Research Paper

The Impact of E-Governance on Service Delivery in Joint Admission and Matriculation Board (Jamb) Nigeria

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Abstract
This study assessed the Impact of E-governance on service delivery in Joint Admissions and Matriculation Board (JAMB.The mixed approach method was used in this study. This approach encapsulate both qualitative (questionnaires) and quantitative (Interview & observation). A total of 46 questionnaires were administered to staff of JAMB which were all recovered valid and analysed using simple percentage. Face to face interview were also conducted with selected Computer Based Test (CBT) operators, students and lecturers in two tertiary institutions in Kaduna. Content analysis of related literature on impact of e-governance on JAMB was also done. The study adopted the Technology Acceptance Model (TAM) as its theoretical framework. The study revealed that E-Governance has improved service delivery in JAMB. Findings also indicated that inadequate infrastructure like electricity is a major impediment to e-governance application in JAMB. Based on the findings, the study recommends that JAMB should sustain and deepen its e-governance platform for effective service delivery and government should enhance infrastructure required for successful application of e-governance in JAMB and the country's public sector as a whole.
Keywords: E-Governance, JAMB, Service Delivery, Examination, Infrastructure

I. Introduction

All over the world, Information and communication technology (ICT) has been used to enhance efficiency and effectiveness in diverse governmental sectors. And electronic governance uses ICT to enhance and simplify societal growth, delivery of public service, and the business aspects of government (Backus, 2001; Perry, 2002 ; Fang, 2002 ; Heeks, 2002 ; Kettle, 2002 ; Basu, 2004 ; and Lee and Kwak, 2012). E-governance is the application of ICT to achieve administrative purpose (Sarumi, 2019).

The implementation and use of e-governance in the education sector holds a promising future to enhance the delivery of public service through effective online services. The Joint Admission and Matriculation Board (JAMB), a key player in the educational sector in Nigeria had over the years experienced series of reforms particularly in the area of deepening e-Service delivery. The body was established by the Act No. 2 of 1978 and empowered to conduct matriculation examinations in Nigeria universities (JAMB, 2017). The scope of operation of the board was expanded through the amendment of the decree No. 2 in 1988 to include conducts of examinations into polytechnics and colleges of education in the country. Over the years, JAMB has made a lot of progress in the area of e-Applications in different areas like students application process, the conduct of the matriculation examinations, the marking and the release of the examination results which has been computerized. In the past, these services required candidate to purchase a form, fill and do a physical submission at designated JAMB office. Complaints of missing forms, mishandling of forms resulting in names being wrongly spelt etc. were often reported. With the adoption of e-application, candidates can now easily process the change of course/institution form in the comfort of their home by registration on the JAMB portal and online convenient payment with the use of Automated Teller Machine (ATM). The examination slip can now be easily printed while checking of results that often involved travelling long distant with high risks, checking of admission status, printing of admission letters can now be easily done anywhere by the candidate online through the JAMB portal. In order to end all these examination malpractices which was formally

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associated with the examination, a combined examination of PPT and CBT was formed. Later, the CBT examination was fully adopted by JAMB (Chukwuemeka and Chinenye, 2018). In spite of these progress made by JAMB through adoption of E-governance, the problem of adequate infrastructure and capacity to effectively put same to use has remained a major issue of concern (Sarumi etal, 2019). There is need to also understand the experience of stakeholders like students and test centers managers in the CBT era.

It is against foregoing background that the study seeks to examine the Impact of E-governance on quality service delivery in Joint Admission and Matriculation Board (JAMB). Secondly, the paper intends to investigate the impact of e governance on the management of examinations of candidates. Thirdly, the paper is to determine the state of e-governance infrastructure in the JAMB.

The paper is therefore guided by the underlying assumption that E-Governance has no significant impact on service delivery in the Joint Admission and Matriculation Board (JAMB).

1.1. Conceptual Analysis
E-governance

The Concept of E-Governance has been defined by different people from different perspective, some scholar like Chatfield (2009), conceives e-governance as the method of using information and communication technologies (ICT) such as the computer/internet to render public information by government to the people. Others view it as a virtual reality with interface that provides medium for governance in a multidimensional form (Torres, Pina, & Royo, 2010).

