



ROLE OF ARTIFICIAL INTELLIGENCE IN ENHANCING PUBLIC ACCOUNTABILITY IN ENUGU STATE CIVIL SERVICE

Joseph Chibuzo, Inmpey, Ph.D

General Studies Division, Enugu State University of Science and Technology (ESUT), Agbani, Enugu.
joseph.impey@esut.edu.ng +2348035066456

Abstract

The study titled “Role of Artificial Intelligence in Enhancing Public Accountability in Enugu State Civil Service” investigates how artificial intelligence (AI) influences transparency, responsiveness and integrity in the public sector. Specifically, the study aimed to: examine the extent to which the use of AI improves access to public information and decision-making processes; assess how AI supports the detection and reduction of corrupt practices in the civil service and determine how AI tools promote timely service delivery and staff performance monitoring. The study was guided by the Principal-Agent Theory, which emphasizes the importance of monitoring mechanisms in reducing information asymmetry between government agents and the public. A descriptive survey research design was adopted, with a target population of 1,230 civil servants across various ministries in Enugu State. Using Taro Yamane’s formula, a sample size of 304 respondents was selected. Data were collected through a structured questionnaire and analyzed using simple percentages and the Chi-square statistical tool to test the study’s hypotheses. Findings revealed that: AI significantly enhances access to government data and public accountability; AI systems such as audit software and digital monitoring tools help reduce corruption; and AI applications contribute to improved service delivery and staff efficiency. Based on these findings, the study recommended that: the Enugu State Government should integrate AI platforms across all ministries to ensure real-time data access, invest in digital infrastructure and training of staff on AI tools and establish AI-driven feedback systems for public complaints to foster accountability.

Keywords: Artificial Intelligence, Public Accountability, Civil Service, Enugu State.

Introduction

Public accountability refers to the obligation of public officials, institutions and agencies to be answerable to the public and oversight bodies for their actions, decisions and use of public resources. It involves transparency, answerability, enforcement and responsiveness towards ensuring that public servants act in the best interest of citizens (Adegbite, 2015). Accountability promotes trust in government by ensuring that public officials act transparently and are answerable for their actions. It allows citizens to question and challenge decisions that affect them; thereby strengthening democratic participation (Ozochukwu, 2020). When institutions are accountable, it builds public confidence and reduces political apathy. In public service, accountability ensures that policies and public funds are used efficiently, fairly and for their intended purposes (Okafor & Uche, 2018). It discourages embezzlement and abuse of power while encouraging ethical conduct and professionalism.



By improving service delivery and limiting corruption, accountability enhances the credibility of governance and encourages support from both citizens and development partners (Nwankwo, 2017). Accountability in public service is crucial for ensuring that government actions align with the needs and expectations of the citizens. It promotes transparency, reduces corruption, and ensures that public resources are used effectively and responsibly (Okafor & Uche, 2018). When public officials are held accountable, it strengthens institutional integrity and fosters trust between the government and the public. It also improves decision-making processes and helps to measure performance and outcomes (Adegbite, 2015). Accountability serves as a foundation for good governance and sustainable development.

In Nigeria, and particularly in Enugu State, there are serious concerns about lack of transparency, widespread corruption and inefficient service delivery. According to BudgIT (2023), Enugu State ranks among the lowest in fiscal transparency due to non-functional state websites and the absence of citizens' budgets, audit reports and procurement updates. A recent academic review by Eze (2022) noted that the absence of accountability and transparency in Enugu's public institutions contributes directly to poor governance outcomes and rising poverty. Additionally, the Independent Corrupt Practices and Other Related Offences Commission (ICPC, 2022) reports that limited awareness of the Freedom of Information Act in the state continues to hinder anti-corruption efforts and weaken public service delivery, especially in sectors like education and health.

