and exit activities of both Nigerian citizens and foreigners. It also investigates, inspects, screens, enforces and detects aliens (Nigeria Immigration Services, 2015). In addition, it implements e-government services to provide an online payment facility for new passports within Nigeria and abroad. It also ensures that visas, changes of name and wedding registrations as well as certification processing are performed only in the Nigerian Immigration Service offices located in Nigerian High Commissions abroad. Mundy and Musa (2010) identify that the Nigerian Immigration Service has enhanced immigration transactions, making the processes followed run more smoothly. These authors (2010) further state that the Nigerian Immigration Service e-Government tool provides opportunities to enhance interactivity between the government, and citizens and non-citizens. Although scholars have commented upon e-government practices in Nigeria – for example, Fatile (2012) argues that e-Government practices in Nigeria face major threats concerning personal privacy, the possibility of fraud and crime, unsecure cookies and unauthorised of towards personal information.

The government of Nigeria utilises its e-Government services principally to deal with public affairs and transactions (Aneke, 2009). Both citizens and non-citizens access the Nigeria Immigration e-Government services. The e-Government website offers information and supports transactions. The Nigeria Immigration Service (NIS) controls and monitors entry and exit activities in the country; if a user wishes to move in and

out of Nigeria, they must use the service. The Nigerian Immigration Service has developed its e-services to support information distribution among citizens, form processing and financial transactions, including online payment for new passports, passport renewals, visa applications and processing as well as the processing of various other entry permits (NIS, 2012). The Nigerian Immigration Service e-Government service is the focus of this study as despite the potential value of e-Government services in Nigeria there is very little research that considers user experiences of e-Government services in Nigeria. It is essential to develop deeper insights into the factors that affect users' perceptions of the NIS e-Government experience.

### **Determinants of e-Government**

For e-government to be effective there are determinants that make it possible to include the following;

#### **People**

It is the people that drive e-Government implementation and control the application of the Web technologies within and out of the organization, which has adverse impact on their day today activities. The need for this skill and technical knowledge is an important support needed for e-Government to thrive in Nigeria and assist in the reformation of the public sector (Mohammed, 2017). The availability of appropriate skills is central for successful e-Government implementation.

#### **Resources**

For effective administration of e-Government in an organization, the resources need of that establishment must be addressed in order to make the technology to flourish in an effective and efficient manner towards achieving the set goals it was implemented for in the first place. However, financial matters are critical to any e-Government implementation and lack of it spells doom for the organization (Mohammed, 2017).

#### **Technology**

Technology is paramount for the implementation of e-Government because it is the flesh and blood upon which e-Government process operates (Mohammed, 2017).

#### **Process**

Process here implies the series of activities being done by actors in the e-Government chain. It is the process that drives the e-Government machine.

### **Stages of e-Government Development**

The development of e-Government has been identified to involve a number of functional growth stages. Over the years various models have been developed for the smooth operation and implementation of e-Government services (Benchmarking e-Government, 2002; 2003; Kaaya, 2004) Okot-Uma and Rogers, 2004). In view of the above the United Nations e-Government global survey saw the need for a suitable model to link the development of e-Government. To this effect, they put together a five-stage e-Governance model (UN e-Government survey, 2004, 2005; 2008), these are:

#### **Emerging/Birth Stage:**

This stage is considered the birth and first part of e-Government development which is characterized by the existence of being presence on the Internet. During this emerging and birth stage, the internet sites are yet to be in use as such, they are rather static in nature and are only developed to provide general information for the concerned organization or agencies (Mohammed, 2017).

#### **Enhanced/Growth Stage:**

In this second phase of e-Government development, a country's online presence begins to grow and expand which could be seen from the number of official websites in the organization keep increase, with more attractive, dynamic and specialized informational content that is frequently updated for the common good of all. At this growth phase, communications are not solid but locally as information moves only from

government to citizen. Except for some few cases, where governmental agencies are charge with the responsibility of updating and posting of important information on the official website (Mohammed, 2017).

**Interaction:**

This is the third phase and stage of e-Government development that involves Web sites that provide search capabilities, host platforms to download, and provide links to important sites. This phase allows the general public to get access to important information online, but also, it requires regular visit to a government office that control the sites in a bit to complete the needed task.

