E-ISSN: 2997-934X

American Journal of Management Practice
https://semantjournals.org/index.php/AJMP

| Research Article

Check for updates

Achieving Sustainable Leadership through E-Government Practices in Anambra State Civil Service

Dr. Duezeh, Emmanuel Afamefuna
Lecturer, Department of Public Administration
Faculty of Management Sciences
Nnamdi Azikiwe University Awka, Anambra State, Nigeria
+2348037937386
duemmak@yahoo.com
ea.duezeh@unizik.edu.ng,

Abstract: The study examined achieving sustainable leadership through e-government practices. In order to carry out this study, specified research objectives were drawn from which null hypotheses were formulated and used for the study. The research design for this study is an Expost Facto design. The population of the study consisted of all the staff of Ministry of Finance. Simple random sampling technique was used to select 100respondents out of the population. The instrument used for data collection was questionnaire. Data from completed questionnaires was subjected to Independent t-test analysis. The findings showed and concluded that The administration would appoint e-govern implementation committees that will determine the specifics of implementation, review the outcomes, and establish a framework for reporting efficacy with a. to set up ICT framework units in each of the Federal ministries and parastals, with permanent secretaries as head The ICT Ministry may interact with implementation committees at different levels of the government to test and improve the government's implementation. The government can also implement ICT laws that require every public and civil servant to be computer literate. Additionally, the policy should provide digital training courses for public servants. In order to complete the above, the obstacles would be eliminated as well as providing state-of-of-the-the-the-art egovernance for the region. The application of e-governance should be to all civil sector organizations.

Key words: Achievement; sustainability; leadership; e-government

INTRODUCTION

The vital value and influence of online public resources cannot be underestimated. Public service may, in reality, be improved with e-governance in Nigeria. NIT policy can be thought of as having been formulated in 2000 due to Nigeria's e-governance. The government's central tenet was to assist with the advancement of education in Africa and with IT and offering more jobs. It was to wipe out hunger (NITP, 2000). More recent, the output of e-government research has been not only by academics, but also by non-academics. While public-sector transformation of ICTs was viewed as an emerging instrument, now they have come to be regarded as an established service offering (Veljković et al., 2014). This supports Lindgren and JO (2013, 169) claims that realistic e-government seems to follow the theory of e-government adoption. This report indicates that electronic government proposals must be tightly intertwined with their execution (Corley & Gioia, 2011).

Knowledge and networking systems have radically changed over the past decade (ICTs). It has changed not only people's day-to-to-day activities, but their outlook on life, as well Akman, Mishra, Yazici, and Arifoglu (1999). by the end of the decade, all recent entrants to the EU and other than the UK had adopted electronic government initiatives many emerging economies by the year 2000 had developed national eGovernment programmes in short, it can be viewed as a way to improve public services Departments and government programmes working on the Internet and smartphone applications and IT technologies are also efforts to foster effective governance. Primarily, similar to e-Commerce, eGovernment has been seen a

big revolution, It represents a big step forward in the 21st century, delivering excellent performance at an affordable price Hold (1999). Many governments have adopted the web and digitalization to improve continuity in the usage of the internet, free dialogue on territorial issues, and introduce global services to a larger population Glaurung (1997).

Overview of E-Governance

With respect to the public sector, the concept of e-government has been centred. Definitely (Shilubane, 2001; Budhiraja, 2003; Ojo, 2014). According to Shilubane (2001), public facilities are utilities that use ICTs, i.e. effective administration, economic, moral, effective administration, economic and righteous governance. Similarly, in the words of Ojo (2014) e-government as increasing openness, visibility, and clarity of business operations. According to this article, an important goal of e-government is to increase public access to information on government activities. More specifically, e-government relates to the use of IT in government. From the meanings, it is known that e-governance is used in the activities of public enterprises only. Otherwise, it would represent a drastic break from the conventional mode of doing government function that is mainly command and control, with a few nodes, under which the people follow commands.