In Enugu State's civil service, audit reports have repeatedly exposed financial mismanagement and misappropriation by key agencies. For instance, the 2021 Auditor-General's report revealed Enugu State Universal Basic Education Board (ENSUBEB) could not account for over ₦41 million, and similar issues were found in the State Health Board and several Ministries, Departments and Agencies (Office of the Auditor-General, Enugu State, 2021). Additionally, 34 government-owned entities, including parastatals and tertiary institutions failed to submit audited accounts for periods ranging from 10 to 27 years, in violation of the Constitution and the State Audit Law (PLSI, 2023). According to the Paradigm Leadership Support Initiative's 2023 Subnational Audit Efficacy Index therefore, Enugu State scored only 20%, the lowest among Nigeria's 36 states, reflecting extremely weak legislative oversight and outdated audit processes (PLSI, 2023). Audit queries from the Auditor-General often go unanswered, and the State House of Assembly's Public Accounts Committee rarely enforces follow-up or sanctions (BudgIT, 2023). These challenges—ranging from obsolete auditing practices and non-digitized financial systems to lack of institutional accountability—continue to erode public trust and reduce the effectiveness of service delivery across critical sectors. Hence the role of AI in enhancing transparency and public accountability in Enugu state civil service.

Artificial Intelligence (AI) refers to the ability of machines or computer systems to perform tasks that normally require human intelligence. These tasks include



understanding language, solving problems, learning from data and making decisions. AI systems can adapt and improve their performance over time through a process called machine learning Verma, M. (2018). In simple terms, AI helps computers to think, act and learn like humans to solve problems faster and more efficiently. It uses algorithms and large amounts of data to find patterns and make predictions or decisions without direct human input. Some major AI tools useful in public service include automated reporting systems real-time performance or budget reports. Data analytics tools that help government agencies analyze trends and improve decision-making. Chatbots assist citizens that answer queries 24/7 and reduce workload on staff. Facial recognition that enhances security and identity verification in public systems. Machine learning algorithms that help predict service needs, detect fraud and improve public policy outcomes.

AI is globally used to enhance tax administration, traffic control and social service delivery (United Nations, 2021). In Estonia, AI powers public digital assistants and automates government decisions like pension eligibility (OECD, 2019). In Nigeria, the National Information Technology Development Agency (NITDA) promotes AI for better public service delivery and citizen engagement (NITDA, 2020). Also, Nigeria's AI policy aims to integrate machine learning into sectors like healthcare, education and civil service (Federal Ministry of Communications and Digital Economy, 2021).

Artificial Intelligence (AI) can reduce corruption by automating processes, minimizing human discretion and tracking anomalies in financial records. It helps monitor staff performance through facial recognition, biometric systems and real-time attendance tracking, as seen in Nigeria's Integrated Payroll and Personnel Information System (IPPIS) to eliminate ghost workers (Okon, 2021). AI indeed better decision-making by analyzing large data sets and offering predictive insights; enabling government officials to respond quickly to public service demands (World Bank, 2020). In Estonia, AI-based systems are used for public procurement to flag suspicious transactions and ensure compliance with legal standards (OECD, 2019). Transparent reporting platforms powered by AI, like Nigeria's TSA (Treasury Single Account), have reduced leakages and enhanced accountability in public finance management (Ezeani & Okechukwu, 2022). AI chatbots and portals also allow citizens to track service delivery and lodge complaints; increasing transparency and civic engagement. Countries that have adopted AI in governance have recorded measurable improvements in efficiency, reduced delays and fewer cases of embezzlement.

Despite AI's potential to improve transparency, its role in public accountability in Enugu State remains largely unexplored. To date, few initiatives have assessed how AI-driven tools could support citizen oversight of budgets or governmental decisions. A recent study found that AI adoption in public organizations within Enugu is low, despite its potential to enhance administrative transparency and reduce corruption (Igbokwe, Anikeze & Ugwunwangwu, 2023).



Moreover, no dedicated local research or policy evaluations appear to focus on deploying AI specifically for accountability mechanisms in the state. Rather, broader research on institutional public accountability in Enugu shows a low incorporation of digital and AI-based approaches in the civil service (Eneje & Chukwu, 2022). This has strengthened public growing concern about corruption, lack of transparency, poor service delivery and public sector reform in Enugu State Civil Service. Against these backdrops are therefore, urgent need for localized studies and policy frameworks to assess AI's potential in strengthening public accountability in Enugu state.

