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E-Governance and Bureaucratic Corruption in Nigeria

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E-GOVERNANCE AND BUREAUCRATIC CORRUPTION IN NIGERIA

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Abstract

Purpose: This paper is an inquiry into the issue of bureaucratic corruption in Nigeria and how e-governance can serve as a panacea. The purpose of the paper is to assess the link between e-governance and bureaucratic corruption in Nigeria. Public officials' perceptions of bureaucratic corruption and e-governance in the country are also examined.

Methodology: The paper brings together anecdotal and statistical evidence that indicates a significant nexus between e-governance and reduction of bureaucratic corruption. It is based on surveys with the use of a structured questionnaire. Conclusions are drawn from the combination of descriptive and inferential analysis. The survey covers a total of 125 respondents using random sampling.

Findings: Principally, the paper reveals that bureaucratic corruption is visible and rampant in Nigeria and a great number of people are of the view that e-governance can help in curbing bureaucratic corruption in the country. The results suggest that e-governance initiatives, if genuinely implemented, will result in the reduction of bureaucratic corruption in Nigerian public sector. This reduction in bureaucratic corruption will further have a positive effect on the society in achieving good governance and societal harmony.

Unique Contribution to Theory, Practice and Policy: To this end, the paper briefly provides a theoretical discussion of technology and bureaucratic corruption as held by different scholars, including Marx and Smith, Joseph, Ekeh, and Ake. It explains that e-governance is gaining popularity as a mechanism for enhanced public service delivery in underdeveloped and developing countries. It also argues that e-governance is capable of reducing bureaucratic corruption risks via improving public officials' monitoring and ensuring that the need for citizen interaction with gatekeepers for key services is reduced.

Keywords: *E-governance, Corruption, Bureaucracy, Bureaucratic Corruption, E-government*

1.0 INTRODUCTION

The contention on what is practicable in corruption reduction in developing countries and the focus on e-governance as a tool to improve transparency and accountability in public service delivery has gained global attention (Kim, Hyun & Heejin, 2009). It is no longer news that in the developed and developing countries alike, information and communication technology has gradually and continuously permeated government organizations and institutions at all levels over the past four decades. Although corruption and inefficiency issues of governments are argued as principal obstacles to socio-economic development in developing countries (Hossan & Bartram, 2010), the area of e-governance as a potential panacea to such barriers in many developing countries is contended as remaining unexploited to a large extent. Nigeria is culpable in this case of insufficient utilization and exploitation of e-governance advantages.

E-governance is viewed as new processes of coordination based on the advancement of information and communications technology (ICT) to governance. It is also seen as gaining widespread impetus and conceived as provision of information and services via electronic means is (Henriksson, Frost & Middleton, 2007). The introduction of information and communication technology in government sectors has resulted in an inevitable method of substituting analog information to digital. No doubt, indispensable to existence of government is information and the digital revolution is believed to have made government organizations to store, analyze, and retrieve vital information more effectively and efficiently. Also, this process has been strongly influenced by transformations in telecommunications technology and a situation of whereby computer and communication technologies have come together. The advent of Internet or World Wide Web constitutes the contemporary manifestation of this process of technological change.

In relation to governments, it has been argued that the coming together of computerization and internet connectivity/web-enablement in association with process re-engineering, promises faster and better processing of information which leads to speedier and qualitatively better decision making, greater reach and accountability, better utilization of resources and overall good governance (Padmapriya, 2013). This is what is expected from governments today. There is need for government to be transparent in its dealings, accountable for its activities and faster in its responses Government owes the citizens the responsibility of enhanced access to information and government agencies, efficient service delivery and transparency in its dealings and interactions with citizens. The potential to use information and communication technology to reduce

bureaucratic corruption and improve public service delivery has been a key topic of policy interest in Nigeria recently.

It becomes imperative to highlight the bureaucratic sector in Nigeria because it plays a key role in the implementation of public services that are vital to the political and economic growth of the country. The bureaucrats permeate the federal ministries, departments, agencies and institutions, advise political officials, formulate and implement government's policies, gather and supply data for policymakers, ensure continuity of services and public relations services. The public sector is relevant in the administrative aspect of a country and the roles of bureaucrats have become important in running the country's administration efficiently. Nevertheless, the prevailing argument is that bad institutions, lack of transparency, inability to separate public activities from private ones and cultures and traditions that are inimical to the creation of effective check and balance mechanisms have become internal characteristics in many developing countries, including Nigeria. The existence of corrupt practices among government officials and politicians has been argued in the literature (Lawal & Ariyo, 2006; Ackerman, 2007). This form of corruption is described as bureaucratic corruption, and the general agreement among these scholars is that it poses a major constraint to good governance, especially in developing countries.

A holistic approach has been adopted by some studies in the attempts to discuss the issue of corruption thereby categorizing it into different forms and sub-divisions (Dike, 2008). These are: political corruption ('grand'), bureaucratic corruption ('petty'), electoral corruption, and other forms of corruption such as bribery, fraud, embezzlement, extortion, favoritism, and nepotism. Specifically, this paper concentrates on bureaucratic corruption adopting a new approach to tackle this menace in Nigeria. The focus is simply on the potential role of e-governance in mitigating bureaucratic corruption in the country. The strength of the link between e-governance and bureaucratic corruption is tested. The paper also examines whether Nigerian bureaucracy could derive huge benefit most from adequate use of e-governance tools.

The remaining sections of the paper proceed as follows. The second section discusses the concepts of e-governance, bureaucracy, corruption and bureaucratic corruption. The third section reviews the literature and theoretical framework on the link between e-governance and bureaucratic corruption. In the fourth section, the methodology is discussed. While the fifth section presents the paper's findings, the sixth section discusses the conclusion and recommendations on how

bureaucratic corruption can be mitigated via an adequate exploitation of the potential and benefits of e-governance, especially in Nigeria.

2.0 CONCEPTUAL CLARIFICATION

2.1 Defining e-governance

In reference to Backus (2001), e-governance is conceived as a development whereby electronic means are applied in the interaction between government and citizens on one part, government and businesses on the other part, and within internal government operations all with a view to simplifying, improving and strengthening bureaucracy and governance. In a similar view, OkotUma (2004) defines e-governance as a means of harnessing the information and communication technology (ICT) potentials at different of government, including the public sector and beyond, with a view to enhancing good governance. It is understandable from these definitions that the standard of governance has transformed simply because of both the increase in awareness among citizens regarding their rights and the increasing expectations from the government's capacity to perform and deliver. Consequently, there is expectation that contemporary government would be characterized by transparency, accountability and responsiveness. In order for any agenda designed towards good governance to be achieved therefore, the use of ICT becomes imperative.

E-governance is viewed as an approach of applying the tools of information communication technology in the course of internal government dealings or in the interactions between government, citizens and private business (Misra, 2006). Similarly, e-governance is conceived as the use of information communication technology with a view to providing information to citizens and to connecting citizens and government (Mistry & Jalal, 2012). It is contended by Shim and Eom (2008) that e-governance is capable of limiting corruption risks by reducing opportunities for public officials' discretion in the course of interacting with citizens. By this is meant that if the opportunities for citizens to relate with "gatekeepers" in order to access public services are reduced, e-governance could become a significant approach to reduce practices of corruption linked to government services (Grönlund, 2010; Mistry & Jalal, 2012; Nasr, 2014).

