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## IMPACT OF SOCIAL MEDIA ON PUBLIC ADMINISTRATION: FROM E-GOVERNMENT TO E- GOVERNANCE IN PUBLIC SERVICE

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### Abstract

*This study aimed to analysed the impact of social media on public administration with reference to e-government to e-governance in public service during the present dispensation of fourth republic from 2015-2021. In so doing the study adopt secondary data as the methodology of the study. Similarly the study utilizes the innovative theory and the theory of the new government (NPM). The spread of the theory of innovation explains the role of economic, social and political factors in preventing or preventing technology from spreading in a given society. The theory aims to explain how new technologies are quickly distributed in all cultures. The theory explains why and how new ideas and technologies are adopted in different cultures and societies. The theory of dissemination is defined by the transfer and acceptance in the social system of technology or new ideas. It is worthy to note that today in academia and in practice, there are observable anticipatory palpitations as managers, theorists, and other “connected” civic leaders consider the transformative potential of social media and networking tools for enhancing government transparency, public participation, and intergovernmental and cross-sector collaboration. Scholars and other thought leaders have written about ideas such as Democracy and Government. The new technologies, scholars and thought leaders wrote, would transform how government agencies were managed internally, how citizens and businesses could conduct transactions, and how citizens could engage with their governments. Finally some of the findings of this study reveal that although social media use can apply through various formats, they can generally only facilitate communication activities. There are no apparent activities to promote interaction and engagement. Several limitations can find that involve regulations, organizations, personnel, coordination of the municipality, effectiveness, confidence, and also include the cost of social media for people. To this end the study recommends that there is need for the policy makers at the Ministry of Interior and Coordination of National Government; Ministry of Public Service, Youth and Gender Affairs and the Ministry of Information Communication Technology, to design policies, which will encourage public officers to embrace the use of social media in communicating with the public.*

**Keywords:** *E-Government, Public Administration, Public Service and Social Media*

### Introduction

Public institutions growing use of and exposure to social media and social networking sites (SNS) increasingly condition how they engage with citizens and create legitimacy (B.Arpit 2012). Previously dominating e-government practices oriented towards rational and efficient service to citizens through information technology, is gradually complemented with and challenged by e-governance practices, i.e. digital opportunities to an interactive, reflexive and transparent dialogue between government and citizens.

With the advent of social media, e-government and e-governance become increasingly integrated, which leads to new patterns of connection and building legitimacy between citizens and public sector (Marche & McNiven, 2003). Social media may act as a catalyst for processes of organizational innovation related to how public authorities exercise power and deliver services. Such innovation processes and the practices that they entail differ from other organizational innovations in that they beside novelty and usefulness also need to be legitimate, credible and appropriate (Rafaelli& Glynn, 2015). However, social media as a

platform for public sector information and communication is ambiguous: it has great novel potential for communication and interaction with citizens, but it also facilitates the escalation of negative feedback-loops, and criticism from the public. It also affords civil servants to express and diffuse opinions that might be poorly aligned with their roles as officials. It is likely that tensions are generated between the informality ascribed to social media and the formality associated with the exercise of public authority. This dual direction on the one hand creates possibilities for increased legitimacy between public organizations and citizens, but on the other hand balances on the verge of what is considered appropriate for a public institution. Base on this backdrop this study main objective is to examine the impact of social media on public administration via the lens of E-government to E-governance.

### **Concept of Social Media**

Social media is a tool to investigate and make the change in society. For instance, the Jasmine revolution in Egypt and some other Middle East countries showed us about how important and impact of social media is (B. Arpit, 2012). In addition, taking a look to some Asia countries such as China, Singapore, South Korea, the social media and e-government bring the countries with a huge amount of corruption reduction with the clear goal from both private and public media (B. Arpit, 2012).