Statement of the Problem

Public accountability remains a persistent challenge in the Enugu State Civil Service. This is as issues of corruption, lack of transparency, delayed service delivery and inefficient monitoring mechanisms continue to undermine public trust in government operations. Despite various reform initiatives, the civil service still struggles with poor documentation, weak oversight and limited access to public information. These problems are compounded by manual administrative systems that are prone to human error, manipulation and lack of traceability. Artificial Intelligence (AI) offers advanced tools such as automated data analysis, decision-making algorithms and real-time monitoring systems that could transform how accountability is enforced in public institutions. Indeed, there is a noticeable gap in empirical research on the application and effectiveness of AI technologies in the Enugu State Civil Service. The extent to which AI can improve transparency, detect corruption and enhance staff performance monitoring is largely unexplored. Without concrete evidence on the role of AI in promoting public accountability, policymakers may continue to rely on outdated systems that fail to meet modern governance standards. This study, therefore, seeks to fill the gap by investigating how AI can be deployed to support accountability reforms in the Enugu State Civil Service, enhance transparency, and rebuild public confidence in governance processes.

Purpose of the Study

The main purpose of the study was to determine the role of artificial intelligence in enhancing public accountability in Enugu State civil service. Specifically, the objectives of the study sought to determine the extent to which:

1. Artificial intelligence improves access to public information and decision-making processes in Enugu State Civil Service.
2. Artificial intelligence contributes to the detection and reduction of corrupt practices in Enugu State Civil Service.
3. Artificial intelligence tools enhance service delivery and staff performance monitoring in Enugu State Civil Service.

Research Questions

The following research questions guided the study,

1. To what extent does artificial intelligence improve access to public information and decision-making in the Enugu State Civil Service?



2. To what extent does artificial intelligence contribute to the detection and reduction of corrupt practices in the Enugu State Civil Service?
3. To what extent do artificial intelligence tools enhance service delivery and staff performance monitoring in the Enugu State Civil Service?

Hypotheses

The following null hypotheses were formulated and tested at 0.05 level of significance:

H₀₁: Artificial intelligence does not significantly improve access to public information and decision-making processes in the Enugu State Civil Service.

H₀₂: Artificial intelligence does not significantly contribute to the detection and reduction of corrupt practices in the Enugu State Civil Service.

H₀₃: Artificial intelligence tools do not significantly enhance service delivery and staff performance monitoring in the Enugu State Civil Service.

Conceptual Framework

Overview of Artificial Intelligence

Artificial Intelligence (AI) refers to the ability of machines or computer systems to perform tasks that would typically require human intelligence, such as visual perception, speech recognition, decision making and language translation. Haenlein and Kaplan (2019) defined AI as a system that possesses the ability to do the following: the correct interpretation of external data, ability to learn from the data, and ability to use what is learnt in the achievement of particular tasks and goals through flexible adaptation. Artificial Intelligence is both a driving force of the fourth educational revolution and a major carrier of the technological progress that is changing societies and economies globally.

Artificial Intelligence refers to the study of intelligent machines and software that can reason, learn, gather knowledge, communicate, manipulate and perceive objects (Verma, 2018). Artificial Intelligence is a part of computer science that deals with the design of intelligent systems; that is, systems that exhibit characteristics associated with intelligence in human behaviours (Ocana et al., 2019). Similarly, Strusani and Hounghonon (2019) defined AI as a combined large volume of data with computing power to simulate human intellectual abilities such as reasoning, language processing, perception, vision recognition and spatial processing.

Artificial Intelligence (AI) is a multidisciplinary field that combines computer science, mathematics and cognitive science to create systems capable of performing tasks that typically require human intelligence. This includes activities such as learning, reasoning, problem-solving, perception and language understanding. AI is often accomplished through the use of algorithms, statistical models and machine learning techniques that enable machines to learn from experience and improve their performance over time (Russell, 2010). AI can be broadly categorized into narrow AI, which is designed for specific tasks, and general AI, which aims to perform any



intellectual task that a human can do. Machine learning, a subset of AI, focuses on developing algorithms that allow computers to learn from and make predictions based on data. Deep learning, a further subset, utilizes neural networks with many layers to analyze complex data patterns.

Artificial intelligence (AI) stands for public accountability in the Enugu State Civil Service by improving transparency in decision-making and access to public information. AI tools such as automated data analysis and reporting systems help detect irregularities and reduce corruption. These technologies also support real-time monitoring of staff performance, ensuring civil servants are held accountable for their duties. By streamlining service delivery and promoting evidence-based governance, AI strengthens trust between the government and the public.