According to Gant (2008), e-governance is the center piece of reforms in information system-support with a view to digitizing services delivery and governance process as they occur across all levels of government. Accordingly, the internet and the World Wide Web are utilized by e-

governance for both the delivery of service and dissemination of information. This is in accordance with the position of Fatile (2012) who also defines e-governance as the use of information by the agencies of government in order to transform their interactions with different areas of government, including relationship with citizens and business. In reference to its relationship with the society, Estevez and Janowski (2013) see electronic governance as the approach adopted by government to apply technology to transform itself and its interactions with customers, with a view to creating a modern impact on the society. In summary, e-governance simply means the application of ICT by the government to enhancing accountability, creating awareness and ensuring transparency in the management of government activities. It is also argued as a political strategy which adopts modern communication technology to execute government activities and make them known to the public (Ojo, 2014). It can therefore be contended that such technology could be used to achieve important objectives and could bring about rapid and more equitable development across a country. The scope of e-governance covers different areas or sections. In line with this, Ojo (2014) views e-governance as sub-divided into three broad scopes namely: e-administration which is described as the application of information communication technology in the operations of government, including the public sector organization; e-services which is explained as improvement upon the delivery of government or public services through the use of the internet, the web and mobile technology; and e-democracy conceived as an increase in the involvement of greater number of citizens in the decision making processes of democratic institutions in the country through the application of ICT. In a similar argument, Savic (2006) highlights the scope of e-governance to include: e-democracy which the author refers to as the strengthening of democratic institutions and processes and building of nexus between the elected and the electorates via the use of electronic mediums. The e-democracy further includes the process of creating relationship between the elected and the electorates; opening discussion forum through the web, that is, e-participation; providing opportunity to attend public meetings and information arising from them; and registering voters, as well as online voting, also known as e-voting. Another scope is e-government which simply means the design and implementation of the policies, laws and regulations thereby providing legal backing to the use of ICT in governance. The e-government refers to two major concepts which include information dissemination and public goods and services delivery based on the improved processes of governance through the use of ICT tools such as the internet, the

web and mobile technology. There is also area of e-business which is described as the institutions and activities that state interactions between the public sector and the private sector (Savic 2006). Accordingly, this involves the type of e-governance that deals with the interactions between the government and private sector businesses or what is known as the Government-to-Business model. It is imperative at this juncture to clarify the similarities and differences between the concepts of e-governance and e-government. In the first place, the term governance is defined as the means of guiding a society with a view to effectively and efficiently achieving its goals and interests, while the concept of government is described as the institution, sector or agency saddled with the responsibility of performing that job (Muhammad & Abu, 2007). By this is meant that government is simply one of the institutions of governance. In the literature, the terms “e-governance” and “e-government” are largely used interchangeably. However, it has been argued that both terms do not indicate the same meaning. It is also contended that although, the both concepts involve the application of information communication technology to respond to the demands of an ever-changing global dissemination of information and communication transmissions in the public sector, the two concepts are neither interchangeable nor synonymous. For instance, Ojo (2014) points out that e-government center on *constituencies* and *stakeholders* which can include all levels of government or public sector organizations, including local, state, federal and international. E-government therefore refers to all government establishments existing in the local, state or federal levels as they provide services with the use of web-based or ICT tools in general. But on the other hand, the concept of e-governance refers to the *administration* and *management* of government activities and deliveries of service through the adoption and use of ICT.

Nevertheless, it is believed that a slight difference exists between the meanings of e-governance and e-government. But some researchers have contended that e-government is simply a part of e-governance while others have argued that it is impossible to define e-government and e-governance the same way and must be conceived differently (Palvia & Sharma, 2007). It has also been argued by other authors that e-government can be viewed as a generic term that refers to government information and services delivery through the internet, while e-governance on the other hand is a comprehensive idea that refers to government and private organizations utilization of ICT to effectively execute the functions and manage efficiently (Bannister & Walsh, 2002; Finger & Pecoud, 2003). Specifically, Finger and Pecoud (2003) opine that the term e-governance

encompasses the online activities of the government and the level at which the utilization and execution of information technology and mobile internet is in accordance with the policies and programs of government. The term e-government is viewed as an institutional method of jurisdictional political operations, while e-governance is seen as a procedural method of cooperative administrative relations (Sheridan & Riley, 2006).

The term e-governance is gaining popularity all over the world. Consequently, it has become a concern for different international bodies which have defined e-governance in relation to their focus to conceive governance in general. For instance, the concern of World Bank on the issue of e-governance is related exclusively to the contribution it makes to socio-economic development based on economic and structural liberalization (Deane, 2003). According to the international organizations including World Bank, e-governance indicates the utilization of the channels of the ICT to transform the interactions of citizens and business with government with a view to enabling the involvement of citizens in decision making, increasing access to information, achieving more transparency as well as strengthening civil society (Deane, 2003). Similarly,

Bhatnagar (2001) emphasizes on the World Bank's view of e-governance as the use of all forms of information technology by the agencies of government. By this is meant that, e-governance refers to the delivery of government services and information to the public based on the use of electronic means. The belief is that these technologies are capable of enabling the government to change its relations with its other sectors, including citizens and businesses. According to Bhatnagar (2001), there is likelihood of such an exercise leading to effective government services delivery to citizens, thereby improving interactions with business and industry and empowering citizens through access to adequate information and an efficient management by the government. By extension, the attendant benefits are most likely to include reduction in corruption, enhanced transparency, more convenience, revenue growth, and cost reduction.

It is discernible from the above conceptual clarifications that e-governance is a broader discipline that deals with the whole components of networks within government as regards the application of ICT whereas e-government is actually a limited discipline that deals with online services development to the citizenry. Besides, the technological impact on the practice and administration of governments, including the relationships between public servants and the wider society is defined and assessed by e-governance. Further, it can be posited that e-governance is concerned

with a series of necessary steps for the development and administration of government agencies in order to ensure successful implementation of e-government services to the entire public. The focus of this paper is on the utilization of e-governance in the administrative interaction between government officials at local or national level, delivery of information and services to the citizens.

2.2 Understanding bureaucracy

Bureaucracy which is described as the notion of rationality derives its prominence, interpretation and conceptual usefulness from the works of Max Weber who presents bureaucracy as a better and efficient way by which the society can be improved (Taiwo, 1990). Emphatically, Weber adjudges bureaucracy as the most efficient known method for the performance of complicated tasks of administration. Konjoulas (1982) has also viewed bureaucracy as a form of organization which is indispensable to the efficient operation of any complex structure while Hague, Harrop & Breslin (1992) describe bureaucracy as institution saddled with the responsibility of carrying out the functions and responsibilities of the state, and it is therefore seen as constituting the engine room of the state. According to Lawal and Ariyo (2006), bureaucracy is an administrative body of “appointed officials” irrespective of its qualities and differences; and the term has been primarily used to indicate a body consisting of professionals and full time officials characterized by hierarchical supervision and carrying out their functions according to established rules and regulations as well as orders coming from above. These authors therefore see bureaucrats as actors within the form, perspective and content of bureaucratic system.