**Transaction:**

This is the fourth phase of the e-Government development stage that deals with two-way communication between the governments its agencies and the citizen. Being a business sites, it enables the general public to conduct/transact and complete entire tasks online. This phase provides a gateway that connects governmental service to the public at any time. The coming of this stage eliminates the challenges experienced in the past, when the public needed to do their land registration or the renewal of ID cards which required long waits, confrontation with stifling bureaucracy and the occasional bribes. However, this phase is developed to build self-service applications for the public to access direct link online.

**Transformation:**

Mohammed (2017) sees this fifth stage as the most sophisticated and complex level in the online e-Government initiatives and development phase. It involves the modification and smooth delivery of governmental information and services to the general public and employees through wireless access device.

**The Development of e-Government in Nigeria**

The development of e-Government includes among others the commercial paradigm, government regulatory paradigm and cloud computing paradigm.

**The Commercial Paradigm**

The use of the commercial paradigm in e-government and e-democracy has been used by many governments to promote the use of ICT for purposes of public administration and delivery of services.

A lot of reference in e-government is drawn from the commercial paradigm where the citizens are given the customer focus as it has led to the development of many business models in the world today. It is basically the buying and selling of goods and services or other commodities through the use of ICT (Mohammed, 2017).

**e-Government Regulatory Paradigm**

The new e-Government regulatory paradigm views governments as charged with the responsibility of regulating e-commerce, maintaining citizen privacy rights, managing intellectual property rights, facilitating security of computer systems and developing consistent regulatory frameworks that can be harmonized with other governments (Hoffman 2011). There is need for governments to protect the citizens against fraudulent e-commerce schemes such as pyramid schemes, gambling and international lottery schemes, investment, credit and security scams, online auctions and erotic services all available on the internet.

**Cloud Computing Paradigm**

The cloud computing paradigm provides a convenient pay-per-use model enabling online access to a shared pool of configurable computing resources such as networks, servers, applications and other IT services on a need basis as stated by Arvind and Harman (2011). This new paradigm of e-government provides a large eco-system comprising of many models, vendors and market niches that allows users to access tailor made computing solutions. Through cloud computing governments can procure software and other IT infrastructure on demand thus avoiding unnecessary investments (Guru, & Anand (2009).

### **Benefits of e-Government**

The overall benefit of e-Government cannot be listed as it is a platform that provides information communication technologies from the government, its agencies to the general public in order to improve services like; education, health care, and security as well as providing job opportunities among others. The World Bank (2016) and Transparency International, (2016): listed some benefits of e-Government to include;

1. Efficiency.
2. Customer focus.
3. Policy outcome.
4. Economic objectives.
5. Public reforms.
6. Accountability.
7. Effective service delivery.
8. Professionalism.
9. Transparency.
10. Trust and citizen engagement among others.

### **Empirical Review**

A review on the work by Mubaideen (2006), whose study aimed to identify the impact of e-Government in the provision of services to the public in Saudi Arabia and tested the impact of the application of e-Government in raising the adequacy and effectiveness of government. This study adopted a random sample of employees of middle and upper ranks and the sector of information systems in public institutions in Saudi Arabia, reaching (300) employees. The researcher adopted the statistical questionnaire tool in the collection of data and then processing, analysis and testing the research hypotheses. The study reached a set of results and among the most important was that there is a correlation between applying the e-Government and increasing the efficiency of the government and its effectiveness in service delivery.

A study conducted by Emma, Elom, and Elizabeth, (2017) examined the effect of e-Government on service delivery in Federal University Ndufu-Alike Ikwo, Ebonyi State Nigeria. This work is in consistent with our first objective of the study, although, descriptive research design was adopted to guide the study, two hypotheses were formulated and tested; and Chi square non-parametric statistics was used to test the hypotheses. The study revealed among other things that e-Government has strong positive effect on service delivery by enhancing the performance of workers. This is because the use of ICT in work-related activities reduces waste of time, delays and mistakes on the part of workers in the discharge of their duties. Based on this, recommendations were made major among them is that the Institution should improve on the current ICT infrastructure and strategy and continue to improve on the internet access and digital divide among staff in order to continue achieving their organizational goals.