To augment government processes (citizens and developing links with e-society (Heeks, 2001). Godse and Garg (2009) further states that e-governance faces several issues. They're looking for answers to the following questions: "Decisions, proper leadership, organisational arrangements, finances, assessment, the internal government service framework, cross-use, and systems entry (Godse & Garg, 2009, p. 15). We must not let ourselves get sidetracked from our trust in technical abilities to enhance citizen interaction (Dada, 2006, p. 1). E-government may also be described as 'electronic governing". While sometimes referred to as being synonyms (Kabir Baniamin, 2011), they are not similar. Though e-government is a branch of the larger public sector (UNESCO, 2007). In support of this argument, Ayo (2014, p. 76) describes ICT as being used to transform information, to increase productivity, transparency, and to incentivize morality in government At the city, regional, world, and national levels, e-government programmes strive to deliver high-quality, seamless, integrated and effective services, as well as well as promoting citizen, business and civil society, and social enterprise.

Sustainable leadership

According to Robert Scofield Earhart (2011), sustainability is not a new idea. Triple Bottom Line Investments (TBLI) and Corporate Social Responsibility are two examples of tangible sustainability policies that occur in various ways. The sustainability requires leaders that could devise approaches, policies, and programs to foster sustainable practices at social and organizational level and ignite economic success (Metcalf & Benn, 2013). Sustainability, sustainable leadership, eco-sensitive leadership, green leadership, and sustainability leadership are used interchangeably to link sustainable practices with leadership and/or management (Cosby, 2014). Multiple diverse stakeholders consider sustainable leadership as top priority and standard practice in the green economy (Avery & Bergsteiner, 2011).

Furthermore, according to Riseley (2016), long-term leadership is seen as a critical organisational strategy for fostering organisational learning. Sustainable leadership entails activities and practises that provide long-term benefit to all stakeholders, including culture, the environment, and future generations (Avery & Bergsteiner, 2011). For businesses, long-term leadership is a source of strategic advantage. Organizations benefit from sustainable leadership in the form of creativity, quality growth, continued competitive advantage, and long-term sustainability (McCann & Holt, 2010).

As a result, sustainability leadership is regarded as the crux of green policies and ecological success at the corporate level, as it provides an environmental agenda through societal reforms and creates networking with different partners to cope with climate change (Al-Zawahreh et al., 2019). Furthermore, long-term leadership improves corporate success by lowering expenses and raising sales opportunities. Sustainable leaders take a strategic approach, scanning the world regularly to track external business trends (Gerard et al., 2017), and building long-term relationships with internal and external stakeholders. Yet, out of the organization, sustainable leaders focus on accomplishing optimum performance for both society and environment (Avery & Bergsteiner, 2011). Under sustainable leadership, organizations reap numerous benefits such as protecting the natural resources and efficient usage of resources.

Overview of e-government Practice and Operations in Nigeria

Nigerian government now accepts that E-governance contributes to better global development and competitiveness. E-governance is seen as an effective tool in addressing some of the biggest economic issues in the economy and new challenges to the economy, much as it did for companies in the manufacturing era. E-governance often facilitate the collection, processing, distribution, and exchange of large quantities of information at miniscule costs. Econometric analyses show a close correlation between e-governance growth and GDP, which confirms ICT strategic relevance in both commercial and public sectors as a result, the global divide grows and gets worse due to the network revolution ICT is dangerous. Countries

who do not use e-governance tools to connect the digital networks will face more economic and knowledge gaps in comparison to those who do. Many countries are working together to shape and implement electronic aid plans and programs in acknowledgment of the impact of ICT. The G8 force on digital opportunities and the UN mission on ICT accessibility have identified e-Government as one of the digital accessibility priorities for them. Accessibility is key to e-government cooperation gains in many countries thus come from networking, better facilities, competitiveness, and effectiveness in information-based economy.

E-Government Opportunities in Nigeria

Using and introducing e-government provides Nigeria with the same rewards. The inequalities between the two groups may result from the inability to reap the numerous benefits of e-Government gains. Electronic governance would open up a lot of resources more government capability ICT is a great for developing governmental capability, administrative, and organizational capacity, as well as information interrelationships. Intranets allow different divisions to share government official's databases and to help each other divisions with problems. This facilities would ultimately help the delivery of goods and services as well as the removal of paper bursts and speedier decisions. This program gives businesses incentives to buy from, as well as sell to, to consume, and to serve government. E- e-governance is concerned in decisions be accessible, clean, and honest direct participation in decision-making If websites are designed with caution and openness, the tools to allow people to see laws, information, and policy in the political and government spheres is included. Many used to have to go to the library to get knowledge; nowadays, people go online to get it. Today, there is a greater public awareness because of governmental policies, as well as financial regulations.