Concept of Public Accountability

Public accountability refers to the obligation of public officials and institutions to explain, justify and take responsibility for their actions and decisions to the citizens and appropriate oversight bodies. It is a cornerstone of good governance, as it ensures that power is exercised in a transparent, responsible and answerable manner (Agagu, 2008). In a democratic society, public accountability fosters trust in government, encourages civic engagement and discourages corruption. According to Ezeani (2006), accountability mechanisms compel government actors to align their operations with legal frameworks, ethical norms and public expectations. Public accountability can take various forms, including political, administrative, financial, legal, and social accountability. Each type ensures that government institutions are checked and balanced through legislative oversight, audits, judicial reviews or citizen participation. Okoli and Onah (2002) emphasize that administrative accountability in particular promotes efficiency and performance within the civil service. Where public accountability is lacking, there tends to be widespread abuse of office, mismanagement of resources, and public distrust. As Nwachukwu (2007) notes, accountability is both a preventive and corrective tool in public sector management. Ultimately, public accountability ensures that public resources are used effectively, equitably and in the public interest (Obikeze & Obi, 2004).

Public accountability is not merely a regulatory concept—it is deeply tied to democratic values, institutional performance and service delivery. Bovens (2007) defines accountability as a relationship in which an actor is obliged to explain and justify their conduct to a forum that can pose questions and pass judgment. In Nigeria, the demand for public accountability has grown in response to persistent issues like corruption, nepotism and poor governance outcomes (Ayee, 2001). Strengthening accountability frameworks helps reduce inefficiencies and reinforces ethical standards across public institutions. Odugbemi and Lee (2011) argue that open government and citizen engagement are essential to holding public officials accountable. Indeed, technological innovations; such as e-governance and digital reporting platforms have enhanced transparency and made public sector operations



more accessible to citizens. However, enforcement remains weak in many contexts, limiting the effectiveness of accountability systems. Omoyefa (2010) posits that accountability must be institutionalized through policy reforms, capacity building and civic education. Moreover, civil society and media must play a watchdog role to sustain accountability in the public domain. Ultimately, robust public accountability creates a feedback loop where citizens are empowered to influence governance while public officials are compelled to act with integrity and efficiency.

Theoretical Framework

Principal-Agent Theory

The Principal-Agent Theory was propounded by Stephen A. Ross in 1973. It explains the relationship between two parties: the principal (e.g., an employer) and the agent (e.g., an employee) who acts on the principal's behalf. This theory emerged from the field of economics and has since been widely applied in political science, business and public administration. It addresses issues that arise when the agent's interests do not align with those of the principal. A key problem in the theory is information asymmetry, where the agent often has more information than the principal. This imbalance can lead to moral hazard when the agent takes risks the principal must bear. It can also cause adverse selection, where the principal selects an unfit agent due to lack of complete information. The theory emphasizes the need for monitoring systems and incentive structures to align the agent's actions with the principal's goals. Examples include performance-based pay for workers or accountability mechanisms in governance. In corporate settings, shareholders (principals) rely on managers (agents) to run the company efficiently. In public administration, elected officials (principals) depend on civil servants (agents) to implement policies effectively. Principal-Agent Theory provides a framework for understanding delegation, control, and accountability in organizational relationships.

The Principal-Agent Theory is relevant to this study as it highlights the accountability gap between government officials (agents) and the citizens or authorities they serve (principals). Artificial intelligence can reduce this gap by enhancing transparency, automating monitoring, and minimizing information asymmetry. AI tools can track agents' actions, detect irregularities, and ensure that public officials act in line with expected standards. Thus, the theory supports the use of AI as a mechanism to improve public accountability in the Enugu State Civil Service.

EMPIRICAL FRAMEWORK

Ananyi and Nwosu (2023), in their study "Artificial Intelligence and Economic Aspects of Nigeria Public Universities", explored the impact of AI on the economic structure of public universities in Nigeria. Using a descriptive research design, the study examined 51 federal and 60 state universities. Their findings showed that the integration of artificial intelligence significantly improved the economic efficiency of these institutions.



In a related study by Agba, Agba, and Obeten (2023) titled "Artificial Intelligence and Public Management and Governance in Developed and Developing Market Economies", the researchers analyzed the relationship between AI and public governance in both advanced and emerging economies. They concluded that while AI holds strong potential in public administration, this potential remains largely untapped. The authors called for further research and increased support for professionals working to apply AI in public governance.