Ugochukwu and Lawrence (2015) conducted a study on e-Governance, its implementation and challenges in the Nigerian Public Service. e-Governance has become one of the reform tools geared towards effective public service delivery, which is premised on the assumption that the appreciable use of Information and Communication Technologies (ICT) method in the day-to-day activities of government will bring effective service delivery. However, there are lots of challenges that hamper the effective implementation of e-governance in Nigerian public service. It is based on this, that this article identifies some of the challenges to e-governance implementation in Nigerian public service. Although, no robust statistical analysis was done, as the article relied on archival analysis of relevant literature on the subject matter and inferences drawn from it. Based on its findings, it was concluded that e-governance remains the best in encouraging transparency and accountability in government business. The paper therefore, recommends that, government should be more committed to the implementation of e-governance as well as embark on adequate enlightenment about the concept.

The work of Abdulrazaq (2015) was on the Challenges of e-Government Implementation in the Nigerian Public Service. That the concept of e-government began in the early 1990s which is the use of information technology to improve governance, promote efficiency and effectiveness in the delivery of public service. In the year 2000, the Federal Government of Nigeria recognized the need to transform the public service into the modern-day system through the use of information technology. This was necessitated by the urgent need to improve public service delivery, ensure transparency, make government accessible, and ensure that information dissemination to the public is in real time. This study explored the hurdles faced by public agencies in materializing the government's e-government vision and found that despite the government investing hugely in the ICT to realise the objectives stated in the policy document, minimal progress had been achieved. The lack of massive success can be attributed to infrastructural gap, power failure, digital divide, low ICT literacy level, theft and vandalization of ICT equipment, privacy and security.

### **Gap in the Literature Review**

By and large, previous studies fail to accord the desired place of e-government in the Nigerian public sector. Instead, all seem to place emphasis on effect of e-government on service delivery, Impact of e-Government system on public service quality, contextual factors affecting the implementation of e-government strategy and its impact on the performance of the public sector, and e-Governance and Its Implementation Challenges in the Nigerian Public Service among others. However, the obvious gap so created will be bridged by this study as it will focus on assessing the implementation of e-Government on the efficiency of Nigerian Immigration Service, Headquarters Abuja as it will use both survey and documentary evidence to examine the effect of e-Government on the accountability of Nigerian Immigration Service, Headquarters Abuja, to equally identify if the adoption of e-Government improves service delivery in the Nigerian Immigration Service, Abuja as well as understanding the challenges of the implementation of e-Government in the Nigerian Immigration Service, Abuja.

### **Theoretical Framework**

The theoretical underpinning for this study is systems theory which was postulated by Easton (1965). According to Easton, a political system can be seen as a set of interrelated and reciprocally regulated patterns of activities and orientation, patterns that cluster together in equilibrium and that have certain needs of maintenance and survival. It is a phenomenon of whatever type, including physical, biological, social, political, etc., which is an organized whole with identifiable, interrelated structures delineating it from the environment (supra system) in which it is located and with which it interacts, processing the inputs from it into outputs for it.

The theory lays emphasis on the fact that every system, be it economic or political, has subsystems which make up the entire system. They are given a task and provided with enabling empowerment, including resources, appropriate authority, etc. to enable them discharge their task effectively. In such a case, stability is set to take place in the political system. On the contrary, instability comes in place at the political system where the subsystems and entire system are unable to function and operate effectively.

Input and output analysis of a political system is very important. A political system is said to obtain its inputs (demands, supports, liberty or autonomy, cooperation, criticisms, resources, information, direct labour, etc.) from the environment. These inputs are what the subsystems employ to discharge their responsibilities, so that the political system can send out its outputs into the environment and obtain further inputs for its operations.

Therefore, for the purpose of this research work which centres on the assessment of e-Government on the Public Sector in Nigerian Immigration Service as a case study, systems approach has been adopted because it deals with directorates and units. Without the coming together of this various directorates/departments and units in the organization, the Nigerian Immigration Service will not function and operate the way it should as it involves the use of information and communication technologies, particularly the Internet, in its operations towards achievement of the organizational goal and objectives.



## Methodology

The method adopted for this study is therefore documentary and survey method. Thus, this method enabled the researchers to have access to secondary data that relate to e-Government implementation in the organization and equally to select a sample from the entire population to understand the effect of the implementation on the efficiency of the service as well as the factors affecting the e-Government implementation in the NIS Headquarters Abuja.