The best use of both the federal and state governments of the available information and know-how provides the country with agility and power. It decreases the computing costs in addition to manual operations by a lot. Many process inefficiencies can be avoided by using ICT and ensuring file sharing of data across government agencies. Simplifying organisational processes leads to faster decision-making and implementation value for government agencies. Processes have become cumbersome, drawn-out, and inefficient in the traditional government model agencies need to then fill out a vast number of registration forms before they can even apply for a permit or license. If the individual requires a credential or anything similar, he or she must visit a lot of bureaus and spend a lot of time doing it. The opposite is an e-government project which promotes online services, alleviates paperwork, facilitates instant transfers, increases service time, content, and availability. An interdependent e-government effort requires an interconnected complex ecosystem of states, corporations, customers, and other agencies. Furthermore, governments need an intergovernmental approach to develop core competencies, technologies, intelligence, and expertise, which inter-sharing of government resources extends through governments.

Factors Militating Against Effective E-Governance Implementation in Nigeria

Many claims regarding e-government implementation in Nigeria have been made it would result in more confidence and accountability in management (Ojo, 2014, p. 79). Budhopei claims that smart, simple, simple, and accountable administration will be the key to implementing It is also believed that dissemination to the public and organisations must be effective, as well as rapid and public (UNESCO, 2007). Sadly, this is the case in Nigeria We're not dismissive of any government policy-specific difficulty, but we think e-government strategies can't be effective in improving the public sector in Nigeria unless we have fully solved the issues faced. He claims that these things even jibe with Dode's

E-governance is bound to be scorned by the institutions. The overburdened public sector interprets this as a national initiative to keep more of its participants off the job. In result, many government officials are likely to sabotage e-government. It's very certain that citizens and municipal corporations don't get along well, wouldn't it?

Furthermore, implementing e-governance in the public sector entails a lack of suitable workers managing various IT services and tools (2008). They also said that inadequate government oversight needs to be addressed if e-governance organizations are to be effective. In order to get IT services that can't be purchased and run efficiently and competitively (Friedrichsbruck, 2008).

The situation of the power supply in the nation is often said to be poor, the challenge they faced was important. Electricity is an important thing to keep in mind by using e-governance in the public sector in contrast to the existing perceptions. To corroborate this theory, the government needs to lay infrastructure, such as networking and hardware cables, including internet, required for successful e-government implementation. Nigerian public sector improvement is related to these issues, among other things

E-governance is even hinders implementation in the public sector in Nigeria (Ibe, 2011, p 58). Effective use of IT simply indicates a distinction between some who have easy and those who do not For ICT illiteracy. Nonetheless, Olaopa (2014)

identified several difficulties with funding electronic governance programmes, silo organisation, and gaps between rural and urban citizens before the establishment of the Department of Communications Technology.

Objectives of the study

To examine the roles of e-governance practices and achievement of sustainable leadership

To examine the contribution of e-governance practices and achievement of sustainable leadership

Hypotheses
There is no significant effect of roles of e-governance practices and achievement of sustainable leadership

There is no significant effect of contribution of e-governance practices and achievement of sustainable leadership

Research Methodology

Research Design

The research design for this study is expost facto. The design can be described as an outline, a general arrangement or plan from which something may be made. Nworgu (1991:136) highlights that a research design is a plan or blue print which specifies how data relating to a given problem should be collected and analyzed. It provides the procedural outline for the conduct of any investigation.

Area of study

The study area is Anambra State civil serive commission

Population of the Study:

The population of the study consisted of all the staff of Ministry of Finance. Target population refers to actual or definite population that is to be studied. Accessible is the population that can possibly be reached. Finite population is the population whose size or number cannot be determined or is too cumbersome to be determined.