In Cambodia, Large amounts of social media have been practiced from many different sources or institutions (BBC Media Action, 2012). Lower educated persons are easily to receive and adopt the information without deepen and creative judgment. They normally against what the media published without reason or rejection. The government institutions sometimes reject with what the civil society published by according to the different perspective and concept. Meanwhile, opposition parties, NGOs and civil societies rarely accept with what the government released sometimes. In addition, the ruling party and opposition party use the social media to persuade or convince their supporters in order to spread

their party's policy and national concern. Based on these reasons, Cambodian people totally need the trust, efficiency, and effectiveness of social media.

To build the trust, efficiency, and effectiveness of social media in developing countries is a must. Living with the poverty line, the people did not pay much attention to the media. In contract, the social media really could help them to improve the way of thinking, belief, behavior, and changing. Without media, they will never know the outside world or what the government have done. In addition, when the social media is weak in a society, the knowledge, idea, or belief will never be changed (R. Sawyer, 2011). Without social media from different institutions, how can we observe, judge, monitor, control, and evaluate the government's activity and practice of the national policy and development policy such as economy, human right, good governance, and other reform? Without the trust social media, how can the government department change their inactive behavior with the high responsibility? And how can the citizen know what the government has done, is doing, and will do to the whole nation? Meanwhile, the mediating role of judiciary in Nigeria is a crucial engagement to be a part of public service reform. How could the social media effect on the social change, government reform and anti-corruption in Nigerian society during the developed technology era.

### **Concept of Public Administration**

Kernaghan, Kenneth (2010) claims that "public administration has no generally accepted definition", because the "scope of the subject is so great and so debatable that it is easier to explain than define". Public administration is a field of study (i.e., a discipline) and an occupation. There is much disagreement about whether the study of public administration can properly be called a discipline, largely because of the debate over whether public administration is a subfield of political science or a subfield of administrative science". Scholar Donald Kettle (2010) is among those who view public administration "as a subfield within political science".

The North American Industry Classification System definition of the Public Administration (NAICS 91) sector states that public administration “comprises establishments primarily engaged in activities of a governmental nature, that is, the enactment and judicial interpretation of laws and their pursuant regulations, and the administration of programs based on them”. This includes “Legislative activities, taxation, national defense, public order and safety, immigration services, foreign affairs and international assistance, and the administration of government programs are activities that are purely governmental in nature”. From the academic perspective, the National Center for Education Statistics (NCES) in the United States defines the study of public administration as “A program that prepares individuals to serve as managers in the executive arm of local, state, and federal government and that focuses on the systematic study of executive organization and management. Includes instruction in the roles, development, and principles of public administration; the management of public policy; executive-legislative relations; public budgetary processes and financial, management; administrative law; public personnel management; professional ethics; and research methods).

Tunji Olaopa (1998) explained that the word public administration is very often used, but very difficult to define. This is because the boundaries of the field have never been precisely delineated. In recent years they have never become increasingly in determined as both practitioners and scholars have considerably broadened their concepts of what public administration covers, (Nigro & Nigro, 1973). This problem notwithstanding, various definitions have been put forth to fix the meaning of the term „Public Administration“. White (1995:1) observe that „Public Administration consists of all those operations having for their purposes the fulfillment or enforcement of public policy.

Hodgdon (1969) in the same vein, opines that „Public Administration comprises all activities of persons or groups in government or their Agencies whether these Organisations are International, regional or local in their

scope, to fulfill the purposes of these governments or agencies.

The various definitions cited above, point to the fact that public Administration is governmental in action. It is concerned with the executive, operative and the most obvious part of the government, which deals with the formulation and enforcement of public policies. Patrick.(2006) also made mentioned of definitions by different authors as follows: According to Woodrow Wilson, „Public Administration is a detailed and systematic application of law. Every particular application of law is an act of administration.“ Harvey Walker says, ‘the work which the government does to give effect to law is called public administration’

### **Concept of E-Government**

Electronic Government, or e-Government and its many synonyms, has been on the international agenda for several years. Since the late 1990s, governments at all levels have launched e-Government projects in order to provide electronic information and services to citizens and businesses. At present e-Government is on the agenda both in research and practice and this new arena of public interest attracts the great attention of governments, technology providers, and researchers (Curtin 2004). Although e-Government has existed for several years, in many ways it is still in its infancy, and its study is even younger.