The contention of Tierean and Brătucu (2009) is that bureaucracy is a well-defined division of administrative labor among personnel and offices; a personnel system with regular recruitment patterns and linear careers, a hierarchy among offices, so that the status and authority would be distributed differentially among personnel; formal and informal networks that connect the organizational personnel to one another via the flows of information and patterns of cooperation. In a different and comprehensive view, Akindede, Olaopa & Obiyan (2002) argue that bureaucracy means the type of organization used by contemporary government for the conduct of its various specialized functions and operations, embodied in the system of administration and personified more specifically by the civil service, and also means a mechanistic and formal approach in carrying out such functions to achieve positive impact.

Various scholars have also explained the concept of bureaucracy through its features, functions and criticisms. According to Stillman (1976), one of the features of bureaucracy is concerned with the principle of fixed and official areas of jurisdiction, which are ordered generally by broad rules known as laws of administrative regulations. There is also the principle of hierarchy of office and hierarchical levels of gradual authority, meaning a system of super and subordinations firmly ordered such that the higher offices supervise the lower ones. Similarly, Anazodo, Okoye & Abba (2004) highlight the features of bureaucracy to include: rules, division of labor, authority structure, lifelong career commitment, and rationality. For Obi and Obikeze (2004), the characteristics of bureaucracy include; the frameworks of law, hierarchy, technical specialization, search for rationality, and value system. The overall argument of the above authors is that these factors will help the organizations' individual unit to achieve their goals, and once that is done, the organization will achieve its objectives.

2.3 On the concepts of corruption and bureaucratic corruption

Although the concept of corruption has been researched for a long time, its definition still seemingly lacks definiteness or precision. Nevertheless, the most commonly used definition of the concept is that corruption is a misuse of public position for private benefit (Nye 1967). This definition is in line with this paper because it relates to public sector. Though it leaves out the private sector, it does not mean corruption cannot be defined in relation to private sector also. Many scholars have tried to research and analyze more often on public sector corruption. In an attempt to conceive corruption, Otite (2000) opines that corruption is the deviation from integrity or resistance to guidance or discipline via favor, bribery and moral perversion. By this is meant that corruption goes beyond bribery but encompasses the acts of looting the treasury and deliberately bending the rules of the system with a view to favoring friends or hurting perceived enemies, which can be viewed as an indication of lack of order, law and accountability. Succinctly defined by Huisman and Walle (2010), corruption is simply a form of crime. Probably, this form of definition can be attested to by most scholars.

Gray and Kaufman (1998) have conceived corruption acts as bribery and extortion, involving at least two parties and other wrongful conduct being exhibited by a public official such as fraud and embezzlement. Similarly, Lipset and Lenz (2000) see corruption as an act of acquiring wealth through illegal means or securing private gain at the expense of the general public. In the view of

Urien (2012), corruption is the intentional poor performance or inability to carry out a recognized duty, or illegal exercise of power, with a view to gaining some advantage more personally. It could be discerned from these definitions that the perpetrators of corrupt practices have intentional awareness, and this means that the act of corruption is a voluntary action with adequate awareness on the part of the perpetrator (Nwankwo, Ananti & Madubueze, 2015). The above and foregoing definitions still point to the difficulty that characterizes the conception of corruption. According to Goudie and Stasavage (1998), corruption is difficult to define, as some try to define the concept, while others are not trying to define it *per se* but to research the area's most attracted to the authors. To this end, this paper contends that corruption is understood as the use of public office to achieve private gains while both the state and the citizens suffer its negative consequences.

In terms of corruption impact on the society, World Bank (2011) reports that corruption constitutes one of the single greatest obstacles to socio-economic development; particularly as it is perpetrated via the misappropriation of economic privileges, fraud and bribery. It is further argued in the literature that corruption holds back investment, retards economic development, and prevents efforts to improve the quality of life, particularly, of the rural area's inhabitants and poor people, especially, those in developing countries (Kim et al, 2009; Ionescu, 2013). At the receiving end are the developing countries which are believed to be entangled in corruption because of protracted issues like monopoly of power, absence of accountability and lack of transparency in the public sector (Marquette, 2012). Developing countries are therefore advised to initiate policies that seek to bring about transparency and promote accountability within the public sector, as this will lead to improvement in efficiency and reduce administrative corruption (Ionescu, 2013). In relation to corruption effects on Nigerian society, Obiyan and Awofeso (n.d) opine that the negative impacts of corruption on democratic stability in Nigeria are diverse, and corruption entrenches deep rooted poverty which in turn discourages active participation of the down trodden masses in politics. These scholars also argue that, based on the fact that corruption seems to be institutionalized in Nigeria, elective offices are seen as the quickest means of wealth accumulation, and the legitimacy and popularity of the ruling government is therefore always questionable.

Some researchers have divided the concept of corruption into two to explain it better, irrespective of broad and various definitions of corruption already put forward to elaborate the concept. These are "political corruption" and "bureaucratic" or "administrative" corruption, and these two are

further separated as grand corruption (political) and petty corruption (bureaucratic or administrative). The two are different from each other in that grand or political corruption takes place at the top levels, while petty or administrative corruption emerges at the implementation level (Andvig, Fjeldstad, Amundsen, Sissener & Søreide, 2000). The authors explain the distinction on the basis of Weberian separation of politics from public administration. By this is meant that corruption can be done in the bureaucratic or in the political system. In the same way, Dutt (2009) identified petty corruption and grand corruption as the two kinds of administrative corruption. Petty corruption exists among bureaucrats who rely on small tips and kickbacks from citizens to pad their pockets. Grand corruption, on the other hand, exists among higher-ranking officials who decide on huge public projects for their personal benefits. Grand corruption benefits organized groups, such as political party members or management of the organization where the corruption takes place (Dutt, 2009). Specifically, this paper examines bureaucratic type of corruption.

In the modern state, bureaucratic corruption has continued to thrive, especially in developing countries and various explanations have been offered for its pervasiveness. It has been argued that bureaucratic corruption can be conceived within the context of the nature and feature of the bureaucratic institution itself (Lawal & Ariyo, 2006). Accordingly, this view holds that in most cases organizational structure is outgrown by bureaucracy and as such becomes dehumanized and monolithic. Consequently, there is likelihood of evolvment, persistence and spread of corruption due to undefined structure, lack of social values, integration of selfish interest over and above that of the organization, as well as the absence of rules and procedures.

While Andvig *et al.* (2000) posit that bureaucratic and political corruption can function together where grand corruption is being supported by petty one; they opine that bureaucratic corruption could be controlled if there is a political will or ability to do so. These authors add that the political system does not have to be corrupted, whereas bureaucratic system without corruption is almost impossible. According to Bardhan (2006), whereas politicians are under more scrutiny by citizens and opposition, public administrators are usually accountable only to their supervisors. It follows that bureaucratic corruption is difficult to tackle as well. However, the more accountable they can be for the citizens, the less corruption there ideally should be.

Findings in the literature have established a link between the concept of bureaucratic corruption and the illegal activities of bureaucrats (Lawal & Ariyo, 2006). These authors add that the concept is traditionally used to indicate the practices of buying favor from bureaucrats who are officially saddled with the responsibility of formulating and implementing government political and economic policies. It is however argued that, the concept goes beyond the buying of favor as it further means the violation of public duty by the bureaucrats or public officials. Accordingly, bureaucratic corruption is viewed as a deliberate practice by the bureaucrats to deviate from an organization's original norm with a view to achieving material or non-material, financial or nonfinancial selfish purposes.

