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Digital Transformation and Performance of Public Sector Organisations in Anambra State, Nigeria

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Abstract
This study focused on digital transformation and performance of public sector organisations in Anambra State, Nigeria. Several public sector organisations in Anambra state still face significant challenges such as inadequate technology integration in education, low digital maturity in revenue collection, and limited telehealth capabilities in healthcare which hinder the effective implementation of digital solutions. Hence, the broad objective of this study is to explore the relationship between digital transformation and performance of public sector organisations in Anambra State, Nigeria. Survey research design was employed, and data were collected primarily through a structured questionnaire. The total Population used for this study was 3,220 and the study adopted Taro Yamane formula to determine the sample size of 356 respondents. Data were analysed using descriptive statistics and hypotheses were tested with Pearson Product Moment Correlation. The findings revealed that there is significant positive relationship between digital transformation and performance of public sector organisations in Anambra state. Premised on this finding, the study concluded that digital transformation has a significant

positive relationship with public sector organisations in Anambra state. It therefore recommended among others that public sector organisations should foster a culture that emphasises the importance of data-driven decision-making, which can be achieved by promoting the use of data analytics in decision-making processes.

Keywords: *Digital Maturity, Digital Tools, Improved Decision-Making, Quality Service Delivery, Public Sector Organisations, Nigeria.*

INTRODUCTION

Public sector organisations are critical components of governance, serving as the primary entities responsible for delivering essential services and implementing policies that affect citizens' lives. In Nigeria, like many developing countries particularly in Africa, efforts to digitise public services have been encouraged through policies aimed at improving the public sector's service delivery and overall performance. The Nigerian National Policy for Information and Technology and subsequent legislation laid the groundwork for advancing the idea digital governance in 2001 (Okoli & Nnaji, 2023). The performance of this sector in Anambra State, Nigeria directly affect the quality of life for residents and the general development of the state. In Anambra State, the public organisations face significant challenges, including bureaucratic inefficiencies, corruption, and inadequate service provision. Hence various initiatives have been launched to promote digital transformation within public organisations. These efforts aim to improve decision-making, speed up service delivery, and foster a more responsive government.

Remarkably, digital transformation is reshaping how organisations operate globally, particularly in the public sector, where it is essential for enhancing service delivery and governance (Verhoef, Broekhuisen, Bart, Bhattacharya, Dong, Fabian & Haenlein 2021). This transformation leverages digital technologies such as cloud computing, data analytics, and artificial intelligence to improve efficiency, transparency, and accountability (Ndulu, Joseph, & Tryphone, 2021). The relationship between digital transformation and the

performance of public sector organisations in Anambra State is critical to understanding how these entities can better serve their communities. By exploring this dynamic, stakeholders can identify effective strategies for overcoming barriers and leveraging digital tools to enhance service delivery and governance. However, the successful implementation of digital initiatives is often hampered by issues such as inadequate infrastructure, limited digital literacy among staff, and resistance to change.

Regrettably, several public sector organisations in Anambra state still face significant challenges regarding digital infrastructure and maturity. The digitisation of the selected public sector organisations in Anambra state is expected to amount to numerous benefits and a high level of performance with respect to improved decision-making and quality service delivery. Unfortunately, the researchers have identified some deviations from the ideal outcome of this transformation. Again, the quality of services provided by these public sector organisations still lacks some level of cutting-edge processes which most times create dissatisfaction among the citizenry. This inadequacy may be as a result of some factors such as insufficient digital maturity, ineffective digital tools, increased bureaucracy, poor technology adoption, poor communication and engagement, and unskilled employees.

This study therefore seeks to explore the relationship between digital maturity, the use of digital tools, and the overall effectiveness of public service delivery, aiming to provide insights that could facilitate successful digital transformation initiatives within Anambra State.

Objectives of the Study

The broad objective of the study is to assess the relationship between digital transformation and performance of public sector organisations in Anambra State. The specific objectives are to:

1. Ascertain the relationship that exists between digital maturity and improved decision-making of public sector organisations in Anambra State.
2. Examine the relationship that exists between digital tools and quality service delivery of public sector organisations in Anambra State.

Research Questions

The following questions were raised:

1. What is the relationship between digital maturity and improved decision-making in public sector organisations in Anambra State?
2. What is the relationship between digital tools and quality service delivery in public sector organisations in Anambra State?