According to (Grönlund, 2004), the e-Government field is certainly generating an increasing amount of research literature. However, the research field of e-Government is rather broad and several researchers are involved in a range of different research projects on different topics within the field. When studying references, there is, as yet, no kernel of established e-Government researchers or concept creators and the field of research has in no way matured as yet. Thus, the field is indeed immature and, according to (Grönlund. 2004), appears to run the risk of not achieving maturity, for several reasons.

Lenk and Traunmüller (2000) assert that e-Government is a powerful guiding vision for the transformation which governments must adapt to over the next years.

E-Government is the term that reflects the use of information and communication technology (ICT) in public administration to change structures and processes of government organisations. Furthermore, the concept is an attempt to offer more ease of access to governmental information and services for citizens, businesses and government agencies and there is great potential for improving and advancing interaction between the above. The aim is also to improve the quality of services and to provide greater opportunities for participation in democratic institutions and processes (Lambrinouidakis et al., 2003). The potential of e-Government can be fully realised only if it is harnessed to the existing social and political context of government. According to the UN (2003) there are three prerequisites that affect the potential of e-Government: a minimum threshold level of technological infrastructure, human capital, and e-connectivity for all. (Jaeger 2003) claims that mature, effective e-Government has the capacity to create new methods and ways for participation in government, acting as an endless wire, electronically threading together citizens, businesses, and all levels of government in a nation. E-Government is still in its formative stages and any idealised visions of e-Government are just that. "Because e-gov continues to evolve, the full measure of its success awaits assessments" (Relyea, 2002).

It has been emphasised that an important goal of e-Government is the delivery of faster and cheaper services and information to citizens, business partners, employees, other agencies, and government agencies (Layne & Lee, 2001). Easy and equitable access to public information and services has always been a goal of open and democratic governments.

### **Concept of E-Governance**

The e-Governance has become an accepted methodology involving the use of Information Technology in improving transparency, providing information speedily to all citizens, improving administration efficiency, improving public services such as transportation, power, health, water, security

and municipal services. Governance has always been dependent upon technology, in the broadest sense of knowledge, skills, techniques and epistemological strategies, as well as devices, hardware, software and power circuits. As the reach of governance has spread into new areas of the globe as well as new aspects of hitherto personal relationships, it has come to rely upon more complex assemblages of technically stored and disseminated knowledge (Coleman, 2008).

E-governance is the public sector's use of information and communication technologies with the aim of improving information and service delivery, encouraging citizen participation in the decision-making process and making government more accountable, transparent and effective. E-governance involves new styles of leadership, new ways of debating and deciding policy and investment, new ways of accessing education, new ways of listening to citizens and new ways of organizing and delivering information and services. E-governance is generally considered as a wider concept than e-government, since it can bring about a change in the way citizens relate to governments and to each other. E-governance can bring forth new concepts of citizenship, both in terms of citizen needs and responsibilities. Its objective is to engage, enable and empower the citizen ([www.unesco.org](http://www.unesco.org)).

E-governance entails the digitized coding, processing, storage and distribution of data relating to three key aspects of governing societies: the representation and regulation of social actors; the delivery of public services; and the generation and circulation of official information (Coleman, 2008). E-governance is more than just a government website on the Internet. The strategic objective of e-governance is to support and simplify governance for all parties; government, citizens and businesses. The use of ICTs can connect all three parties and support processes and activities. In other words, in e-governance electronic means support and stimulate good governance.