Drucker (2001) states that the adoption of electronic information system of governance helps to ease government services to their citizens, improve relations with businesses whilst providing access to information. The use of emerging technologies popularly known as information and communication technologies, in order to facilitate the processes of government and public administration, is referred to as e-governance (Drucker, 2001). The following definition places emphasis on the use of ICT to assist in the management or administration of government.

According to Coleman (2008), e-governance is meant for the processing, digitised coding, distribution and storage of data which relates to the three major roles of governance in different societies; namely, the regulation and representation of social actors; the delivery of public services; and the production and flow of official information. Abasilim, Gberevbie, Iyoha, Ayo, and Ojeka (cited in Oduntan *et al.*, 2015), posit that e-governance utilises ICT to provide services to the people through a platform that enables citizens to access government activities. The authors further explain in their work that through e-governance, the procedures of making decisions and the outcome of those decisions are available to the citizen through technology. From the above works, it can be said that e-governance is an enablement or a key instrument that allows effective service delivery to the public through the adoption of ICT.

Fatile (2012) observes that e-governance is having more than just a website on the Internet but rather a type of system of government that facilitates government business. According to him, one major role of e-governance is to make governance open to everyone, citizens, government and its businesses (Fatile, 2012). In line with the above discussions, e-governance is a systematic approach and the adoption of electronic means for state management which helps to support and improve good governance of any type in a political system.

E-governance is the use of information and communication technology to allow transparency, efficiency, accountability and effectiveness of the infrastructural and collaborative exchanges within state, municipal and local governments, empowering citizens through access and application of information (Bansal *et al.*, 2012). Basu (2004) states that "e-governance is adopted by agencies of government for communication and information technologies with the ability to transform the relations between businesses, citizens and different bodies of government." E-governance facilitates the ease of delivery of government service to its citizens, increases the relationships between industries and businesses, enhances citizen empowerment through free access to information, or brings about more efficient management of government. It could be said from the above discussion that results from the use of e-governance could lead to increased transparency, increased revenue, less corruption and cost reductions in different aspects of government life.

Dibie (2018) observes that e-governance is also the application of Information Communication Technology facilities by government and different agencies under government. UNESCO (2005) states that e-governance is all about the adoption of a new style of leadership, new ways of making decisions in politics (government) and investment, new system of making available education to the citizens, new link of attending and listening to citizens, as well as new methods of making available and delivering information and services. According to Sarumi e tal (2019), e-governance is the channel to both political and economy growth of any nation.

Ikeanyibe (2009) argues that e-governance has the ability to transform citizens' service, enable access to information to empower citizens and foster free citizen participation in government. Clearly, e-governance is a mechanism for political activities in improving government performance in diverse sectors all over the world.

Narayan (2006), in his work, differentiates e-governance from e-government, and explains that e-government primarily focuses on technology used in the government domain and ICT-related initiatives in government, while e-governance is more broad in scope; it is the use of ICT to enable good governance and to encourage citizens to provide information unencumbered.

Service Delivery

Roth and Menor (2003), define service delivery as a unique system that enables business success and also supports the development of business strategy for the achievement of different levels of performance for customer retention, customer satisfaction, and overall profitability. Furthermore, Rothand Menor (2003) argue that service strategy tried, synthesized from the existing theory, offers a frequently cited framework for conceptualizing this alignment problem, and offers a good beginning for the exploration of service delivery system design characteristics and contingencies. Based on their study, the main notion for a target market is to address the question of "who" are the main customers. The two authors in their study explain more that the concept of service delivery is made of two mixes (tangible and intangible) elements that comprise delivered service. Their study also explains "what" customers are able to achieve. The study also identified alternative terms for service delivery, some of which include service package, service offering, and service bundle. Finally, Roth and Menor (2003) defined service delivery system as "how" service is being delivered to consumers or customers; this includes the structure (e.g. equipment, facilities) and infrastructure (e.g. policies, skills) to trigger the successful implementation or realization of the service delivery concept.