The population of the study comprised of all the staff of the Nigerian Immigration Service Headquarters, Abuja and also the population of people living in Abuja and environs who at a point make use of the organization services. At the 2006 census, the city of Abuja had a population of 776,298, people while the organization had a total of 1638 staff. Thus, the population of this study is 776,298 having in mind that the 1638 staff of the NIS are also part of the population of people living in the city of Abuja. The beneficiaries were purposely sampled because of their participation and experience with the services rendered by the Nigerian Immigration Service Headquarters, Abuja. The technique used in drawing the sample size is by Taro Yamane (1967) and the sample size was 400. The questionnaires were distributed in such a way that both the staff of the Nigerian Immigration Service Headquarters, Abuja and the service beneficiaries were represented and captured. For the purpose of this research study, data were collected from two main sources which are primary and secondary sources of data.

## Data Presentation and Analysis

Table 1 below presents results on the analysis of questionnaires administered to the various categories of respondents and the ones properly answered and were returned as well as the interviews conducted with some staff of the Nigerian Immigration Service Headquarters, Abuja as well as the beneficiaries. As shown on the table, the first threshold shows that out of the 400 questionnaires administered and interviews conducted only 327 were returned representing 81.75% of the targeted population, while 73 questionnaires were not returned representing 18.25% of the entire study population.

Table 1

### *Analysis of Questionnaires Administered*

Questionnaires	Data of Respondent	Percentage %
Questionnaires returned	327	81.75%
Questionnaires not returned	73	18.25%
Total	400	100%

**Source: Field Survey, 2020.**

Categories of respondents who were sampled to respond to the questions include; 30 staff each from the eight (8) directorates of the Nigerian Immigration Service Headquarters, Abuja, 8 principal officers of the NIS that is 1 from each of the eight (8) directorates of the service, 20 staff each from the passport unit and the e-Government unit while the remaining 112 respondents was drawn from the beneficiaries because of their participation and experience with the services been renders by the Nigerian Immigration Service Headquarters, Abuja.

Thus, these responses were complemented by the documentary evidence gotten from the Nigerian Immigration Service Headquarters, Abuja.

Table 2

*How will you rate the performance of e-Government in Nigerian Immigration Service Headquarters, Abuja?*

Option	No. of Respondents	Percentage %
Strong	193	59.1%
Weak	84	25.7%
Poor	7	2.1%
Undecided	43	13.1%
<b>Total</b>	<b>327</b>	<b>100%</b>

**Source: Field Survey, 2020.**

As can be seen in Table 2 above, 193 of the respondents, representing 59.1% of the population rated the performance of e-Government in Nigerian Immigration Service Headquarters, Abuja as strong, 84 respondents representing 25.7% agreed that the performance of e-Government in Nigerian Immigration Service Headquarters, Abuja is weak. However, 7 respondents representing 2.1% rated the performance poor while 43 of the respondents, representing 13.1% were undecided on rating the performance of e-Government in Nigerian Immigration Service Headquarters, Abuja.

The findings are in line with the interview conducted where respondents were asked how they would rate the effectiveness of the implementation of e-Government by the Nigerian Immigration Service Headquarters, Abuja.

Looking at the Nigerian Immigration Service Headquarters, Abuja, we feel the effectiveness of the implementation is good compared to 10 years back the service has improved as performance of the organization and increased massively. It is no longer backward since the introduction of e-services in the organization and this agreed with the interview conducted with officials at the headquarters.

However, the rest of the respondents said that the implementation is good and effective.

Table 3

*What are the effects of e-Government on the accountability of Nigerian Immigration Service Headquarters, Abuja?*

Option	No. of respondents	Percentage %
It has enhanced operations by boosting performance of the service and increasing its remittance level to Federal Government	145	44.3%
It has increased the production level of travel document on daily bases	71	21.7%
It has ensured transparency by reducing financial mismanagement	53	16.2%
Reduced risk	58	17.7%
<b>Total</b>	<b>327</b>	<b>100%</b>

**Source: Field Survey, 2020.**

Table 3 shows that 145 respondents representing 44.3% agreed that the effects of e-Government on the accountability of Nigerian Immigration Service Headquarters, Abuja have enhanced operations by boosting performance of the service and increasing its remittance level to Federal Government, 71 respondents, representing 21.7% said that the effects of e-Government on the accountability of Nigerian Immigration Service Headquarters, Abuja had increased the production level of travel documents on daily bases.