### **Concept of Public Service**

The Public Service is often referred to as the employees of government who are responsible for the functioning of government through the implementation of government policies (Onuoha, 1993:p278-279). In other words, those who are in the public service constitute the permanent officials of the various government departments that are responsible for the execution of government policies and programmes (Adebayo, 1981). Specifically, within the Nigerian context, and in relation to the task of engendering development, Olugbemi sees the public service as “the mill through which those acquired and vastly expanded responsibilities of the country’s government(s) are processed (Olugbemi, 1987). Therefore, the public service in Nigeria is made up of workers in various government ministries, Parastatals and agencies. However, workers in the inner core government ministries that are also known as civil service are separated from other Parastatals and agencies which include the Nigerian Railways Corporation, the then National Electric Power Authority, Central Bank of Nigeria, National Drug Law Enforcement Agency, Universities, Polytechnics, Colleges of Education, the Armed Forces, Police and other para-military establishments such as the Prisons and Customs Services and the Federal Road Safety Commission.

The public servants render services to the public directly. In civil services, the working hours of its employees are stipulated and timed. The normal work hour, is from 8.00am to 4.00pm (Except overtime or for other special reasons) in the public service, there is no time specifications, rather the employees run shifts. In civil service, during holidays e.g. public holidays, their employee are allowed the free day out of work, But in the public service, they do not observe public holidays or any other holiday because the nature of their job requires them to constantly be at their work posts for the welfare of the public. In the civil service, at the probationary period between the time of employment and confirmation of employment which lasts for 2 years. In public service the probationary period varies from 6 months to 2 years (Abari, & Mohammed: 2006:p20).

The public service compasses both civil servants and those working in Parastatals, agencies and corporation. The civil service is manned by civil servants while the public service is manned by public servants The public service enjoy better working conditions of service than the civil servant in the civil service as revenue accrued to it is unlimited unlike the civil service The civil service is controlled by the civil commission while the public service is controlled by the board of directors The civil service commission controls the civil service by investigation either upon complaint or upon its own motion concerning any matter touching on the administration of the civil service system. (Nwosu, H.N 1977).

### **Empirical Review**

According to the 2013 Organization for Economic Co-Operation and Development (OECD) e-Government Survey (OECD, 2013), the majority of OECD countries regard open government data (OGD) as a major priority and a prominent tool that will enhance economic growth, improve the quality of public services and promote government transparency and accountability. Actually, 56% of the countries have a national strategy for providing OGD to citizens, 12% indicate the existence of separate strategies for individual line ministries, and 28% specify the co-existence of these strategies. Only in 4% of the countries are OGD strategies absent. The objectives towards the OGD vary among OECD countries. Most of the countries give a high priority to transparency, openness, creation of new businesses and volume increase for private sector business. Undoubtedly, both citizens and businesses increasingly prefer the digital interaction with public authorities. Businesses’ use of e-government services is higher than citizens’, and although more and more citizens embrace on line government services, the percentage remains lower than the expected one, even in the best performing countries (OECD, 2013).



In 2013, Accenture conducted a comparative study (Accenture, 2014) in 10 countries (Brazil, Germany, India, Norway, Singapore, South Korea, the Kingdom of Saudi Arabia, the UAE, the UK and the USA) to assess their use of “digital government”. The countries were examined in three criteria: a) Citizen Service Delivery, b) Citizen Satisfaction and c) Service Maturity. The survey found that 81% of citizens consider important to have more digital government services, and 64% of citizens would like to interact with government through social media. Another interesting point is that citizens in mature markets (UK and the USA) are not highly satisfied with the quality of public services comparing to emerging economies like UAE. This fact is probably related with the austerity measures that mature economies face. Nevertheless, the high priority in digital services together with the already well-established digital infrastructure put these countries in a high position for the future.

The second Greek Action Plan for the Open Government Partnership Initiative (Ministry of Administrative Reform & E-Government, 2014) reflects country’s “commitments to promote transparency, empower citizens, fight corruption, increase citizen’s engagement in all public administration levels and use of new technologies in modern governance” (Open Government Partnership, 2014). The Commitments of this Action Plan mostly emphasize on: Boosting Public Participation, Open Government Data, Integrity and Accountability, as well as on Strengthening Parliamentary Openness, Parliamentary and Legislative Transparency, and Enhancing Citizen Participation.