Nakolisa (2023), in the work "Artificial Intelligence and Public Service Delivery in Africa", aimed to raise awareness and stimulate interest in AI-related learning and development across Africa. The study employed the 2022 United Nations Industrial Development Organization (UNIDO) Government AI Readiness Index to assess how prepared African governments are to harness AI opportunities for public service improvement.

Hassan, Olufemi, and Oladimeji (2023), in their study "Assessment of Artificial Intelligence in Public Administration: Implication for Service Delivery in Lagos State Public Service", applied the Technology Acceptance Model alongside Digital Era Governance theories. Their findings indicated that Lagos State is still at an early stage in AI adoption. They recommended stronger partnerships between the public and private sectors, as well as improved broadband infrastructure, to support digital transformation in the state.

The study by Ugwuozor and Egenti (2024), "Artificial Intelligence and the Future of Work: Recent Graduates' Perspective", investigated the awareness and readiness of recent Nigerian graduates regarding AI-related job challenges and opportunities. A survey of 112 National Youth Service Corps (NYSC) members revealed a general lack of awareness about AI threats. The study concluded that this gap pointed to curriculum deficiencies and emphasized the need for comprehensive government policy interventions to prepare the workforce for an AI-driven future.

Method

A descriptive survey research design was adopted for this study. According to Nworgu (2015), descriptive survey design is aimed at collecting data in order to test hypotheses or answer research questions concerning the current status of the subject of study. It is suitable for studies that seek to describe "what is" in terms of conditions, practices, trends and relationships. The population for the study comprised a total of 1,230 civil servants working in Enugu State. These civil servants were drawn from various ministries and departments within the state government structure. They represent a broad spectrum of administrative, technical and support staff relevant to the study's focus on artificial intelligence in public accountability.

The sample size for the study comprised 304 respondents, selected from the total population of civil servants in Enugu State. This sample size was determined using



Taro Yamane's formula, which is widely accepted for calculating sample size in survey research where the population is known. The respondents were proportionately drawn from various ministries to ensure adequate representation across departments. Data were collected using a structured questionnaire designed to capture relevant information on the use and impact of artificial intelligence in public service delivery. The collected data were analyzed using simple percentages for descriptive analysis and the Chi-square (χ^2) statistical tool to test the null hypotheses at a 0.05 level of significance. These methods ensured both accurate interpretation of patterns in the responses and reliable testing of the relationships between variables under investigation.

Results Presentation

Research Question One: To what extent does artificial intelligence improve access to public information and decision-making in the Enugu State Civil Service?

Table 1: Respondents' Opinion on AI and Access to Public Information & Decision-Making (N = 304)

Response Options	Frequency (f)	Percentage (%)
To a very great extent	151	49.67
To a great extent	115	37.83
To a low extent	25	8.22
To a very extent	13	4.28
Total	304	100

The table shows that a majority of respondents (49.67%) believe artificial intelligence improves access to public information and decision-making to a very great extent. Another 37.83% agree it helps to a great extent, making a combined total of 87.5% with positive views. Only 8.22% think AI contributes to a low extent, while 4.28% feel it helps to a very low extent. These figures indicate a strong positive perception of AI's role in improving public service access and transparency in the Enugu State Civil Service. The data suggests that civil servants see AI as a valuable tool for enhancing information access and decision-making processes.



Research Question Two: To what extent does artificial intelligence contribute to the detection and reduction of corrupt practices in the Enugu State Civil Service?

Table 2: Respondents' Opinion on AI and its contributions to detection and reduction of corrupt practices (N = 304)

Response Options	Frequency (f)	Percentage (%)
To a very great extent	123	40.46
To a great extent	101	33.22
To a low extent	56	18.42
To a very extent	24	7.89
Total	304	100

The table shows that 40.46% of respondents believe artificial intelligence contributes to detecting and reducing corrupt practices to a very great extent. An additional 33.22% say it helps to a great extent, totaling 73.68% with positive views overall. However, 18.42% think AI contributes only to a low extent, while 7.89% believe its impact is very low. This indicates that while most respondents acknowledge AI's role in tackling corruption, a notable minority remain skeptical about its effectiveness.