Service delivery in the public sector in Nigeria is used as machinery for the implementation of government policies. However, apart from this key function, it is an instrument for delivering services to government ministries, departments and agencies. According to Karim (2015), over time, these services have not been able to meet up with expectation in such a way and method they are delivered. This can be classified as part of the characteristics of the traditional public administration which is seen to rely on the use of a paper based-system for a long time, resulting in a procedure that makes citizensto be discouraged and dissatisfied with such services because of several problems that they have such as delay in the services, centralisation of office locations, corruption, among others (Karim, 2015*).* This system overtime is clamouring for reform because of the time-consuming nature and quality of public service delivery, which has to do with too many procedures and lack of transparency (Amukugo and Peters, 2016; Arkes, 2015).

Sasser, Olsen and Wyckoff (1978) affirm that the concept of service delivery relates to the characteristics of the service offered to a target market. They described the service delivery concept as different goods and services rendered to different customers and the relative importance of each component to the consumers. Based on different bodies of literature, the distillation is that the service delivery concept is a package that consists of a set of tangible and intangible elements (Karwan and Markland, 2006). Therefore, it can further be defined according to its constituent parts (Goldstein and Detke, 2002) and the easiest way to define is to relate it to the level of customisation of its elements (Zomerdijk and De Vries, 2007). Similarly, it is important to mention that service delivery conveys the benefits and values provided to customers (Collier, 1994). In line with the above discussion, it can be inferred that service delivery is a vital factor for a market or any organisation, which can have an excellent result through effective resource provisions and managing the key ingredients for good service distribution, and also building its own capacity to continuously improve provisions.

E-Governance and Service Quality in Nigeria

Government plays a major role in ensuring that Nigeria is an Information Technology (IT) capable nation in Africa. It also ensure the use of IT for educational purposes besides resulting into the creation of wealth for different people in Nigeria. And this steps has contributed to the eradication of poverty in Nigeria. There are other visible benefits which include the creation of different job opportunities for the people in Nigeria, enhancing the level of governance, health as well as agriculture (Fatile, 2012).

The main objective of e-governance varies considerably among diverse regime across the world. In reality, the aims of e-governance are determined locally based on the political leadership of each government. The goal is to help different governments to treat the citizens as customers of government services and improve the daily management of both financial and budgetary systems. Different governments are embracing other such various forms of electronic governance that helps different channels of interaction among governments, businesses and citizens; improve the ability for government institutions to communicate, collaborate and otherwise work more efficiently and effectively with each other; streamline acquisition and procurement processes; reduce opportunities for corruption; and, increase the ability to capture revenue. This entire e-governance programme is structural elements of economic development and public sector reforms to address human development issues in developing countries (Schware and Deane 2003). Most of the governments' institutions now use websites to enable visitors to go online to get government information, file and pay taxes,

register automobiles, access vital records, communicate with government officials, and participate in decision-making. With e-governance, different governments have been able to improve performance and outcomes. Governments have been able to achieve the following:

a.   Data collection online to reduce data entry costs and automate error checking;

b.   Reduce the cost of communication with citizens;

c.   Sharing of data among government agencies and between governments and other such Stakeholders as NGO"s, international agencies, and private sector firms;

d.   Enable government to reduce the cost of publication and distribution costs through online publication (OECD, 2003).

There are different components of e-governance based on the use of Information Communication Technology (ICT) to facilitate relationships between government and other k stakeholders. These types of relationships are with citizens (G2C – Government-to-Citizen), business (G2B – Government-to-Business), other governments (G2G – Government-to-Government), and employees (G2E – Government-to-Employees) (Lau, 2003).

The Government-to-Citizen e-governance focuses mainly on making information accessible to citizens online. This steps of relations further provides online services organized around citizen needs. The Government-to-Business e-governance also give attention on strategies using ICTs to facilitate government interactions with the private sector to assess goods and services and also coordinate transactions from private companies. One popular means is the electronic procurement (e-procurement) and this is basically because of the large number of purchases that governments make from the private sector of citizens make from government institutions like JAMB form, it has become imperative to develop faster and more cost-effective means to handle procurement transparently and efficiently.

Government-to-Employee e-governance focuses on the different relationships that exist between government and employees to coordinate internal operations and improve the internal efficiency of business processes. Finally, the Government-to-Government focuses mainly on making available services to governments through intergovernmental relations. This includes activities to coordinate stakeholders from the national, state/provincial, and local government as in the case of humanitarian or crisis response (Emma, Okeke & Faith, 2018).