### **Theoretical Framework**

This research was based on the dissemination in Rogers (1962) of the innovative theory and the theory of the new government (NPM). The spread of the theory of innovation explains the role of economic, social and political factors in preventing or preventing technology from spreading in a given society. The theory aims to explain how new technologies are quickly distributed in all cultures. The theory explains why and how new ideas and technologies are adopted in different cultures and societies. The theory of dissemination is defined by

the transfer and acceptance in the social system of technology or new ideas. There are three types of decisions regarding the adoption in the social system of an idea or technology in the spread of the theory of innovation.

Firstly, a person's optional decision on innovation or not on technology. Secondly, everyone in the social system has taken a collective decision on innovation. The decision was made ultimately by the Innovation Decision Authority (Tai & Ting 2011) by those with power or influence in the social system over the entire social system. This explains why managers and people in one area are using technology to ensure safety and police in their communities. This theory explains the social, political and economic aspects of the adoption decision. Technology Theory Dissemination explains that innovation decisions and collective decisions on innovation adopt new technologies by organizations or institutions (Shittu et al., 2011). This study makes a collective decision on innovation by public administration when using technology as a tool for enhancing the police and community safety.

Decisions, in that case, do not formalize the use by administrators and local citizens of social media technology for safety purposes. The authority's innovation takes place when local governments decide to adopt new technology at the site. That is, few people in a strong institution are involved in deciding whether to use or not to use certain technology and an upgrade of the technology (Rodgers 2005). This theory also explains why decisions are based on innovation’s advantages and costs. If social media use benefits, people consent to the use of social media for security purposes. The new approach to public management is the other theoretical perspective on which this study is based. (Gudelis & Guodis, 2011) defined the new public management as a donation to the government. It requires quality dynamism, which usually is characterized by a lack of flexibility and focuses not on goals and results but processes and practices, as opposed to conventional models of the public administration. One of the main aims of NPM reforms

is to reduce government costs and improve public service quality (Denhart, 2004).

Since the advent of New Public Administration (NPM), worldwide, significant changes have occurred in its different areas. The company has become a strong force with rapid, and sometimes unprecedented, changes to governance, including management, market-based government, and results, in both developed and developing countries in the public sector (Pollitt, 2003; Vigoda, 2003). Although no precise definition generally exists, the NPM means that public sector values and principles have been applied to improve efficiency, efficiency and overall performance (De Vries & Nemec, 2013). The NPM includes some changes that include both organizational and operational structures and public administration principles. These changes focus on results, cost reduction, efficiency, and managerial flexibility. The use of technology is results, cost savings, efficiencies and public administration flexibility (Luke, Kearins & Verreynne, 2011; Spacek & Maly, 2010).

### **Methodology**

The study employed secondary data as its methodology. That is to say the study use books, journals, magazines and observation records as is source of information to interpret and analyse the aim of the study

### **Discussion of Findings**

#### **Impact That Social Networking Applications Have On E-Government in Public Service**

Local government authorities should create a transaction-enabled citizen-centered e-government (Ionescu, 2013), they should use an e-government strategy with well defined objectives, and local councils should focus their e-government initiatives on providing information and services to the citizens. Putting the traditional government structures online does not generally meet citizens' expectations. Connected e-government may affect organizational structures, policies, and employees. Management and leadership can influence the fulfillment of e-government

promises (Fan, 2011). The usability and accessibility of websites are critical in the provision of online government services. Government website design may combine content and services in anticipation of the needs of citizens (the usefulness of a website is dependent on its content). Website usability may enable channels of communication and improve the relationship between government and citizens (Carrizales et al., 2011). The presence of bureaucratic organizations in the public sector (Pera, 2013a) may influence the process of implementing an innovation: the organizational dimensions and the factors in each dimension may impede the adoption and implementation of local e-government (adoption and implementation of e-government at local levels involve many organizational constraints) (Nurdin, Stockdale & Scheepers, 2011).