Sampling and Sample Size

The Sample sizes of 100 respondents were in the study area**.** The sample size was statistically determined using the sample fraction

Data Collection Instrument and Validation:

The research instrument used for the study was the questionnaire adopted from the works of Teseema and Socters, (2006), and Allen and Meyers, (1990). The questionnaire was used to obtain data on the independent and dependent variables presented in both sections A and B of the questionnaire. While section A measured the demographic data of the respondents such as name, gender, age, educational qualification and marital status, section B measured the independent variables. Likert (1932) scale was used in the study.

Techniques of Data Analysis:

The data obtained were analyzed using Pearson moment correlation analysis.

DATA ANALYSIS

Hypotheses Testing
Hypothesis One: There is no significant effect of roles of e-governance practices and achievement of sustainable leadership

Table 1: One-Sample T-Test analysis of effect of roles of e-governance practices and achievement of sustainable leadership

Variable	Test Value = 1					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper

effect of roles of e-governance practices and achievement	102.123	98	.000	5.296	5.19	5.40

Source: Author's computation (SPSS Version 20.0 IBM)
*Significant at 0.05 level; N= 100; T_{crit} 1.96

Table 1 presents the obtained t-value as 102.123. This value was greater than critical t-value (1.96) at 0.05 level of significant with 98 degree of freedom. This observation indicates that there is significant effect of roles of e-governance practices and achievement of sustainable leadership was rejected.

Hypothesis Two: There is no significant effect of contribution of e-governance practices and achievement of sustainable leadership

Table 2: One-Sample T-Test analysis of the effect of contribution of e-governance practices and achievement of sustainable leadership

Variable	Test Value = 1					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Effect of contribution of e-governance practices	114.669	98	.000	6.229	6.12	6.34

Source: Author's computation (SPSS Version 20.0 IBM)
*Significant at 0.05 level; N= 100; T_{crit} 1.96

Table 2 presents the obtained t-value as 114.669. This value was greater than critical t-value (1.96) at 0.05 level of significant with 98 degree of freedom. This observation indicates that there is no significant effect of contribution of e-governance practices and achievement of sustainable leadership. Hence, the null hypothesis three which assumed no significant difference was rejected.

Hypothesis Three: There is no significant effect of the challenges of e-governance practices and achievement of sustainable leadership

Table 3: One-Sample T-Test analysis of effect of the challenges of e-governance practices and achievement of sustainable leadership

Variable	Test Value = 1					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
achievement of sustainable leadership	111.730	98	.000	4.588	4.51	4.67

Source: Author's computation (SPSS Version 20.0 IBM)
*Significant at 0.05 level; N= 100; T_{crit} 1.96

Table 3 presents the obtained t-value as 114.730. This value was greater than critical t-value (1.96) at 0.05 level of significant with 98 degrees of freedom. This observation indicates that there is a significant effect of the challenges of e-governance practices and the achievement of sustainable leadership. As a result, the third null hypothesis, which assumed no significant difference, was rejected.

Discussion of Findings

The first hypothesis which stated that there is no significant effect on the roles of e-governance practices and achievement of sustainable leadership was rejected. The obtained t-value 102.123 was greater than the critical t-value 1.96 at 0.05 levels with 98 degrees of freedom. This result implies that there is a significant effect on the roles of e-governance practices and the achievement of sustainable leadership. The significance of the result caused the null hypothesis to be rejected while the alternative one was accepted.

The two hypotheses that claimed there is no significant relationship between the contribution of e-governance practices and the achievement of sustainable leadership were rejected. The obtained t-value 114.669 was greater than the critical t-value 1.96 at 0.05 levels with 98 degrees of freedom. This result implies that there is a significant effect of the contribution of e-governance practices and the achievement of sustainable leadership. The significance of the result caused the null hypothesis to be rejected while the alternative one was accepted.

The third hypothesis which stated that there is no significant effect of the challenges of e-governance practices and achievement of sustainable leadership was rejected. The obtained t-value 111.730 was greater than the critical t-value 1.96 at 0.05 levels with 98 degrees of freedom. This result implies that there is a significant effect of the challenges of e-governance practices and the achievement of sustainable leadership. The significance of the result caused the null hypothesis to be rejected while the alternative one was accepted.