Research Hypotheses

The research hypotheses are stated in the null format.

Ho: Digital maturity has no significant relationship with improved decision-making in the selected public sector organisations in Anambra State.

Ho: There is no significant relationship between digital tools and quality service delivery in the selected public sector organisations in Anambra State.

Conceptual Review

Digital Transformation

Digital transformation can be described as the integration of digital technology into organisations to enhance productivity and operational efficiency while fundamentally transforming business models and value propositions (Gebayew, Hardini, Panjaitan, Kurniawan & Suhardi, 2018). It involves leveraging digital capabilities to transform how organisations operate and deliver value to customers (Ayoko, 2021). It involves

transitioning to digital government where citizens can access information and services through online platforms anytime from anywhere (Mergel, Kattel, Lember & McBride, 2018). Key facets of digital transformation in the public domain include developing digital infrastructure, redesigning front-end citizen-centric services, adopting emerging technologies like AI for back-end functions, and leveraging data and analytics for evidence-based policymaking (Jonathan, 2020). Digital transformation aims to enhance the multidimensional performance of public sector organisations through innovative use of technologies. Studies have found implementing e-government initiatives reduced processing costs significantly (Uyar, Nimer, Kusey, Shahbas & Schneider, 2021).

Digital maturity

Digital maturity refers to an organisation's ability to leverage digital technologies to enhance operations and service delivery (Rader, 2019). It involves developing capabilities across people, processes, data, and technology (Rossmann, 2018). The concept of "maturity" implies a state of completeness, perfection or readiness attainment as the culmination of systematic development progress within a system over time (Jayanetti, Perera & Waidyasekara, 2022). Studies show a positive relationship between digital maturity and organisational performance; in Australia. Barnett, Winning, Canaris, Cleary, Staib and Sullivan (2018) found higher digital maturity in public hospitals correlated with better clinical quality outcomes. Similarly, in the UK, Shou and Milecka-Forrest (2021) linked more mature digital strategies of higher education institutions to improved student/faculty experiences and increased research outputs.

Digital tools

A wide array of technology solutions has been adopted across both private and public sectors to streamline workflows, enhance collaboration, optimise processes and improve service delivery (Berawi, 2018). In the public administration domain, common tools

include workplace productivity suites like email and office software for drafting documents and performing basic analyses (Kravchenko, 2022). Data-driven decision tools such as business intelligence dashboards and data visualisation aid strategic and operational decision-making (Cully & Jaco, 2019). Newer technologies like artificial intelligence, robotic process automation and blockchain also begin transforming government operations. Nwabugwu, Nwobodo and Okoro (2019) and Enwelu, Enwereusor, Asadu, Nwalieji and Ugwuoke (2017) found that mobile phones were the most accessible and commonly utilised digital tool among extension workers in Anambra State's Agricultural Development Programme.

Improved Decision-making

Improved decision-making refers to the process of making choices that are more informed, effective, and aligned with organisational goals, often facilitated by the integration of data and advanced analytical tools (Webber & Zheng, 2020). This concept is increasingly recognised as vital for organisational success, particularly in the context of digital transformation. In the public sector, the importance of improved decision-making is underscored by the need for transparency and accountability (Amalia, 2023). Bannister and Connolly (2020) emphasise that data visualisation tools enable public administrators to present complex information in a clear and understandable manner, facilitating better stakeholder engagement. This clarity is essential for gaining public trust and ensuring that decisions reflect the needs and priorities of the community.

Improved decision-making encompasses a range of practices that leverage data, collaboration, and agility to enhance the quality and effectiveness of organisational choices (Barlette & Baillette, 2022). Thus, as organisations increasingly adopt digital technologies, the potential for more informed and impactful decision-making continues to grow.

Quality Service Delivery (QSD)

Quality service delivery (QSD) refers to how well public services meet the needs of citizens from a user perspective. It examines aspects like availability, reliability, accessibility, courtesy and responsiveness of frontline services (Butkus, Rakauskiene, Bartuseviciene, Stasiukynas, Volodskiene & Dargenyte-Kacileviciene, 2023). Measuring QSD provides insight into citizens' experiences interacting with government. Again, QSD encompasses several dimensions, including technical quality (the actual outcome of the service) and functional quality (the manner in which the service is delivered) Gronroos (2024). This dual focus highlights that not only must services be effective, but they must also be delivered in a way that is perceived as courteous and professional by citizens. This perspective emphasises the importance of both the results of a service and the experience of obtaining it.