E-participation is a communication channel in which e-participants express themselves, and plays as an online community; limiting the ability of both government and e-participants to interact with each other interpersonally (e-participants are active when they post more ideas and comments to others). Weak offline ties are positively associated with active e-participation (weak social ties are an incentive to use e-participation actively). People who do not actively engage in real life and have few social ties are more active online or e-participate (Inglehart et al., 2014; Manolache, 2013). Strength of social ties is not relevantly correlated to active e-participation (de Beaufort and summers, 2014; Dowell & Larwin, 2013). Active e-participation enables e-participants to build strong online ties, and may help at building online social networks as a complementary means for mobilizing resources. Active e-participation in local governance may be relevant for effective and transparent decision making and problem solving (Lee & Kim, 2014). E-government initiatives may be solutions to problems identified by public managers (they concentrate especially on the solution-guiding dimension). Public managers should develop and test initiatives to assess their efficiency and effectiveness (Paraschiv, 2013), and should develop strategies according to their options and the goals of the e-

government applications (Gil-Garcia & Martinez-Moyano, 2007). Service users tend to email agencies or officials, to interact with government offline, and to participate online, in general, in public affairs. Online information may encourage citizens to interact with government offline, the information capacity of e-government may be a resource for acquiring knowledge for engagement and participation, and the effects of using the Internet depend on the gratifications individuals seek from media (Haller, Li & Mossberger, 2011).

Governance and administrative institutions have gradually adjusted to the potential offered by modern cyberspace: the public domain can realize efficiency gains and enhance the democratic interaction with citizens. The benefits of e-governance may be assessed on the basis of improvements in efficiency, effectiveness, and good governance (e-governance presupposes open and interactive communication channels). Local governments should ensure an efficient set of e-mechanisms that stimulate the trust and accountability of the public sector (Yadav, 2014). A growing public interest in e-governance may lead to policies and strategies to induce ICT development and mobilize it. ICT may enhance e-governance and reinforce the cyber image of cities. Using ICT to promote economic and social goals focuses on visions and critical judgment of the ICT relevance (Nijkamp & Cohen-Blankshtain, 2013). Social media can improve interactivity between a government and the public, allowing officials in government to build relationships with the citizens it represents (Pera, 2014); they can enhance governments' abilities to interact with citizens, and are transforming the way organizations communicate with their publics. Social media can offer a low-cost platform for dialogic communication with their publics (local governments can benefit from massive audience reach that social media provide). E-democracy can be promoted by engaging social media's ability to interact directly with citizens, and can transform citizen involvement in democratic processes mediated by social networking sites (Graham & Johnson Avery, 2013). Governments can take

advantage of emerging trends in social media, and are employing social media in ways that meet core operational goals: government agencies are turning to social media to engage constituencies and improve the provision of services (Petersmann, 2013), and all levels of government can be more transparent through social media (social media can alert the public about the release of new information and indicate available online reports). Local governments are using various social media applications to connect with constituents, and tend to develop consistent social media management strategies and employ new tactics (establishing and implementing a social media policy should help in managing the social media activities) (Hansen-Flaschen & Parker, 2012).

### **Managing Social Media across Government Organizations**

Local governments that allow open communication on their social networking pages and exchange of information and ideas, must incorporate social media into their communication plans in engaging ways (Popescu Ljungholm, 2014), and must engage citizens by posting regularly and making their opinions relevant. Governments should integrate their social media presence with their websites, should systematically monitor the approaches of social media in order to evaluate effectiveness, and should consider citizen expectations as motivations for social media use (they must prioritize and respond to public expectations) (Graham & Johnson Avery, 2013). The success of an e-government strategy may depend on its ability to develop IT capacity, the perceived performance of an e-government innovation may depend on the government's ability to develop IT capacity, and organizational leaders and IT departments need to analyze carefully their e-government strategic plan (human, organizational, and technological resources may generate capabilities that influence the performance of e-government systems). Local governments should develop capabilities to assemble resources that support e-government development strategies, and need organizational commitment to



management for e-government results in order to clarify the strategy of continuous e-government investment and development (Kim, 2009). There is a positive relation between perceived fairness of the e-participation process and citizens' active e-participation (Stel, 2014). Fairness in the participation process (Popescu et al., 2013) and information access may make citizens to actively engage in e-participation (fairness and access to information in participation processes may be related to active e-participation). One can find a positive relation between volunteering and citizens' active e-participation.