The Nigeria government provides the biggest service through the Public Service. The stages of e-governance revolves around having a one-way online communication media through which government information is disseminated to the members of the public, the two-way interaction with increased level of activities and fully integrated systems that creates a semblance of virtual government. Easy acceptability of service delivery can be seen as one goal and responsibilities for the establishment of public organisations. In Okafor, Fatile & Ejalonibu (2014) public service delivery is the result of the intentions, decision of government and government institutions, and the actions undertaken and decision made by people employed in government institutions. They states further that it is "the provision of public goods or social (education, health), economic (grants) or infrastructural (water, electricity) services to those who need (or demand) them". Supporting the arguments above, Ohemeng (2010) views public service delivery from the light of its key features as "doing more with less, empowering citizens, enhancing transparency and holding public servants accountable." Corroborating this further, Coopers (2014) identified objectives of public service delivery as:

i.   **Speed:** The amount of time used to render service should be short making it possible for both the customer and the organization delivering the service, right first time.

ii.   **Engagement:** services render should be participatory.

iii.   **Responsiveness**: efficiency/ effective should lead to changes in the service delivery in organization.

iv.   **Value**: Every services rendered should be value driven by customer outcomes, not organizational processes.

v.   **Integration**: The service delivery mechanism should be integrated. There should be no „wrong door" policy for the customer.

vi.   **Choice**: There should be different channels for different service delivery, so that customers can have „channels of choice.

vii.   **Experience**: Personalization of service is necessary to ensure that customers" experiences are on a par with what they are used to receiving from the private sector

1.2.   Theoretical Framework

This study adopts the Technology Acceptance Model (TAM) by Fred Davies in 1989. According to Thompson (2019) this model posits that two factors determine whether a computer system will be accepted by its potential users: (1) perceived usefulness, and (2) perceived ease of use. Thompson (2019) notes that the key feature of this model is its emphasis on the perceptions of potential users who will not accept a given technology unless they share the technology creator's believe that the product is useful and user friendly. The e-governance

model is accepted by JAMB as very useful and user friendly and this account for its increased adoption in their operation over the years.

Impact of E-governance on JAMB Examination and Management in Nigeria

E-governance which also means 'electronic governance' uses information and communication technologies (ICTs) at various levels of the government and the public sector and beyond, for improving governance. Educational sector, where JAMB belongs now adopts the latest technology to enable a system that combines administrative and university management functions that are necessary for managing issues that has to do with academic affairs and the challenges for smooth functioning of such institution (Sudip and Angshu ,2013 p-3).

E-Governance increased speed in JAMB and enable solution that facilitates the processing and maintenance of large volumes of information -including student, management, facility management, library, staff details, and payroll and examination forms and scores. According to Sudip and Angshu (2013) the adoption of e-governance in the educational system incorporates data and processes of an educational Institution into a unified system, making the process uncomplicated, well-organized and error proof. This is designed to make the system user-friendly, time saving and cost saving also.

Each Educational institutions have various requirements that include computerization and management of processes such as registration, admission, student information, classes, time table, transport, attendance, library, salary and expenses, examinations, performance, grades, hostels, security and reports. Most of the software providers enable their clients to choose from the available modules to meet their needs (Kpolivie, 2014).

The Join Admission and Matriculation Board (JAMB) in recent time has been known for its outstanding role and also adopting e-governance in achieving its goals and this has been of great benefit to the body but yet with few challenges standing as hindrances to the realization of her full goals. One major aim of the JAMB is to promote autonomy, innovations and academic reforms in institutions of higher learning and also to undertake institutional restructuring for improving efficiency, relevance and creativity in examination and higher education (Kular, Gatenby Rees, Soane and Truss, 2008). The JAMB portal was created to facilitate the various activities between management and candidates.

The adoption of e-governance in JAMB makes it easy for people to secure online payment, check result, assess new policies etc. It is now possible for all students to see their Unified Tertiary Matriculation Examination (UTME) results in few hours after sitting for their respective examinations. All these were impossible in the past when the examination was manual i.e when the Paper Pencil Test (PPT) was used. The PPT system of writing examination was reportedly characterized by massive malpractice (Sanni and Mohammad, 2015; Alabi, Issa and Oyekunle, 2012) necessitating a paradigm shift. The adoption of e-governance by JAMB has gradually reduced information asymmetry that most fraudsters often capitalize on to defraud candidates.