Theoretical Framework

The work is anchored on Technology-Organizing-Environment (TOE) Theory. The TOE model was propounded by Louis G. Tornatzky and Mitchell Fleischer and published in the year 1990. This theoretical framework provides a lens through which the relationship between technology, organizational factors, and the external environment can be understood. This theory is highly relevant to the study on digital transformation and performance of public sector organizations in Anambra state. The TOE Theory posits that the successful adoption and implementation of technology within an organization are influenced by three key factors: technology-related factors, organizational factors, and environmental factors.

By anchoring the study to the TOE Theory, the researchers can analyze and understand how these three factors interact and influence the digital transformation initiatives and performance outcomes of the public sector organizations in Anambra state. In summary, the TOE Theory offers a relevant and comprehensive theoretical framework for analyzing the relationship between digital transformation and the performance of public sector

organizations in Anambra state, by considering the interplay of technology-related factors, organizational factors, and environmental factors.

Empirical Review

Ofoma (2021) in a qualitative study examined how digital technologies have impacted service delivery through government agencies in Nigeria. Through secondary data analysis of sources from these public bodies and prior works, Ofoma explored how digitalisation has influenced the nation's public sector. The findings revealed that service delivery to citizens was previously very inefficient and ineffective prior to adopting digital solutions. The study concluded that introducing technologies improved how the government administered to people and that digitalisation practices positively reformed internal operations and external-facing services.

Jummai (2021) explore the need for digital transformation in Nigeria's education sector. The study was an opinion article reviewing existing multidisciplinary literature on the topic. The study analyses how technological utilisation in higher education must be revaluated following disruptions caused by the COVID-19 pandemic requiring alternative learning models. The literature in its findings revealed that Nigerian public institutions face challenges integrating mobile learning. The study concluded that digital solutions must be adopted within Nigerian public higher education to ensure continuity irrespective of external factors.

Peace *et al* (2021) analysed the relationship between information communication technology and administrative efficiency at the Federal Inland Revenue Service in Onitsha, Anambra State, Nigeria from 2010-2017. The study used a survey research design with a sample of 384 determined via Krejcie and Morgan. Primary data was collected via structured questionnaires on a 5-point Likert scale. Pearson's correlation was used to test hypotheses. Key findings determined that the organisation's web interface positively

impacts data storage for management decisions, e-services enhance tax administrative processes, and computerisation promotes transparency and accountability. The study concluded that information communication technology has a positive relationship with administrative efficiency at the Federal Inland Revenue Service in Onitsha, Anambra State, Nigeria.

Nwankwo (2022), examines the impact of emerging digital technologies on organisational performance at Fidelity Bank in Anambra State, Nigeria. Using a survey research design with a structured 5-point Likert scale questionnaire distributed to 200 employees with a 94.68% response rate, Nwankwo collected data to investigate the impact of e-mail, internet, and e-commerce. Hypotheses were tested through ANOVA in SPSS. Results revealed e-mail, internet technology, and e-commerce each had a significant positive impact on organisational performance at Fidelity Bank. The study concluded that emerging digital technologies has a positive impact on organizational performance at Fidelity Bank in Anambra State, Nigeria.

Enwelu and Nnaji, (2023) studied the effect of e-governance on employee service delivery at the Anambra State Civil Service Commission in Awka. Guided by technology determinism theory and utilising a survey research design, the researchers collected both primary and secondary data from a simple random sample. Frequency tables, simple percentages, and t-tests using SPSS were employed to analyse the data and test hypotheses. The findings reveal e-governance facilities are available for use at the Commission and their adoption improves access to governmental information services. The study concluded that e-governance has a positive effect on employee service delivery at the Anambra State Civil Service Commission in Awka.

Research Methodology

The design of this study is survey research design as it collected data from a sizable segment of the population through structured questionnaires. The population of the study

is the workforce (Operational Staff) of four selected public sector organisations in Anambra State. The public sector organisations are Anambra State Ministry of Health (2,100), Anambra State Universal Basic Education Board (ASUBEB) (670), Anambra State Internal Revenue Service (AIRS) (250) and Anambra State Road traffic management Agencies (200). Hence the population size of the study is 3,220. The data generated were analysed using descriptive statistics while the hypotheses were tested using Pearson Product Moment Correlation Coefficient with the aid of Statistical Packages for Social Science (Version 27) at 5% level of significance.