E-participation processes should be designed and managed to enhance citizens' ability to access information on government activities. Government responsiveness matters for facilitating active e-participation (management of e-participation processes is decisive in shaping active e-participation). There is a positive association between trust in government and active e-participation (trust in government encourages citizens to have a sense of cooperation with government) (Lee & Kim, 2014). Social-media technologies are effective tools to promote public goals, the use of social media means the interaction of elements of the technical and the social systems, and the coupling of technology and task shows how social media is integrated into organizational work systems. Social media technology is taken up by various types of government agencies, organizational factors may affect social media technology-task couplings, and managers should use social media as a means of communication, collaboration and stakeholder engagement (de Oliveira & Welch, 2013). The adoption of social media may provide convenient venues for dialogue between citizens, and with government: social networks may provide a new platform for communication between citizens and government officials (features that provide greater interactivity online may provide resources for civic engagement).

The emergence of new tools online may not easily alter the classical patterns of government behavior. The popularity of social networks may increase their

adoption on government websites (most local governments allow comments to be posted). There are new possibilities for transforming relationships between government and citizens through open government and citizen participation (Mossberger, Wu & Crawford, 2013; Hunt, 2013; Moore, 2013). New technologies allow citizens to evaluate the records of governments and elected officials (Kenagy, Fox. & Vollrath, 2013), social media's implications for government leaders can change the way governments interact with their publics, and governments' interactions with their publics and online presence evolve beyond a static website. Organizations can manage the information they disseminate to publics through channels created by social media, government officials' perceived importance of social media is a strong predictor of actual use by local governments, public information and communication officers should manage social media for local governments, and, through the utilization of social media, governments are making their initiatives more open and accessible (Graham & Johnson Avery, 2013). Cities are trying several tools and techniques to diversify social media offerings, using various tools and platforms to reach constituents (Hunter, 2013b), provide online content and increase collaboration (cities are establishing new workflows to accommodate social media activities) (Vasile, 2013; Pera, 2013b).

### **E-Government and Efficient Delivery of Public Services in Nigeria**

The efficiency of the bureaucracy is an important determinant of poverty, inequality, and economic growth (Besley & Persson, 2010). Over the years however, Nigeria continues to show evidence that service delivery advancement in the Nigerian Public Service has not kept pace with the increase found in the private sector (Haenisch, 2012), Nigeria today is regarded as one of the most corrupt nations in the world and to this effect, there have been various administrative reforms aimed at addressing the crisis of inefficiency in the delivery of social services in the public sector (Olaopa, 2008). Despite these efforts, there seem to be no improvement in the Nigerian public

service. Critical assessments have shown that these reforms have had little effects in making Nigeria Public Service efficient and offer quality service delivery to the citizens (Anazodo, Kent, Jack & Barrow 2012). The Nigeria Public Service is still considered motionless and incompetent, and incapable of reforming itself (Salisu 2001). It is crucial to note that these negative characteristics are still very much rampant in the present Nigerian public sector and service delivery is a major problem. Public service delivery has been inconsistent with citizen preferences and considered feeble (International Bank for Reconstruction and Development/The World Bank 2005). The problem of inefficient service delivery in Nigeria like many other countries in Africa, has been identified to be due to lack of accountability, transparency and commitment in making services work for poor and marginalized citizens (World Bank, World Development Report 2004; Ntetha & Mostert, 2010). Factors such as inadequate targeting of the poor, supply driven planning, elite capturing of programmes, lack of voice of the poor and inability to reach the government and service providers, are among the most common reasons. These lapses have led to weakening of public institutions, distrust of government by citizens, collapse of infrastructures and a development of a sense of despair amongst the Nigerian peoples. Empirical investigations have pointed out that government, perhaps more than any other organization, can benefit from the efficiencies that stem from digital processes.