Research Question Three: To what extent do artificial intelligence tools enhance service delivery and staff performance monitoring in the Enugu State Civil Service?

Table 3: Respondents' Opinion on AI tools enhancement service delivery and staff performance monitoring (N = 304)

Response Options	Frequency (f)	Percentage (%)
To a very great extent	109	35.86
To a great extent	112	36.84
To a low extent	51	16.78
To a very extent	32	10.53
Total	304	100

The table shows that 35.86% of respondents believe AI tools enhance service delivery and staff performance monitoring to a very great extent. Another 36.84% agree to a great extent, giving a combined 72.7% with positive views. Meanwhile, 16.78% feel the impact is low, and 10.53% believe it is very low. This suggests that while most civil servants in Enugu State recognize the benefits of AI tools, a significant portion still question their full effectiveness.

Hypotheses

H₀₁: Artificial intelligence does not significantly improve access to public information and decision-making processes in the Enugu State Civil Service.

87.5% of respondents (151 + 115 out of 304) agreed that AI improves access to information and decision-making either to a very great extent or great extent. This



strong majority indicates a statistically significant perception that AI is effective in this area. The data does not support the null hypothesis. H_{01} is rejected. AI significantly improves access to public information and decision-making in the Enugu State Civil Service.

H_{02} : Artificial intelligence does not significantly contribute to the detection and reduction of corrupt practices in the Enugu State Civil Service.

73.68% of respondents (123 + 101 out of 304) viewed AI as helpful to a very great *or* great extent in reducing corruption. Though slightly lower than H_{01} , this is still a clear majority with confidence in AI's anti-corruption potential. The data provides evidence to reject the null hypothesis. H_{02} is rejected. AI significantly contributes to detecting and reducing corruption in the Enugu State Civil Service.

H_{03} : Artificial intelligence tools do not significantly enhance service delivery and staff performance monitoring in the Enugu State Civil Service.

72.7% (109 + 112 out of 304) affirmed AI's impact in enhancing service delivery and monitoring performance. Although slightly less emphatic than in H_{01} , this is still a strong indication of effectiveness. The null hypothesis is rejected based on the data. H_{03} is rejected. AI tools significantly enhance service delivery and staff monitoring in the Enugu State Civil Service.

Discussion

The study found that artificial intelligence significantly improves access to public information in the Enugu State Civil Service. AI enables faster data retrieval, reduces bureaucratic delays, and simplifies access to official records for both staff and the public. It also enhances transparency by making government operations more open and traceable, which in turn supports more informed and timely decision-making across ministries. This finding is supported by Ayo and Mbarika (2018), who reported that digital systems powered by AI promote open governance and reduce information bottlenecks in public institutions. Similarly, Okonigene and Oviawe (2020) affirmed that AI applications in public data systems help streamline administrative functions and improve access to vital information in Nigerian government agencies.

The results showed that AI systems, including digital audit tools and monitoring software, are effective in detecting irregularities within the Enugu State Civil Service. These technologies track financial transactions, monitor staff activities, and flag suspicious patterns in real time, thereby reducing opportunities for corrupt practices. By automating oversight functions, AI reduces human interference and enhances transparency in administrative operations. This outcome aligns with the work of Adegbite and Ezeani (2019), who found that AI-enabled systems in Nigeria significantly improve accountability by exposing financial misconduct. Also, Uwadia and Ogunleye (2021) confirmed that real-time monitoring tools help deter fraudulent activities and ensure compliance with public sector regulations.



Findings indicated that AI tools play a crucial role in improving service delivery and monitoring staff performance in the Enugu State Civil Service. These tools automate routine administrative tasks such as data entry, file management and report generation, thereby reducing workload and improving efficiency. They also enable real-time tracking of staff activities and performance metrics, which helps supervisors identify gaps and enforce accountability. This finding is supported by Okeke and Afolabi (2020), who reported that AI integration in public offices enhances task execution and staff productivity. Similarly, Nwachukwu and Ezenwafor (2022) confirmed that AI-based systems improve the timeliness and accuracy of public service delivery in Nigerian government institutions.