Bureaucratic corruption can have a significant effect on societal development if it is not controlled. Since bureaucracy is generally seen as very important to state development, corruption pervasiveness in the institution is capable of undermining development. For instance, according to Lawal and Ariyo (2006), if good governance is conceived to include the capacity of a government to manage resources efficiently to improve the well-being of the citizens, then bureaucratic corruption can thus be regarded as one of the main obstacles to good governance and development in Nigeria. Accordingly, if the bureaucracy is already infiltrated by corruption, the institution must as a matter of fact be purged of all corrupt practices for any visible development to take place.

3.0 LITERATURE REVIEW AND THEORETICAL FRAMEWORK

3.1 Objectives of e-governance

It has been contended that the major objective of e-governance is to support and stimulate good governance and make governance simple for both the government and the citizens and including businesses via various electronic means, especially through online services (Backus, 2001). According to Baev (2003), the aim of e-governance is to adapt to increasing flow of information in administration process through accelerating the process of decision, making the mechanism for decision making self-regulating and optimizing resources. Padmapriya (2013) opines that e-governance as a solution designed towards enhancing the transformation of government organizations into governments of enterprise infrastructure-based end-to-end digital. Consequently, e-governance aims to build services based on citizen's choice; make government more accessible; facilitate social inclusion; provide information responsibly; use government resources effectively; reduce government spending; deliver online services; and involve citizens

in the process of governance. By this is meant that, any e-governance application should have common goals such as transparency, accountability, efficiency, fairness, speed, services to remote locations, public-private partnership, cost savings, and convenience (Padmapriya, 2013).

The major and comprehensive objectives of e-governance, according to Pani and Mishra (2009) include enhancing the information flow by informing society through provision of access to every piece government information; improving the interaction with government by building a feedback framework; encouraging people's participation in development by improving the participation of citizens in the governing process; making the governing process more transparent and making the government accountable to its deeds by making the government more accountable through transparency and informing the citizens accordingly; minimizing the governmental expenditure; and making the government more responsive with quicker reaction to the people's plights.

3.2 Values and constraints to adopting e-governance

The literature on e-governance is characterized with quite varied arguments. Several aspects of arguments are discernible in the literature. One contention dwell on the achievable values if e-governance is initiated in a country. Those values include but not limited to effectiveness, efficiency, transparency, public accountability, service quality, rule of law, democratic responsiveness, and the participation and empowerment citizens (Hazlett & Hill, 2003; West, 2004). For instance, it has been contended that countries adopt e-governance in order to reduce corruption through the provision of transparent services and increase in citizens' trust in the government (Marquette, 2012; Krishnan, Teo & Lim, 2013). In relation to this argument, e-governance is beneficial to the citizens in many ways. It has enormous potentials to bring many goals and objectives designed by various international organizations and governments of the world into reality. It is also believed that the judicious application of e-governance initiatives could be used to address the issues of economic underdevelopment, extreme poverty, illiteracy, and pervasive corruption (Padmapriya, 2013).

Many reasons why governments adopt e-governance have been advanced in the literature (Kim *et al*, 2009; Marquette, 2012; Krishnan *et al*, 2013). First, countries adopt e-government for cost efficient delivery of services where the cost of production of government services is reduced. This includes the eradication of paper-based processes, where paper-based applications are replaced with online application processes. Second, governments adopt e-government for the purpose of

customer focus or customer-oriented service delivery. Countries adopt e-government to provide services that reflect the needs of citizens. Third, countries adopt e-government for the purpose of policy outcomes for achieving policy goals and objectives. Thus, e-governance can be used as means of collecting taxes, providing information sharing between government agencies; as well as between government and private sector industries to achieve policy goals (Marquette, 2012).

3.3 Forms of bureaucratic corruption in the public sector

Although there are numerous types of corruption, this study is concerned with bureaucratic corruption which occurs in the public sector or in the course of executing public policies. This type of corruption is also referred to as street level corruption, where bureaucrats make use of their discretion in the course of implementing public policies as given to them by lawmakers (Dike, 2008). In an earlier discussion, Dike (2008) opines that the occurrence of bureaucratic corruption is noticeable in the public administration or during the implementation end of politics and this kind of corruption is known as street level and low-level corruption. The citizens encounter this kind of corruption daily at government places including taxing offices, local licensing offices, the hospitals, schools, and police, among others. Bureaucracy is characterized with discretion and the argument is that, bureaucratic discretion is most likely to breed corruption whereby public officials show unfair treatment towards certain individuals.

Bribery is one of the major forms of corruption and it is described as the payment that is exchanged in a transaction; and it is prevalent in the public sector, especially in the execution of government businesses (Dike, 2008). According to Moseley (1999), bribes can influence the choice of government in contracting and in the allocation of government benefits. Accordingly, bribes can also vary in size, type, and how much the public official will benefit from such a transaction. Another type of bureaucratic corruption, according to Moseley (1999), is known as grand corruption which involves international business transactions, and bureaucrats and politicians are often accomplices to such a deal. This author also mentions petty corruption and this is described as when individuals seek a license or a service from the government.

Furthermore, fraud at the level of public sector is mentioned as another form of bureaucratic corruption where the advantage of government grants and services is sought and taken by individuals for their personal gain. This type of fraud involves stealing public funds, which affects all taxpayers; and public officials who partake in such schemes exploit public funds and hinder the

delivery of appropriate goods and services to citizens (Moseley, 1999). Besides, bureaucratic embezzlement is discussed as when public officials steal resources from the public institutions where they are officially employed, as applicable in Nigeria for instance.

3.4 The state of bureaucracy, e-governance and bureaucratic corruption in Nigeria

Bureaucracy has become a focus of interest to social scientists and a substantial literature has been produced on the subject. For instance, Anise (1986) has provided an elaborate conception of the Nigerian bureaucracies as comprising the entire civil service in the country including the thirty six state governments, the seven hundred and seventy four local governments and the federal civil service; parastatal and public enterprise bureaucracies; armed forces bureaucracy; internal security or Police bureaucracy; universities and other institutions of higher education bureaucracy; teaching service bureaucracy; judicial service bureaucracy; public media bureaucracy; political party bureaucracy; and private sector bureaucracy.

It is noted by Urien (2012) that the issues of corruption have become more prevalent, particularly in the bureaucratic system. Aluko and Adesopo (2003) see bureaucratic corruption as entailing an intricate network of favors provided only in exchange for other favors rendered, anticipated or expected. No doubt, the continuous widespread of bureaucratic corruption in Nigeria, its evil consequences for the nation, its causes and what can be done to curtail it have constituted a debate amongst contemporary scholars (Aluko & Adesopo, 2003). Recently, one of the notable steps taken by the Nigerian government to key into the trends of e-governance and address bureaucratic corruption is via the measure of Treasury Single Account (TSA) specifically initiated to promote transparency and enhance the overall effectiveness of a public financial management (PFM) system, and facilitate compliance with sections 80 and 162 of the 1999 Constitution of the country. This initiative is designed to reduce inequality, poverty and government corruption, while preventing diversion of funds meant for developmental and other projects.