Electronic government has the potentials to positively affect effectiveness, efficiency and equity in services delivered to the citizens. As observed by Pathak, Naz, Singh, & Smith (2010), the use of ICT is not only intended to have a focus on efficiency and effectiveness in government but also to empower citizens by making available to them an interactive access to and use of information. Both private and public sectors now apply ICT to integrate and improve their service delivery (Snellen, 2005). Through electronic government, the expectations of people with respect to the service level of public administration are rising. While the last decade has witnessed a marginally improved adoption

of ICT in public institutions in Nigeria, more needs to be done to improve service quality, policy making and good governance (Oni, Ayo, Mbarika, Gberville, & Folarin, 2014). There is therefore an urgent need in to employ ICT in the operation of public agencies and institutions in view of prevailing concerns about the quality of service delivery in Nigeria. The adoption of e-government has the potentials of improving the internal workings of the Nigeria Public Service with new ICT-executed information processes. This is because efficiency and effectiveness are key success criteria of government involvements and ICTs increases the efficiency of government administration (this is a direct result of the replacement of street level bureaucrats by electronic information devices) and further enables more control of administrative activities of the workforce through the use of ICT application (Snellen, 2005). Furthermore, e-government enables citizens to have access to relevant information which will boost their wider participation in the decision process in the form of continuous opinion polling, instant referenda, teleconferencing, digital cities, and discussion groups. In this regards, ICT can enhance interactive policy-making process for effective democratic governance in Nigeria. In the observation of Arjan de Jager (2008), however, the adoption and the successful application of ICT by any government in its operation will depend on the a good understanding of the cost involved and the assured funding that follows careful analysis of its opportunity costs. This follows that the Nigerian Government must be genuinely committed to funding the adoption of ICT in its agencies. It is pertinent to state that the paucity of committed leadership with the capacity to articulate broad e-government vision and also galvanize the necessary resources needed to implement e-government in Nigeria constitutes great hindrance to e-government adoption (Oni, et al, 2014). Furthermore, as observed by Oni, et al, (2014), e-government is not just about the deployment of ICT tools, the successful application of e-government also depends on the skills and culture of the public service. It follows that public servants in Nigeria must be able, through ICT, to change and

programme management and partnership building skills and willing to support e-administration or at least be eager to learn and change. The sporadic diffusion of ICT and its increasing acceptance and usage in Nigeria (Oni & Oni, 2014) signals the potentials for the application of e-government in Nigeria.

### **Conclusion and Recommendations**

The information revolution has ushered in a new paradigm of administrative efficiency and effectiveness leading to improved delivery of public services necessary for economic development, peace and stability of a country. The adoption of e-government has been seen to enhance the range and quality of information and services provided to citizens, businesses, civil society organizations, and other government agencies in an efficient, cost-effective and convenient manner, making the processes of agencies and institutions of government more transparent and accountable to the public. While some challenges still pose serious impediments to the adoption and application of ICT in the operations of the Nigeria Public Service, the advantages that such adoption portends for improved, efficient and effective service delivery in Nigeria necessitates a political will capable of ameliorating those hindrance. This will place the country on the pedestal of sustainable development.

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- Based on the findings, the study made the following recommendations; There is need for the policy makers at the Ministry of Interior and Coordination of National Government; Ministry of Public Service, Youth and Gender Affairs and the Ministry of Information Communication Technology, to design policies, which will encourage public officers to embrace the use of social media in communicating with the public. The policies will also focus on trainings for public administrators on how best to use social media and also by availing the required infrastructure and gadgets suitable for optimal communication interactions especially in areas where most of the citizens do not have smart phones. Mores so, The respective government agencies such as the Communication Authority should create awareness among the public on the importance of using digital platforms to pass or receive information on security issues. This can be achieved by awareness campaigns through the traditional and the new media platforms. Initiating training programs focusing on equipping the public with necessary skills on how to use social media. Finally, the study advises public administrators to embrace social media platforms such as Facebook, Twitter and WhatsApp due to their responsiveness and lower costs in interacting with the public administrators and amongst themselves.
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