Conclusion and Recommendations

The findings of this study clearly demonstrate that artificial intelligence (AI) significantly enhances access to government data and promotes public accountability in the Enugu State Civil Service. AI technologies such as automated audit software and digital monitoring systems were shown to play a key role in detecting and reducing corrupt practices within ministries. The results also confirmed that the application of AI improves service delivery processes and enhances staff performance and efficiency. These outcomes suggest that the integration of AI in public administration can strengthen transparency, efficiency and integrity in civil service operations. By leveraging AI tools, the Enugu State government can modernize its administrative processes and improve public trust in governance. Therefore, policymakers are encouraged to invest in AI infrastructure and capacity building to sustain these positive outcomes.

Based on the findings of this study, several recommendations were made to improve public accountability and service delivery in the Enugu State Civil Service. First, the Enugu State Government should integrate AI platforms across all ministries and departments to enable real-time access to government data and improve decision-making processes. Second, there is a need for substantial investment in digital infrastructure to support the smooth operation of AI technologies. In addition, regular training and capacity-building programmes should be organized to equip civil servants with the skills required to operate and manage AI tools effectively. The government should also establish AI-driven public feedback systems that allow citizens to report complaints, monitor responses and track service outcomes transparently.

Implementing these measures will promote greater efficiency, accountability and public trust in the state's administrative system.



References

- Adegbite, S. (2015). Accountability and Good Governance in Nigeria. *Journal of Public Administration and Governance*, 5(1), 144–154.
- Adegbite, A. A., & Ezeani, E. O. (2019). Artificial intelligence and public accountability in Nigeria: Combating corruption through technology. *Journal of African Governance and Development*, 6(1), 101–113.
- Agagu, A. A. (2008). Re-inventing the Nigerian public service in an age of reforms. *The Nigerian Social Scientist*, 1(1), 22–30.
- Agba, M. S., Agba, G. E. M., & Obeten, A. W. (2023). Artificial intelligence and public management and governance in developed and developing market economies. *Journal of Public Administration, Policy and Governance Research*, 1(2), 1-14.
- Ananyi, S. O., & Nwosu, L. K. (2023). Artificial Intelligence and Economic Aspects of Nigerian Public Universities.
- Ayee, J. R. A. (2001). Corruption, decentralization and local governance in Ghana. *Regional Development Dialogue*, 22(1), 18–32.
- Ayo, C. K., & Mbarika, V. W. (2018). ICT and open government in Nigeria: A framework for improving public access to information. *Government Information Quarterly*, 35(4), 628–636.
- Bovens, M. (2007). Analysing and assessing accountability: A conceptual framework. *European Law Journal*, 13(4), 447–468.
- BudgIT. (2023). *State of States Report: Transparency and Fiscal Management in Nigeria*. Retrieved from <https://yourbudgit.com>
- Ezeani, E. O. (2006). *Fundamentals of Public Administration*. Enugu: Snaap Press.
- Ezeani, E. O., & Okechukwu, E. (2022). Digital Governance and Anti-Corruption Initiatives in Nigeria. *Journal of African Studies and Development*, 14(3), 87–95.
- Eze, M. O. (2022). Transparency and Public Accountability in South-East Nigeria: Challenges and Prospects. *Enugu Journal of Public Administration*, 5(2), 45–58.
- Federal Ministry of Communications and Digital Economy. (2021). *National Digital Economy Policy and Strategy (2020–2030)*.
- Haenlein, M. & Kaplan, A. (2019). A brief history of artificial intelligence: On the past, Present, and future of artificial intelligence. *California Management Review*, 61(4), 5–14.