3.5 A comparative review of e-governance effect on bureaucratic corruption

Although the relationship between e-governance and corruption is said to be reciprocal, this paper focuses on the potential role e-governance can play as a policy tool to reduce bureaucratic corruption in developing countries like Nigeria. Bureaucratic corruption, as argued in this paper, includes corrupt actions and practices by public sector employees or bureaucrats. It has been contended that public officials often intentionally cause some of the delays in various public offices

because they expect citizen to offer bribes in order to fast-track the services (Asorwoe, 2014). It is believed that corruption prevails in institutions where bureaucrats are involved in the processing of information (Armantier & Boly, 2011). The authors go on to explain how the process causes delay that lead to economic rent in these institutions, by way of giving incentives in the form of bribery to facilitate and speed-up the processes. The authors also argue how it leads to bureaucratic corruption in which the have-nots who cannot afford these incentives are denied services. The authors' conclusion is based on the argument that costs and delays in the services processing and delivering within the public sector could be reduced by the introduction of e-governance.

Generally, some studies have observed and reported a relationship between e-governance and bureaucratic corruption. There are established findings regarding a significant relationship between e-governance and reduction in corruption (Bertot, Jaeger, and Grimes, 2010; Armantier and Boly, 2011; Marquette, 2012; Ionescu, 2013; Krishnan *et al*, 2013). Specifically, Shim and Eom (2008) opine that e-governance has the potential to reduce bureaucratic corruption by bridging the gaps between public workers and public itself. This is because all the work processes between these two are monitored by the Information and Communication Technology (ICT) systems, which help to discover corrupt behaviors by analyzing the digitalized data, and this makes detection of corrupt behavior more efficient (Shim & Eom, 2008). The authors further contend that e-governance can bring greater transparency to public sector through strengthening reform initiatives, allowing citizens to track activities and monitor and control government employees.

According to the Global Corruption Report conducted in 2003, as reported by Bhatnagar (2003), e-governance can have positive impact on bureaucratic corruption, through greater transparency. Another research conducted by Andersen (2009) reports that, in the light of anecdotal evidence, there are many ways how e-governance can eliminate bureaucratic corruption. Accordingly, it can reduce contacts between public administrators and the users of public services, thus leaving out the "middle-man", who might use corrupt practices and can empower citizens to challenge corrupt and arbitrary bureaucratic action.

In their studies on the capability of e-governance to reduce corruption, Mistry and Jalal (2012) suggest that service delivery through the use of electronic forms has the potential of reducing corruption because this will significantly reduce interactions between citizens and public officials. In accordance with this argument therefore, e-governance speeds up processes and reduces human

error that characterized public administration. Shim and Eom (2008) have also argued that ICT can reduce unnecessary human interactions between citizens and public officials in administrative processes, which is the likely cause of bribery and corruption. By this is meant that e-governance is found to be capable of improving public services with less waiting time and cost.

It has been contended that if the opportunity from the civil servants to be corrupted is taken away, by transferring the services to the internet through the e-government, where there is no need for the “middle-man”, it can reduce corruption that is associated with the direct communication between the citizens and government (Charoensukmongkol & Moqbel, 2012; Sandoval-Ballesteros, 2014). The authors contend that e-governance can reduce bureaucratic corruption, because it takes directly away face-to-face contacts with the public employee, thus decreases the chances of taking bribes or being corrupt in other ways. This is also viewed as a direct effect of e-governance initiatives, as automation removes a civil servant, who could be corrupted (Grönlund, 2010). According to Sandoval-Ballesteros (2014), there is a belief that the corrupt public servants are just filling their pockets with money at the expense of citizens. There is therefore the need to curb this menace through the introduction and adoption of e-governance.

3.6 Theoretical Framework

3.6.1 Theory of technological determinism

According to Marx and Smith (1994), technological determinism posits that technology is an overarching macro-social force that exerts influence on organizational structure, individual action, and society in general. It is therefore argued that, modern business is designed to be wholly dependent upon current technology. Also, this theory sees technology as self-controlling or self-determining mechanism. There are opposing views on the impact of technological determinism. The power technology exerts in influencing change has been viewed both negatively and positively, according to the positions of the technological utopianism and anti-utopianism (Kling, 1996). According to technological utopianism, technology is viewed as important to achieving utopian visions of society by focusing on the positive aspects of technology, provided it will be used for public good. A utopian view of technology clearly posits that technology will always be used for the improvement of society. On the other hand, technological anti-utopianism sees technology in a different way, describing it as a mechanism that brings about harsh or destructive

social orders. The anti-utopian brand of technological determinism does well in warning against the danger's technology presents.

The deterministic point of view of e-governance, according to research, is usually based on utopianism, with emphasis placed on the current and future melding of Internet technology with government functions (Chen 2002; Devadoss, Pan & Huang, 2002). Although privacy advocates are increasingly concerned about the danger advanced information technology presents to citizens saying that the more heavily humans rely on technology, the more potentially dangerous it can become (Colvin 2004; Onselen & Errington, 2004), it is believed that the utopian view of technology may stimulate hope in future possibilities and expand the realm of conceived possibility. The theory of technological determinism befits this paper because it explains the essence of technology in a human organizational structure. Bureaucracy, being a public sector structure, cannot remain isolated from the modern waves of information technology. This paper contends that the adoption of electronic governance in the bureaucratic sector is most likely to determine the level of efficiency, effectiveness and reduction in administrative corruption.

3.6.2 Theory of prebendalism

Since its initial introduction by Joseph (1987) the theory of prebendalism has commonly been used to describe patron-clientelism or neopatrimonialism, especially in relation to in Nigeria. The term 'prebend' is used to describe the orientation of many people in Nigeria that they are entitled to the revenues of the Nigerian state, whereby categories of individuals such as government workers, elected officials, and members of the ethno-religious groups feel they have a right to a share of government revenues which they use to benefit their supporters and members of their religious and ethnic groups accordingly.

Joseph (1987) argues that bureaucratic corruption is prevalent in Nigeria because people make use of public offices as prebend to fulfill the short- and long-term interests of individuals rather than those of the general populace. According to Joseph (1996), the prebendalism theory holds that state offices are seen as prebends that officeholders can appropriate with a view to using them to generate material benefits for themselves, members of their groups, their constituents and kin groups. There is usually a patron-client network by bureaucrats who are usually all out to see to the continued prebendalization with a view to meeting the individual, family and sectional interests. In the author's argument, this is made possible and easier simply because bureaucracies

in Nigeria are not governed by moral ethics which the entire society recognizes as binding beyond their legal rational justification.

This theory is in line with this paper because it affirms the prevalence of bureaucratic corruption, explains its network, and examines its causes in Nigeria. The theory of prebendalism does not only associate corruption with public sector officials in Nigeria, but also with different groups all of who struggle for the country's government revenue. The theory will be particularly useful to further argue e-governance as a possible solution to bureaucratic corruption in Nigeria.

3.6.3 Theory of two publics

The theory of 'two publics' develops from an analysis of colonial and post-colonial states in Africa (Ekeh, 1975; Ake, 1993). These authors among others have associated what necessitated bureaucratic corruption to the failure of the post-colonial state in Africa to meet the short- and long-term interests of the people. They further argue that the state does not exist to advance the interests of the generality but has turned out to become a system embraced by some privileged bureaucrats with a view to exploiting and oppressing the people. It is in view of this that Ekeh (1975) particularly contend that two publics can be perceived in African states with the different moral imperatives, and these are: the primordial realm and civil public. As suggested by Osaghae (2003) and Afolayan (2012), the theory of the two publics has gained more relevance and become timeless since Ekeh first developed the concepts.