Sample Size and Sampling Techniques

The study adopted Taro Yamane formula to determine the sample size of 356. It made use of Bowley's Proportion method to calculate the distribution of questionnaire to the selected public sector organisations, thus:

Anambra State Ministry of Health: $n = \frac{2100 \times 356}{3220} = 232$

Anambra State Universal Basic Education Board: $n = \frac{670 \times 356}{3220} = 74$

Anambra State Internal Revenue Service: $n = \frac{250 \times 356}{3220} = 28$

Anambra State Road traffic management Agencies: $n = \frac{200 \times 356}{3220} = 22$

The relevant data was collected using questionnaire which comprised of a five (5) Point Likert Scale of Strongly Agreed, Agreed, Disagreed, Strongly Disagreed, and Undecided. , mean score below 3.0 is rejected and mean score of 3.0 and above is accepted. *O*ut of the three hundred (356) respondents given questionnaire to fill, two hundred and ninety 294 of the questionnaire were returned giving a retrieval rate of 83% through self-administered distribution.

Table 1: Digital maturity and improved decision-making in public sector organisations in Anambra State?

S/N	Items	N	Mean	Remark

	Digital Maturity			
1	The level of digital literacy among my organisation's employees is high	294	3.66	Accepted
2	My organisation frequently conducts digital skills training for employees	294	3.78	Accepted
3	My organisation does not employ any strategy to stay ahead of digital disruption in its sector	294	2.32	Rejected
4	My organisation's digital infrastructure is poorly advanced	294	3.69	Accepted
	Improved Decision-making			
	My organisation does utilise data and analytics to inform her decision-making process	294	4.55	Accepted
6	My organisation does employ good strategies to ensure decisions are aligned with organisational goals	294	4.15	Accepted
7	Employees at various levels of my organisation are involved in decision-making	294	4.55	Accepted
8	My organisation does not learn from past decisions to improve future ones	294	2.78	Rejected

Source: Field Survey 2024

In table 1, all the items addressed the first research question which is "**w**hat is the relationship between digital maturity and improved decision-making in public sector organisations in Anambra State?" From the data analysis, items 1, 2, 4, 5, 6 and 7 obtained a mean rating above the criterion mean of 3.0 and items 3, and 8 obtained a mean rating below the criterion mean of 3.0. The result of the analysis indicated that majority of the respondents supported that Digital maturity relates with improved decision making in public sector organisations in Anambra State.

Table 2: Digital tools and quality service delivery in public sector organisations in Anambra State?

S/N	Items	N	Mean	Remark
	Digital Tools			
9	Higher percentage of my daily tasks at work involve the use of digital tools	294	3.67	Accepted
10	The rate of effectiveness of the digital tools provided by the organisation is highly poor in pay between different groups of workers in my organisation	294	3.05	Accepted
11	I have not received adequate training on how to effectively utilise the digital tools in my role	294	2.80	Rejected
12	I am confident in my ability to adapt to new digital tools as they are introduced in the organisation	294	4.01	Accepted
	Quality Service Delivery			
13	Customers are satisfied with the overall quality of service delivery provided by my organisation	294	4.66	Accepted
14	There is a high rate of professionalism of our staff members when delivering services	294	3.09	Accepted
15	There is convenience and easy accessibility of my organisation's services	294	2.44	Rejected
16	My organisation adequately leverage technology to enhance service delivery	294	3.59	Accepted

Source: Field Survey 2024

From table 2, all the items addressed the second research question which is “to what extent is the relationship between digital tools and quality service delivery in public sector organisations in Anambra State?" From the data analysis, items 9, 10, 11, 13, 14, and 16 obtained a mean rating above the criterion mean of 3.0 and items 12 and 15 obtained a mean rating below the criterion mean of 3.0. The result of the analysis revealed that majority of the respondents supported that Digital Tools relates with quality Service Delivery in public sector organisations in Anambra State.

Hypotheses Testing

Decision Rule: Reject the null and accept the alternate if P-value < 0.05; if otherwise accept the null Hypothesis.

Test of Hypothesis One

Ho_1: Digital maturity has no significant relationship with improved decision-making in the selected public sector organisations in Anambra State.

Hi_1: Digital maturity has significant relationship with improved decision-making in the selected public sector organisations in Anambra State.