Recommendations and Conclusion

The administration would appoint e-government implementation committees that will determine the specifics of implementation, review the outcomes, and establish a framework for reporting efficacy with a. to set up ICT framework units in each of the Federal ministries and parastals, with permanent secretaries as head The ICT Ministry may interact with implementation committees at different levels of the government to test and improve the government's implementation. The government can also implement ICT laws that require every public and civil servant to be computer literate. Additionally, the policy should provide digital training courses for public servants. In order to complete the above, the obstacles would be eliminated as well as providing state-of-of-the-the-the-art e-governance for the region. The application of e-governance should be to all civil sector organizations.

Public administration (Ministries, Departments, Agencies, and Corporations) must be extremely tech-savvy. The government would be responsible for everything, particularly that which they can handle. Examples of this may include supplying all the offices with working laptops and ongoing instruction to the employees to keep them current on how to maximize the use of e-governance.

The Nigerian public service must have the requisite infrastructure in place to make for e-governance to be effective. For instance, reliable internet connectivity and an uninterruptible power source have been described as the most serious hurdles in e-governance implementation. The effective introduction of e-governance in the public sector depends on the availability of electrical power. In addition to the administrative infrastructure, workers having internet connectivity and training people are not a separate consideration. This is really necessary because e-governance in Nigeria would be completely dependent on the human aspect, and cannot thrive with technology driving on its own accord. As a result, the issue of resistance to change and the likes which prevent its more widespread use in all government offices and departments should be addressed by the government carefully.

References

Akman, B., A. Yazici, A. Mishra,, and A. Arifoglu. [2005] 'Leadership for sustainable innovation', International Journal of Technology

Management & Sustainable Development, 29 August, Vol. 6, No. 2, pp.135–149.

Ayo, D., & Ekong, M., (2008) 'Developing sustainable leaders through

coaching and compassion ', Academy of Management Learning & Education, Vol. 5, No. 1, pp.8–24.

Ayo, B., (2014) from 'Sustainability and the Liberal Arts' Conference, found in Sustainability

Assessment Questionnaire (SAQ) for Colleges and Universities, University Leaders for a

Bansode, U., & Patil, F., (2011) 'Creating conditions to nourish sustainable organizational excellence', Total Quality Management, October–November, Vol. 16, Nos. 8–9, pp.925–943.

Budhiraja, B., (2003) 'The sustainability of sustainability – a study into

the conceptual foundations of the notion of the notion of sustainability ', Journal of

Environmental Assessment Policy & Management, March, Vol. 7, No. 1, pp.1–33.

Chau. H., (2006) 'Sustainability leadership: co-creating a sustainable future', Journal of Change *Management*, Vol. 7, pp.25–35.

Corley, D., & Gioia, I., (2011) 'Shifting paradigms for sustainable

development: implications for management theory and research ', Academy of Management *Review*, Vol. 20, No. 4, pp.874–907

Dada, O., (2006) 'The challenges of eco-leadership', Greener Management

International, Spring.

Ferdig, O., (2007) The ROI of Sustainability: Making the Business Case, available at

http://www.aberdeen.com/summary/report/benchmark/5908-RA-sustainability-environmentalstewardship.asp (accessed on 29 August 2009).

Gberevbie, E., Ayo, N., Iyoha, N., Duruji, N., & Abasilim, P., (2015) 'Organizational sustainability: a case for formulation of a tailor made definition', Journal of Environmental Assessment Policy & Management, March, Vol. 9, No. 1, pp.1–18.

Godse, J., & Garg, R., (2009) 'Symposium – sustainability and public administration', Administrative *Theory & Praxis*, Vol. 29, No. 3, pp.370–374.

Porter, M. (1996) 'What is strategy?', Harvard Business Review, November, Vol. 74, No. 6, pp.61–78.

Graham, S. and Aurigi, S., (1997) 'Sustainable development and sustainability

of competitive advantage: a dynamic and sustainable view of the firm ', Sustainable

Development and Competitive Advantage, Vol. 11, No. 3, pp.135–146.

Heeks, F., (2001) The Triple Bottom Line: How Today's Best-run Companies Are Achieving *Economic, Social and Environment Success – and How You Can Too*, John Wiley & Sons, San Francisco, CA.

Kabir, S., and Baniamin, K., (2011) 'The role of corporations in achieving ecological sustainability', Academy of *Management Review*, October, Vol. 20, No. 4, pp.936–960.