However, 53 respondents representing 16.2% said that e-Government had ensured transparency by reducing financial mismanagement of the organisation, while, 58 respondents representing 17.7% agreed that it had reduced risk in the organization.

Table 4

*Record of what the Nigerian Immigration Service generated and remitted to the Federal Government based on its accountability level*

s/n	Years	Amount (₦) remitted
1	2016	₦36.1 billion
2	2017	₦35.7 billion
3	2018	₦39.06 billion
4	2019	₦11.69 billion

**Source: Nigerian Immigration Service, 2020.**

The findings are in line with the document obtained from the Nigerian Immigration Service on the accountability and transparency towards remittance to the Federal Government revealed that the Nigerian Immigration Service generated ₦35.7 billion in 2017 as against ₦36.1 billion in 2016. In 2018, they remitted a sum of N6,945,585,360 and \$36,909,411 to FGN as its shares of the revenue generated through Public Private Partnership (PPP) projects also, the NIS remitted ₦11.69bn in 2019.

Table 5

*Has the adoption of e-Government improved service delivery in the Nigerian Immigration Service Headquarters, Abuja?*

Option	Number of respondents	Percentage %
Yes	273	83.5%
No	54	16.5%
<b>Total</b>	<b>327</b>	<b>100%</b>

**Source: Field Survey, 2020.**

From Table 5 above, 273 respondents, representing 83.5% affirmed that the adoption of e-Government improved service delivery in the Nigerian Immigration Service Headquarters, Abuja while 54 respondents, representing 16.5% said that the adoption of e-Government has not improved service delivery in the Nigerian Immigration Service Headquarters, Abuja.

In line with the interview conducted, all respondents said of course yes, the implementation of e-Government has improved the service we get from the organization.

**Question 6: If yes, in what ways do you think the services have improved?**

According to one immigration officer, the services had improved through the introduction of e-passport, processing, acquisition and activation of the document (e-passport) and other travelling documents as well as implementation of e-payment and so on. He further stated that it has helped in controlling the movement of migrants into the country. Also, it helps in enhancing the issue of passport faster than before.

Another benefit is that it has improved the services in such a way that one can be at the comfort of his room and apply for passport without any stress; it has equally improved in the area of e-registration of personal data capturing.

These responses are in line with the interviews conducted as most respondents responded that the introduction of e-Government has improved the services of the Nigerian Immigrations Service in that it has enhanced the processing of information by making it faster, the challenges of getting an agent has reduced, it has quickened the collection of passports, in terms of capturing, one is sure of seeing his personal information before sending it for final processing and these reasons are in line with the responses gotten from immigration officers.

Others said it had improved the operations as well as the structure of the Nigerian Immigrations Service Abuja and this is in line with the immigration officers.

Table 7

*What are the challenges of the implementation of e-Government in the Nigerian Immigration Service Headquarters, Abuja?*

Option	Number of respondents	Percentage %
Cyber crime	85	25.9%
Poor monetary support	28	8.6%
Lack of awareness by the members of the public	37	11.3%
Lack of updated equipment	32	9.7%
Inadequate manpower to manage the facilities	73	22.3%
Lack of efficient network supply	61	18.6%
Lack of sufficient customer service	11	3.4%
<b>Total</b>	<b>327</b>	<b>100%</b>

**Source: Field Survey, 2020.**

Table 7 shows that 85 respondents representing 25.9% were of the view that cyber-crime is the factor militating against the use of e-Government for service delivery in Nigerian Immigration Service Headquarters, Abuja, 28 respondents, representing 8.6% said that the factor militating against the use of e-Government for service delivery in Nigerian Immigration Service Headquarters, Abuja was due to poor monetary support also, 37 respondents representing 11.3% said that it was lack of awareness by the members of the public. However, 32 respondents representing 9.7% said that the factor militating against the use of e-Government for service delivery in Nigerian Immigration Service Headquarters, Abuja, was lack of updated equipment, 73 respondents representing 22.3% said inadequate manpower to manage the service had been the factor militating against the use of e-Government for service delivery in Nigerian Immigration Service Headquarters, Abuja, 61 respondents representing 18.6% of the targeted population agreed that lack of efficient network supply was the factor militating against the use of e-Government for service delivery in Nigerian Immigration Service Headquarters, Abuja while 11 respondents representing 3.4% agreed that lack of sufficient customer service was the factor militating against the use of e-Government for service delivery in Nigerian Immigration Service Headquarters, Abuja.