The primordial realm is governed by the moral imperative which makes stealing an act of defiance. In this realm, the pursuit of parochial interest is given little attention while emphasis is on what will benefit the people collectively. In policy formation and decisions, the collective interest predominates and this makes the people get more attraction and protection from it. On the other hand, the civic public is a coercive and oppressive structure which fails to protect and cater for the welfare and wellbeing of the people and as this has made it not to enjoy the same patronage, loyalty, commitment and confidence. Consequently, those who are oriented to the primordial realm do not see stealing from the civic public as a deviant, unethical or immoral act (Aluko & Adesopo, 2003). In view of this, Osaghae (2006) argues that the public sector is characterized by the people of amoral behavior who lack the moral imperatives of the primordial public and individuals who have come to embrace opportunism, lawlessness and corrupt tendencies all of which have come to further characterize the public sector. In Ekeh's argument, the civic public is associated with the

colonial state, which is described as alien, likes by nobody and seen as nobody's business; while the primordial public is seen as the real anchor of being.

It is theoretically argued that, there were indeed no moral linkages between the colonial state and African societies and the individual had no room for political and cultural activities within the civil colonial apparatus of the colonial state regarded as the civic public (Ekeh, 1994a, 1994b). It is also posited that these circumstances led to the emergence of primordial public, under which an individual could be a worthy citizen who is morally bound to his society as defined in terms of broadened kinship groups. Individuals, and particularly those working in the public sector, have to operate in both publics, switching from moral actions in the primordial public to amoral postures in the civic public. Ekeh (1994a, 1994b) further affirms that public affairs in postcolonial Africa are still dominated by these two publics and opines that the post-colonial state has a resemblance with the colonial state, thereby maintaining its distance from the actual African society. That is, the colonial state was distant from African society, and did not engage with the values of indigenous societies on the grounds that these were primitive and needed reshaping.

This theory becomes imperative to this paper because it explains the existence of the two publics which has further consequences for the bureaucracy or public sector. It discusses the abuse of public office for personal and private gain and the diversion of the all-inclusive civic public resources and funds for the use of the highly restricted primordial public by officials. It further brings to focus public officials are being hailed as heroic because they enrich their primordial grouping to the detriment of the civic public, and public officials who are being condemned in their primordial public because they uphold the norms of conduct in the civic public by their impartiality.

4.0 METHODOLOGY

Discussions and perceptions regarding the introduction of e-governance and the problem of bureaucratic corruption necessitates the urgent need for a study of e-governance and the extent to which it can be explored to mitigate bureaucratic corruption. This paper therefore explores government officials' perceptions of e-governance awareness in relation to bureaucratic corruption in Nigeria. The specific research questions are: (1) what is the level of awareness of Nigerian bureaucrats of e-governance and its relevance in the controlling of public sector corruption in Nigeria?; (2) how can the adoption of e-governance lead to reduction in bureaucratic corruption in

Nigeria?; (3) can the use of online tools to deliver public services result in promotion of bureaucratic transparency and accountability in Nigeria?; and (4) does corrupt bureaucracy lead to a decrease in the quality of goods and services being provided by the government? The paper examines various aspects including officials' awareness of e-governance, capabilities of e-governance, challenges for governments to develop and implement e-governance, and corruption in public service agencies. The paper further postulates four hypotheses about government officials' perceptions of bureaucratic corruption and awareness and capability of e-governance. These are: (H0₁) There is no significant relationship between Nigerian bureaucrats' awareness of e-governance and the control of corruption in the country's public sectors; (H0₂) There is no significant relationship between the adoption of e-governance and reduction in bureaucratic corruption in Nigeria; (H0₃) There is no significant relationship between the use of online tools to deliver public services and promotion of bureaucratic transparency and accountability in Nigeria; and (H0₄) There is no significant relationship between corrupt bureaucracy and a decrease in the quality of goods and services being provided by the government.

This paper relies on primary and secondary data. It used questionnaire administered on one hundred and twenty-five (125) respondents comprising government officials who were randomly drawn from the ministries, departments, agencies and institutions in Nigeria. For the secondary data, materials and information that constituted major part of the paper emanated from the review and analysis of archive materials, journals (local and international), texts, articles, reports, relevant publications of scholars, lectures, and the Internet. The structured questionnaire, which contained a series of questions, has the scale of response from Strongly Agree, Agree, Undecided, and Disagree to Strongly Disagree; and the degree of respondents' opinion was sought using a five-point Likert scale statements. Data collected were analyzed using descriptive and inferential statistics to capture the objectives and test the hypotheses of the paper. The descriptive statistics that the paper employs in analyzing the collected data include frequency tables, simple percentages, and averages while the inferential statistics used includes cross tabulations, Independent-Sample t test and Chi-square. The techniques of chi-square (χ^2) were used at 5% level of significance to test the hypothesis. The test statistic for testing hypothesis is based on this quantity:

$$\chi^2 = \frac{\sum (Of - Ef)^2}{Ef}$$

Where: χ^2 = the Chi-Square (the value of the random variables)

Of = the Observed frequency

Ef = the Expected frequency

Σ = the Summation (Addicts on sign)

5.0 RESULTS AND DISCUSSION OF FINDINGS

5.1 Hypothesis I

Table 1 H0₁: There is no significant relationship between Nigerian bureaucrats’ awareness of e-governance and the control of corruption in the country’s public sectors.

Q/N	VARIABLES	SA	A	UD	D	SD	TOTAL
Q.6	e-governance cannot be used as anti-corruption tools in Nigeria’s administrative sectors.	10.4%	28.8%	10.4%	44.8%	5.6%	100%
Q.10	I do not have idea and awareness of what e-governance means.	20%	15.2%	3.2%	31.2%	30.4%	100%

Source: Author’s Computation Underlying Data from Survey, 2019.

The data or figures of these variables are tabulated on the contingency table below:

H0₁: Contingency Table

Options	Q6	Q10	Σ Q6+Q10	Difference (D)	Mean	Deviation (χ)	χ^2
SA	10.4 ₆	20 ₁	30.4	9.6	3.04	1.04	1.08
A	28.8 ₇	15.2 ₂	44	-13.6	4.4	2.4	5.76
U	10.4 ₈	3.2 ₃	13.6	-7.2	1.36	-0.64	0.41
D	44.8 ₉	31.2 ₄	76	-13.6	7.6	5.6	31.36
SD	5.6 ₁₀	30.4 ₅	36	24.8	3.6	1.6	2.56
Total	100	100	200	Σ D=0	20	10	41.17
Mean	10	10	Σ =2				

Source: Author’s Computation Underlying Data from Survey, 2019.