Those eligible to sit for the UTME are holders of the following qualifications or their equivalents:
.a.   the West African School Certificate (WASC)
b.   the Senior Secondary School Certificate (SSCE)
c.   the National Technical Certificate or the National Business Certificate (NTC/NBC)
d.   Teachers" Grade II Certificate. Candidates who have sat or are scheduled to sit for examinations in any of these qualifications in the year of application may also sit for the UTME (Emma, Okeke & Faith).
Despite this benefit associated with the adoption of e-governance in JAMB there are still some challenges that hinder the full realization of ICT in its process and largely due to bad network and poor literacy level in the country.

1.4. Research Methodology

This study adopts Creswell (2014) data collation process which is a mixed approach of both qualitative (questionnaires) and quantitative (Interview & observation). The study utilised questionnaire, face to face interview and observation as major tool for data collection Questionnaire were administered to the entire staff of JAMB in their Kaduna office . In total, forty-six (46) Copies of questionnaire were administered, which were all recovered valid and analysed using simple percentage.In addition to this, face to face interview were conducted with twenty (10) selected 100 level students and two (2) lecturers of Kaduna State University and Kaduna Polytechnic. Furthermore, two Computer Based Test (CBT) operators from the two institutions were also interviewed·

1.5   Discussion of Findings

The studyshows that introduction of e-governance in JAMB has improved the performance and quality of service of the organisation. For instance, 34 respondents (74%) said the implementation of e-governance

significantly brought about efficiency in the organisation's operation. This is corroborated by students, lecturers and CBT centres operators interviewed. Majority of the students (85%) for instance said e-governance has greatly enhanced the performance of JAMB. Similar opinion were expressed by lecturers and CBT centre operators interviewed.

Majority of respondents in JAMB (65%) are of the view that there is room for improvement as the application of e-governance faces several challenges bordering on inadequate infrastructure like constant electricity supply and insufficient CBT centres. The same view were expressed by students, lecturers and CBT operator interviewed. Another challenge they said needs to be addressed is the issue of regular training and retraining to bring staff up-to speed with emerging e-governance technologies to be applied to enhance their performance. Moreover, respondents generally agreed that there is need for a deliberate government policy to ensure that all prospective JAMB candidates (Secondary school students) compulsorily acquire computer literacy prior to sitting for the examination. In addition to this, students interviewed suggested that sufficient mock test should be conducted by JAMB before the actual examination so that candidates would be conversant with test platform. Majority of respondents comprising 68% are of the opinion that there is need to emplace effective monitoring and evaluation mechanism to enhance implementation of the policy. Relatedly, majority of respondents suggested that there is need to develop an effective feedback mechanism to report any failure or challenges for prompt solution by JAMB. Moreover, literature indicates that e-governance has brought about greater transparency in JAMB as well as better security of information making it difficult for fraudsters to compromise same.

1.6   Conclusion and Recommendations

This study revealed that e-governance plays important role in the achievement of quality service delivery in JAMB. Therefore, public sector agencies like JAMB should develop a stronger policy focusing on positive service culture to engender efficiency and effectiveness. It is imperative to set up e-governance implementation committees to work out modalities for effective implementation of the policy. A performance evaluation unit also needs to be established to evaluate the successes and failures in its targets as well as internal and external feedback mechanism to get report of the body's performance or any issue from stakeholders. They should also be ICT laws that will make computer literacy a compulsory requirement for every student of secondary schools, who are prospective JAMB candidates.

JAMB should make use of different opportunities that e-governance provides in other to enhance service quality by showing a high level of e-readiness in their operations. JAMB management should ensure that all offices are equipped with functional computers; employ highly skilled personnel in ICT; provide continuous training of the personnel to keep them well informed of how best to utilize e-governance in engendering effective service delivery.

Furthermore, to ensure quality service delivery in JAMB, the government should provide the necessary infrastructure that will increase speed for implementation of e-governance in the organisation. For instance, robust broadband services, require internet network and the availability of power supply, which has been identified as one of the major challenges to e-governance implementation in the public service in the country.

Finally, there is need for JAMB management to make sure candidate can easily access information online and a good feedback platform that is real time and effective should be created for complaint from their client; CBT test centre managers and students.

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