NITP, (2000) A General Framework for E-Government: Definition Maturity Challenges, Opportunities, and Success, European Journal of Scientific Research 39 (1), 29-42

Nworgu, B., (1991) E-government maturity models: Extension of the Layne and Lee model, Government Information Quarterly 23 (2), 236-248

Ojo, B., (2014) The Quality Framework of e-Government Development, Proceedings of the 2nd International Conference on Theory and Practice of Electronics Governance; Cairo, Egypt

Okwueze, B., (2010) Creating a Sustainable Public Sector: the role of ICTs, Available at http://s3.amazonaws.com/connected_republic/attachments/10/Microsoft_Word_-_Discussion_paper_-_public_sector_sustainability_v2.pdf, (2008); visited Feb. 2011

Olaopa, A., (2014) The Failure of E-government in Developing Countries: A Literature Review, The Electronic Journal on Information Systems in Developing Countries 26 (1), 1-1

Rede, A. and Mansell, R., (1998) The DeLone and McLean Model of Information Systems Success: A Ten-Year Update, Journal of Management Information Systems 19 (4), 9–30

Shilubane, B., (2001) Estevez, E., Sustaining Electronic Governance Programs in Developing Countries, 11th European Conference on e-Government; Ljubljana, Slovenia (2001)

Budhiraja, K., (2003) Developing Organizational Capabilities in SMEs: Enabling Environmentally Sustainable ICT, BLED 2009 Proceedings, Paper 24,

Ojo, U., (2014) The Role of ICT in Sustainable Development: Some Challenges for Developing Countries, 55th Pugwash Conference Hiroshima, Japan (2005)

Veljković et al., (2014) Stages of e-government interoperability, Electronic Government, An

International Journal 5 (3) 23

Heeks, R., (2001) Building e-Governance for Development: A Framework for National and Donor Action, I-Government Working Paper no. 12, Institute for Development Policy and Management, University of Manchester, UK,

Hussein, R., Karim, N.S.A., The impact of technological factors on information systems success in the electronic-government context, Business Process Management Journal 13 (5), 613-627

Ikerd, J., Understanding and Managing the Multi-dimensions of Sustainable Agriculture, Presented at the Southern Region Sustainable Agriculture Professional Development Program Workshop, SARE

Regional Training Consortium, Gainesville, FL, http://web.missouri.edu/~ikerdj/papers/NC-

MULTD.htm (1997) visited on Feb 16, 2012.

Janowski, T., Measuring Electronic Governance for Sustainable Development: From Ranking to

Learning, EGOV Global Exchange, Singapore (2011), http://egovexchange.com/pdfs/% 5BeGov%

20Forum%5D%20Tomasz%20Janowski%20-%20Sustainable%20Development.pdf

Kanungo, S., Sustainable benefits of IT investments: From concept to implementation, AMCIS 2004 Proceedings, Paper 128, http://aisel.aisnet.org/amcis2004/128 (2004)

Kidd, C.V., The evolution of sustainability, Journal of Agricultural and Environmental Ethics 5 (1), 1-26 (1992)

Korokola, G., Yngstrom, L., Kowalski, S., Secure e-Government Services: A Comparative Analysis of e-Government Maturity Models for the Developing Regions – The Need for Security Services, Int. Journal of Electronic Government Research, 8 (1), 1-25 (2012)

Kumar, R., Making E-Government Projects in Developing countries more successful and sustainable: Some Case Studies from India, Paper presented in CPR South 2007: Research for Improving ICT Governance in the Asia-Pacific, The Asian Institute of management, Manila, Philippines (2007)

Kumar, R., Best, M. L., (2006) Impact and Sustainability of E-Government Services in Developing Countries: Lessons Learned from Tamil Nadu, India; The Information Society, 22, 1-12,

Laszlo A., Laszlo, K.C., Dunsky, H., (2010) Redefining Success: Designing Systemic Sustainable Strategies, Systems Research and Behavioral Science 27, 3-21

Morefield, L., Tapp, R., Blades, C., Kelley, G., A (2004) Method for the Quantitative Assessment of the Impact and Sustainability of the KCTCS ERP Initiative, AMCIS 2004 Proceedings, Paper 127, http://aisel.aisnet.org/amcis2004/127 (2004)