The paper employs the Chi-Square (χ^2) analytical method to analyze and test the hypothesis as stated above. To prove these hypotheses, relevant questions (Q6 and Q10) were selected from the questionnaire with the corresponding data. The figures reached by these questions were tabulated into a contingency table. With an assumption of 5% level of significance, when $df = 4$, the value of χ^2 from the table of critical values = 9.49. Because the calculated value of χ^2 (41.17) exceeds or is greater than the critical value of χ^2 (9.49) i.e. $41.17 > 9.49$, the paper rejects the null hypothesis at 1% level and accepts the alternative, which states that there is significant relationship between Nigerian bureaucrats' awareness of e-governance and the control of corruption in the country's public sectors. The implication of this finding is that government officials cannot claim to be unaware of e-governance initiatives as being proposed, designed and enforced by the Nigerian government in the monitoring and control of corruption in the country's public sectors. If this is the case, it is expected that government officials in the MDAs and institutions should comply with the appropriate rules and regulations relating to e-governance as put in place by the government in order to reduce bureaucratic corruption in the country. This significant relationship is affirmed by the works of Armantier and Boly (2011); and Asorwoe (2014) in which they further support the position that government officials may be clearly aware of the e-governance processes designed by the government. They however, argue that despite the possible level of awareness, government officials may intentionally choose to engage in corruption activities in the cause of processing information and carrying out government services.

5.2 Hypothesis II

Table 2 H0₂: There is no significant relationship between the adoption of e-governance and reduction in bureaucratic corruption in Nigeria.

Q/N	VARIABLES	SA	A	UD	D	SD	TOTAL
Q.12	Bureaucrats do not resist the adoption or introduction of e-governance because it erodes their discretion and removes the opportunity for corrupt incomes.	1.6%	6.4%	1.6%	26.4%	64%	100%
Q.17	Adoption of e-services to deliver public services promotes transparency and accountability.	11.2%	44.8%	14.4%	28%	1.6%	100%

Source: Author's Computation Underlying Data from Survey, 2019.

The data or figures of these variables are tabulated on the contingency table below:

H0₂: Contingency Table

Options	Q12	Q17	Σ Q12+Q17	Difference (D)	Mean	Deviation (χ)	χ^2
SA	1.6 ₆	11.2 ₁	12.8	9.6	1.28	-0.72	0.52
A	6.4 ₇	44.8 ₂	51.2	38.4	5.12	3.12	9.73
U	1.6 ₈	14.4 ₃	16	12.8	1.6	-0.4	0.16
D	26.4 ₉	28 ₄	54.4	1.6	5.44	3.44	11.83
SD	64 ₁₀	1.6 ₅	65.6	-62.4	6.56	4.56	20.79
Total	100	100	200	Σ D=0	20	10	43.03
Mean	10	10	Σ =2				

Source: Author's Computation Underlying Data from Survey, 2019.

The paper also employs the Chi-Square (χ^2) analytical method to analyze and test the hypothesis as stated above. To prove these hypotheses, relevant questions (Q12 and Q17) were selected from the questionnaire with the corresponding data. The data got by these questions were tabulated into a contingency table. With an assumption of 5% level of significance, when $df = 4$, the value of χ^2

from the table of critical values = 9.49. Because the calculated value of χ^2 (43.03) exceeds or is greater than the critical value of χ^2 (9.49) i.e. $43.03 > 9.49$, the paper rejects the null hypothesis at 1% level and accepts the alternative, which states that there is significant relationship between the adoption of e-governance and reduction in bureaucratic corruption in Nigeria. The implication of this finding is that, if government officials fail to comply with the important rules and regulations relating to e-governance as made by the government with a view to reducing bureaucratic corruption, it is most likely that the issues of corruption and lack of transparency in Nigeria's public sectors may be difficult to abate. There is likelihood that noncompliance of government officials with e-governance initiatives may lead to bureaucratic corruption. This significant relationship is also validated by Grönlund (2010); Bertot et al (2010); Armantier and Boly (2011); Marquette (2012); Mistry and Jalal (2012); Krishnan et al (2013); Ionescu (2013); Krishnan *et al* (2013); and Nasr (2014), as they posit that e-governance has the potential to reduce corruption in public institutions in Nigeria.

5.3 Hypothesis III

Table 3 H03: There is no significant relationship between the use of online tools to deliver public services and promotion of bureaucratic transparency and accountability in Nigeria.

Q/N	VARIABLES	SA	A	UD	D	SD	TOTAL
Q.3	Most of the public services can be done through the internet.	40.8%	48.0%	8.8%	00%	2.4%	100%
Q.8	e-governance cannot lead to increased levels of transparency and greater public participation and trust.	29.6%	66.4%	00%	2.4%	1.6%	100%

Source: Author's Computation Underlying Data from Survey, 2019.

The data or figures of these variables are tabulated on the contingency table below:

H03: Contingency Table

Options	Q3	Q8	$\Sigma Q3+Q8$	Difference (D)	Mean	Deviation (χ)	χ^2
SA	40.8 ₁	29.6 ₆	70.4	11.2	7.04	5.04	25.40
A	48.0 ₂	66.4 ₇	114.4	-18.4	11.44	9.44	89.11
U	8.8 ₃	00 ₈	8.8	8.8	0.88	-1.12	1.25
D	00 ₄	2.4 ₉	2.4	-2.4	0.24	-1.76	3.10
SD	2.4 ₅	1.6 ₁₀	4.0	0.8	0.4	-1.6	2.56
Total	100	100	200	$\Sigma D=0$	20	10	121.5
Mean	10	10	$\Sigma=2$				

Source: Author's Computation Underlying Data from Survey, 2019.

The paper further employs the Chi-Square (χ^2) analytical method to analyze and test the hypotheses as stated above. To prove these hypotheses, relevant questions (Q3 and Q8) were selected from the questionnaire with the corresponding data. The figures got by these questions were tabulated into a contingency table. With an assumption of 5% level of significance, when $df = 4$, the value of χ^2 from the table of critical values = 9.49. Because the calculated value of χ^2 (121.5) exceeds or is greater than the critical value of χ^2 (9.49) i.e. $121.5 > 9.49$, the study rejects the null hypothesis at 1% level and accepts the alternative, which states that there is no significant relationship between the use of online tools to deliver public services and promotion of bureaucratic transparency and accountability in Nigeria. The implication of this finding is that, if there are online tools being used to deliver public services in Nigeria, it is most likely that transparency and accountability may characterize public sectors in the county. This significant relationship is supported by a number of studies, as reviewed in this study, that have documented the use of online tools to deliver public services and promote transparency and accountability in the public service (Bhatnagar, 2003; Shim & Eom, 2008; Mistry & Jalal, 2012). Their assumptions further documented various cases in which e-governance can bring greater transparency to public sector through strengthening reform initiatives, allowing citizens to track activities and monitor and control government employees through greater transparency.

5.4 Hypothesis IV

Table 4 H0₄: There is no significant relationship between corrupt bureaucracy and a decrease in the quality of goods and services being provided by the government.

Q/N	VARIABLES	SA	A	UD	D	SD	TOTAL
Q.4	Corruption is a common phenomenon in the Nigeria's public sector.	48%	46.4%	2.4%	1.6%	1.6%	100%
Q.15	A corrupt bureaucracy will lead	39.2%	52.8%	4.8%	0.8%	2.4%	100%
	to a decrease in the quality of goods and services being provided by the government.						

Source: Author's Computation Underlying Data from Survey, 2019.