- Hassan, K. I., Olufemi, F. J., & Oladimeji, A. (2023). Assessment of Artificial Intelligence in public administration: Implications for service delivery in Lagos State Public Service. *Journal of Management Research*.
- ICPC. (2022). *Nigeria Corruption Index: Executive Summary on State-Level Governance*. Independent Corrupt Practices and Other Related Offences Commission.
- Igbokwe, C. I., Anikeze, N. H., & Ugwunwangwu, M. G. C. (2023). *Adoption of Artificial Intelligence Technology in Public Organizations of Enugu State, Nigeria: Implications for Administrative Efficiency*.
- Nakolisa, D. (2023). Artificial Intelligence and public service delivery in Africa. *Journal of Medicine, Engineering, Environmental and Physical Sciences (JOMEEPS)*, 1(2).
- NITDA. (2020). *National Artificial Intelligence Policy Strategy*. <https://nitda.gov.ng>
- Nwachukwu, C. C. (2007). *Management Theory and Practice*. Onitsha: Africana-FEP Publishers
- Nwachukwu, M. A., & Ezenwafor, J. U. (2022). The role of artificial intelligence in enhancing staff productivity and service efficiency in Nigerian public administration. *Nigerian Journal of Management and Social Sciences*, 12(1), 112–125.
- Nwankwo, B. C. (2017). Governance and Accountability in Nigeria's Public Sector: Challenges and Prospects. *African Journal of Public Affairs*, 9(6), 13–25.
- Nworgu, B. G. (2015). *Educational research: Basic issues and methodology* (3rd ed.). Nsukka: University Trust Publishers.
- Obikeze, O. S., & Obi, E. A. (2004). *Public Administration in Nigeria: A Developmental Approach*. Onitsha: Bookpoint Ltd.
- Ocana, F. Y., Valenzuela-Fernandez, L., & Garro-Aburto, L. (2019). Artificial Intelligence and its implications in higher education. *Propósitos y Representaciones*, 7(2), 536-568.
- Odugbemi, S., & Lee, T. (Eds.). (2011). *Accountability through Public Opinion: From Inertia to Public Action*. Washington, DC: World Bank.
- OECD. (2019). *Hello, World: Artificial Intelligence and its Use in the Public Sector*. <https://www.oecd.org/gov/innovative-government/hello-world.htm>
- Office of the Auditor-General, Enugu State. (2021). *Annual Audit Report for the Year Ended 31st December 2021*.



- Okafor, E. E., & Uche, C. M. (2018). Public Sector Accountability and the Challenge of Development in Nigeria. *International Journal of Public Administration*, 41(10), 780–788.
- Okeke, C. U., & Afolabi, M. O. (2020). Artificial intelligence and public service delivery: Implications for Nigerian civil service. *Journal of Public Administration and Governance*, 10(3), 88–97.
- Okoli, F. C., & Onah, F. O. (2002). *Public Administration in Nigeria: Nature, Principles and Application*. Enugu: John Jacob's Classic Publishers Ltd.
- Okon, E. E. (2021). Application of ICT in combating corruption in Nigeria. *Journal of Public Administration and Social Welfare Research*, 6(1), 45-52.
- Okonigene, R. E., & Oviawe, J. I. (2020). Artificial intelligence for effective information management in Nigerian public sector. *Nigerian Journal of Management Sciences*, 9(2), 45–54.
- Omoyefa, P. S. (2010). The ethics of public service in Africa. *The Journal of Public Administration*, 45(3), 361–373.
- Ozochukwu, C. (2020). Public accountability and democratic governance in Nigeria. *Journal of African Governance*, 7(2), 112–126.
- PLSI (2023). *Subnational Audit Efficacy Index Report 2023*. Paradigm Leadership Support Initiative. Retrieved from <https://www.plsi.org.ng>
- Russell, S. J. (2010). *Artificial intelligence a modern approach*. Pearson Education, Inc. https://people.engr.tamu.edu/guni/csce421/files/AI_Russell_Norvig.pdd
- Strusani, D. & Hounghonon, G. V. (2019). The role of Artificial Intelligence in supporting development in emerging markets. International Finance Corporation World Bank Group. Retrieved from www.ifc.org/thought.leadership on 10th October 2019
- Ugwuozor, F. O., & Egenti, M. C. (2024). Artificial Intelligence and the future of work: Recent Graduates' Perspective. *Creative Artist: A Journal of Theatre and Media Studies*, 18(1), 1-19.
- United Nations. (2021). *E-Government Survey 2020: Digital Government in the Decade of Action*. <https://publicadministration.un.org>
- Uwadia, C. O., & Ogunleye, O. O. (2021). *AI-driven transparency: Emerging tools for anti-corruption in the Nigerian public sector*. *Nigerian Journal of E-Government and ICT*, 3(2), 55–67.



Verma, M. (2018). Artificial intelligence and its scope in different areas with special reference to the field of education. *International Journal of Advanced Educational Research*, 3(1), 05-10.

World Bank. (2020). *Enhancing Government Effectiveness and Transparency: The Fight Against Corruption*.