Based on the interviews conducted when respondents were asked on the challenges they encountered since the implementation of e-Government by the Nigerian Immigration Service Abuja, one of the community members said:

*There is always a long administrative process as you can see a lot of people waiting unattended to by the staff of the NIS passport office, also, the officials seem to be difficult to the clients as their manner of approach to us is poor.*

This is in line with the interview conducted with some immigration officers:

*Poor network problem has been a serious challenge we have been battling since the implementation. The NIS promised that the issue would be solved, that was over a decade ago and we can say it is slowing its services rather than improving it.*

Another officer lamented that:

*Also lack of a good platform to display the required information needed during data capture as well as poor identification of the NIS staff has been a problem, as most of us will come over and that is when the staff will start asking us of various documents that should have been on display on a dashboard to make it easy for us.*

## Research Findings

In view of the above analysis the following are the research findings.

- i. It was revealed by this study that the effects of e-Government on the accountability of Nigerian Immigration Service Headquarters, Abuja have enhanced operations by boosting performance of the service and increasing its remittance level to the Federal Government.
- ii. The study revealed further that the adoption of e-Government improved service delivery in the Nigerian Immigration Service Headquarters, Abuja.
- iii. The study shows that cyber-crime and inadequate manpower to manage the facility has been the factor militating against the use of e-Government for service delivery in Nigerian Immigration Service Headquarters, Abuja.

## Conclusions and Recommendations

This study has enhanced our understanding of the implementation of e-Government on the efficiency of the Nigerian Immigration Service Headquarters, Abuja, and in view of the findings of this study, it is clear that the Nigerian Immigration Service has made some progress in using e-Government to enhance service delivery given the strategic role of e-Government in the 21st century administration.

Based on this, a conclusion could be made that; implementation of e-Government is not just a major contributor to organizational productivity and efficiency, but a catalyst for the survival of an organization in the global working environment. In the quest of a sustainable competitive advantage, organisations should realize that, the implementation of e-Government makes work-related activities to be conducted with speed and dispatch, and this engenders organizational success and enhances service delivery especially in Nigerian Immigration Service Headquarters, Abuja.

Sequel to the findings of the study, the following recommendations were made:

- i. Though, the study reveals that the effect of e-Government on the accountability of Nigerian Immigration Service Headquarters, Abuja has enhanced operations of the service and increasing its remittance level to the Federal Government, it should improve on the current e-Government policy and strategy, ensure proper use of all its e-Government infrastructural facilities and continue to improve on its internet access and digital divide among staff in order to fully achieve their organizational goals through enhanced operations, boosting of their internally generated revenue and sustainable service delivery to its beneficiaries.
- ii. Given the strategic role the adoption of e-Government has played in improving service delivery in the Nigerian Immigration Service Headquarters, Abuja, there is need for the organisation to continue in the expansion of opportunities that e-Government provides in its drive to further improve service delivery (by acquiring new skills, knowledge and abilities) that will improve the performance and operations of the organisation in general.
- iii. The management of Nigerian Immigration Service Headquarters Abuja should provide the necessary infrastructure that will aid the successful implementation of e-Governance in the organisation. For instance, robust broadband services to fight cyber-crime, require internet network and the availability of manpower

supply to manage the service, which has been identified as one of the major challenges to e-Governance implementation in the service. This means that the success of e-Governance implementation in the service is tied to the availability of adequate manpower to manage the service and in this case reduce the rate of cyber-crime. This is important because no technology can drive itself, it is the human element that will drive the technology so their willingness is critical. Based on this, the Nigerian Immigration Service Headquarters Abuja needs to carefully address the issue of human factor which often manifests in resistance to change, nonchalant attitudes and the likes which is responsible for cyber-crime of most of the ICT facilities put in place by Nigerian Immigration Service Headquarters Abuja especially in offices or departments that use e-Governance in their operations, thereby sabotaging the good effort of the Nigerian Immigration Service Headquarters Abuja.

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