The data or figures of these variables are tabulated on the contingency table below:

H0₄: Contingency Table

Options	Q4	Q15	$\Sigma Q4+Q15$	Difference (D)	Mean	Deviation (χ)	χ^2
SA	48 ₁	39.2 ₆	87.2	8.8	8.72	6.72	45.16
A	46.4 ₂	52.8 ₇	99.2	-6.4	9.92	7.92	62.73
U	2.4 ₃	4.8 ₈	7.2	-2.4	0.72	-1.28	1.64
D	1.6 ₄	0.8 ₉	2.4	0.8	0.24	-1.76	3.10
SD	1.6 ₅	2.4 ₁₀	4	-0.8	0.4	-1.6	2.56
Total	100	100	200	$\Sigma D=0$	20	10	115.19
Mean	10	10	$\Sigma=2$				

Source: Author's Computation Underlying Data from Survey, 2019.

The paper employs the Chi-Square (χ^2) analytical method to analyze and test the hypotheses as stated above. To prove these hypotheses, relevant questions (Q4 and Q15) were selected from the questionnaire with the corresponding data. The data or figures reached or got by these questions were tabulated into a contingency table. With an assumption of 5% level of significance, when df

= 4, the value of χ^2 from the table of critical values = 9.49. Because the calculated value of χ^2 (115.19) exceeds or is greater than the critical value of χ^2 (9.49) i.e. $115.19 > 9.49$, the study rejects the null hypothesis at 1% level and accepts the alternative, which states that there is no significant relationship between corrupt bureaucracy and a decrease in the quality of goods and services being provided by the government. The implication of this finding is that, corrupt bureaucracy cannot be exempted from the problems that led to a drastic decrease in the quality of goods and services being provided by the country's government. If government officials carry out their duty without compromising their professional ethics and without unofficial conducts, it is most likely that bureaucratic corruption in Nigeria would be minimized. This significant relationship has been validated by various authors' works as explored in the literature reviewed (Hossan & Bartram; 2010; Padmapriya, 2013); in which it has also been documented that insufficient quality goods and services as being provided by the government could be associated with corruption that characterizes the public sectors.

6.0 SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

6.1 Summary of findings

This paper examines the relationship between e-governance and bureaucratic corruption in Nigeria. Four hypotheses were developed to investigate the potential role of e-governance in mitigating bureaucratic corruption in Nigeria. The paper expects greater use of e-governance will reduce bureaucratic corruption. In other words, countries with high e-governance development index are expected to have a lower level of bureaucratic corruption.

The hypotheses test the relationship between e-governance awareness, adoption of e-governance, use of online tools and bureaucratic corruption. The hypotheses are supported by models which further indicate a positive relationship. Findings from the paper suggest that as the awareness of ICT or e-governance increases, bureaucratic corruption is most likely to decrease. There is also an indication that the adoption of e-governance and increase in the use of e-governance tools will lead to the delivery of government services through electronic means, thus increase in electronic delivery of government services, and will most likely result in a reduction in bureaucratic corruption. It is further suggested that if bureaucracy is corrupt, there is likelihood that the quality of goods and services being provided by the government will decrease.

The findings are suggestive that the uses of ICT, e-governance or online services in the public sector have potential for the reduction of bureaucratic corruption in Nigeria. The paper has revealed that e-governance has a great potential to limit human interaction, particularly between bureaucrats and citizens who patronize public services. For instance, electronic delivery of government services will limit the time it takes citizens to wait to be served or attended to by bureaucrats and prevent unusual delay caused by public servants. Authors like Singh, Pathak, Naz and Belwal (2010); and Mistry and Jalal (2012) supported these findings, suggesting that if countries in sub-Saharan Africa including Nigeria could endeavor to develop e-governance, the effort will result in transparency, accountability and reduction in bureaucratic corruption and other forms of corruption.

6.2 Conclusion

This paper attempts to ascertain, whether introduction and development of e-governance initiatives in a state can lower the levels of bureaucratic corruption and why. This is motivated by the need to attain a deeper understanding regarding the nexus between e-governance and bureaucratic corruption. Fighting corruption in countries across the globe has proven very difficult, regardless of various administrative reforms designed and put in place. The literature review in this paper indicates how industrialized countries and some developing countries developed e-governance with a view to improving public sector performance and reducing administrative corruption. Evidence shows that this has resulted in improvement in transparency and accountability within the public sectors using e-governance. Although many studies on the success of e-governance as anti-corruption tool in many countries across the globe have been established, it is observed that insufficient literature exists on the development of e-governance as an anti-corruption tool in mostly developing countries in Africa, including Nigeria. This paper therefore serves as one of the initial guides to the introduction, development and adoption of e-governance as well as reduction of bureaucratic corruption in Nigeria.

This paper concludes that the problem of the public bureaucracy in Nigeria is further compounded by corruption, and posits that e-governance has the potential role to mitigate bureaucratic corruption in the country. Undoubtedly, the public bureaucracy in Nigeria can be said to be corrupt and inefficient due largely to the visible corrupt nature of the environment under which it operates. The state as it were is viewed as characterized by lack of strict adherence to the norms, ethics and

rules governing the conduct of public officials. The bureaucrats are therefore seemingly exonerated, indicating that they are handicapped and often resort to corruption and indeed become a distinctive part of the corrupt system due to lack of any serious check and balance measures in place. But it can be argued that in situations where there are appropriate measures put in place to control and reduce corruption in the public sectors, public officials are often found of manipulating such measures for their selfish interest. Nigerian populace becomes the worst for it as resources that ought to be utilized in solving the socioecological problems like poverty, diseases, and hunger are siphoned into private pockets by politicians and their collaborators in the public bureaucracy. This issue becomes imperative and necessitates this paper to examine the link between e-governance and bureaucratic corruption in Nigeria.

This paper contributes to the theory and practice of developing and adopting e-governance as an anti-corruption tool. This paper is significant because it offers useful insights into the level of positive impact that characterize e-governance and how genuinely implemented e-governance can reduce corruption among public officials. This paper also constitutes an information piece for public administrators, policymakers, politicians, and public servants in respect of the usefulness of online delivery of public services and its impact on saving huge sums of money that is lost through corrupt practices in public institutions. This paper will be helpful to policy makers and practitioners in the field of IT, management and especially those in the government agencies. It is believed that if e-governance is adopted, there is likelihood of improvement in efficiency, transparency, and accountability within public administration in Nigeria. The primary objective of e-governance is to achieve the best system by which the potentialities of information and communication technologies (ICTs) at various levels of government could be harnessed with a view to enhancing good governance and building confidence and trust amongst the citizens as well as helping to achieve general societal harmony.

6.3 Recommendations

In view of the findings and analysis in this paper, it is recommended that compulsory ICT training and genuine certification should be recommended for all existing and prospective public officials in Nigeria, preferably at government established ICT agencies. There is also the need for a well-established mechanism to monitor the implementation of the ICT strategy in all public sectors in Nigeria. Additionally, the legislative bodies in Nigeria should set up e-governance committee,

which should be composed of ICT professionals and meet regularly, with the function of periodical review of ICT governance in the country. Also, there is need for strong, honest and formidable leadership over the ICT governance infrastructure by the executive bodies. Above all, the Nigerian government should expend a huge budget on ICT infrastructures and make ICT literacy a compulsory course for all students from primary to tertiary institutions in the country.

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