Table 3: Correlation between digital maturity and improved decision-making in the selected public sector organisations in Anambra State.

Correlations

		Digital Maturity	Improved Decision Making
Digital Maturity	Pearson correlation	1	876**
	Sig. (2-tailed)		.041
	N	294	294
Improved Decision Making	Pearson correlation	.876**	1
	Sig. (2-tailed)	.041	
	N	294	294

Source: SPSS version 27 Outputs.

Test of Hypothesis Two

Ho_2: There is no significant relationship between digital tools and quality service delivery in the selected public sector organisations in Anambra State.

Hi_2: There is significant relationship between digital tools and quality service delivery in the selected public sector organisations in Anambra State.

Table 4: Correlation between digital tools and quality service delivery in the selected public sector organisations in Anambra State.

Correlations

		Digital Tools	Quality Service Delivery
Digital Tools	Pearson correlation	1	.647**
	Sig. (2-tailed)		.015
	N	294	294
Quality Service Delivery	Pearson correlation	.647**	1
	Sig. (2-tailed)	.015	
	N	294	294

Source: SPSS version 27 Outputs.

Discussion of Findings

Hypothesis one revealed that digital maturity has a significant positive relationship with improved decision-making in the selected public sector organisations in Anambra State, Nigeria with r = 0.876, n = 294 and p value of 0.041 ($p<0.05$). Therefore, the study accepted the alternate hypothesis and concluded that digital maturity had a significant positive relationship with improved decision-making in the selected public sector organisations in Anambra State, Nigeria. This finding is in congruent with the result of Ofoma (2021), that concluded that introducing technologies improved how the government administered to people and that digitalisation practices positively reforms internal operations and external-facing services

Hypothesis two indicated that digital tools have a positive significant relationship with quality service delivery in the selected public sector organisations in Anambra State with r = 0.647, n = 294 and p value of 0.015 ($p<0.05$). Therefore, the study accepted the alternate hypothesis and concluded that digital tools have a positive significant relationship with

quality service delivery in the selected public sector organisations in Anambra State. This result is harmonious with Ogu, Abasili, and Obi (2023) finding that quality service delivery is related with digital tools in a moderate statistical relationship, in the study on Challenges and Measures to Enhance the Application of E-Governance in Service Delivery in Anambra State Civil Service, Nigeria.

Summary of findings

1. Table 3 shows that there is a significant positive relationship between Digital Maturity and improved decision-making in the selected public sector organisations in Anambra State with r = 0.876, n = 294 and p value of 0.041 ($p<0.05$). Therefore, the researcher accepts the alternate hypothesis and concluded that there is a significant positive relationship between Digital Maturity and improved decision-making in the selected public sector organisations in Anambra State.
2. Table 4 shows that there is a positive significant relationship between Digital Tools and Quality Service Delivery in the selected public sector organisations in Anambra State. with r = 0.647, n = 294 and p value of 0.015 ($p<0.05$). Therefore, we accept the alternate hypothesis and concluded that there is a positive significant relationship between Digital Tools and Quality Service Delivery in the selected public sector organisations in Anambra State.

Conclusion

The digital transformation of public sector organisations in Anambra state holds immense promise in terms of improving their overall performance and service delivery. The study therefore conclude that the integration of digital technologies and solutions has the capacity to revolutionise the way these organisations function, interact with stakeholders, and fulfill their duties. By embracing digital transformation, these organisations can overcome traditional limitations and tap into new opportunities for growth and efficiency. By automating manual tasks and implementing digital systems, public sector organisations can

eliminate redundancies, reduce paperwork, and optimise resource allocation. This, in turn, enables them to allocate more time and resources to critical areas of service delivery, leading to enhanced performance and customer satisfaction.

Recommendations

The study recommended that:

1. Public sector organisations should foster a culture that emphasises the importance of data-driven decision-making. This can be achieved by promoting the use of data analytics in decision-making processes, providing access to relevant data sources, and encouraging employees at various levels to actively participate in decision-making based on data-driven insights.

2. Since the analysis revealed that digital literacy is present among the public sector organisation's employees, it is recommended that the executive heads of these different sectors further enhance the integration of digital initiatives into their work processes. Providing ongoing training programs and resources will ensure that employees remain updated with the latest digital skills, technologies and tools. This will contribute to their competence in utilising digital resources for improved decision-making.

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