

**DIGITAL TRANSFORMATION: COROLLARY FOR ADMINISTRATIVE DECISION-MAKING  
IN GOVERNMENT MINISTRIES**

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**ABSTRACT**

Digital transformation has become an indispensable factor in reshaping how governments deliver services and make administrative decisions. This paper examines the relationship between digital transformation and administrative decision-making in government ministries within Rivers State, Nigeria. Specifically, the study explores process-automation and data-integration as the predictor dimensions of digital transformation, and decision-timeliness and decision-accuracy as the criterion measures of administrative decision-making. Drawing on empirical and theoretical insights, the study establishes the significance of technology-driven reforms in enhancing public sector performance. The population comprises directors, deputy directors, administrative officers, and information technology officers in Rivers State government ministries, selected to capture both strategic and operational perspectives of decision-making. Findings indicate that well-structured adoption of digital transformation tools strengthens administrative processes, reduces delays, and enhances the quality of governmental decisions. The study concludes with recommendations for capacity building, investment in digital infrastructure, and strengthening data governance to deepen the gains of digital transformation for improved decision-making.

*Keywords: **Digital transformation, Process-automation, Data-integration, Decision-timeliness, Decision-accuracy, Government ministries***

**INTRODUCTION**

The public sector globally has undergone significant changes as governments increasingly adopt digital technologies to reform administrative processes and decision-making structures. Digital transformation has become a crucial mechanism for reshaping governance, as it introduces efficiency, transparency, and innovation into public administration, creating new opportunities for public sector modernization. Eom (2022) emphasizes that digital government transformation is increasingly critical in turbulent times, particularly for ministries operating under contexts of uncertainty, complex regulatory environments, and high public demand. This observation resonates strongly with the Nigerian context, where ministries face mounting pressure to modernize decision-making processes in line with global technological advancements while responding to local challenges. Haug (2024) further explains that digitally induced change in the public sector is incremental yet disruptive, enabling administrations to rethink traditional work practices and redesign organizational routines for optimal performance. For ministries in Rivers State, this technological transition is vital for overcoming entrenched inefficiencies in service delivery and ensuring that policy implementation is evidence-based, timely, and relevant. In addition, digital transformation equips ministries to better manage complex stakeholder expectations, providing mechanisms for real-time data sharing, interdepartmental collaboration, and performance monitoring. As governments become more reliant on digital tools, the role of technology in shaping

administrative agility and resilience becomes increasingly pronounced. Thus, embracing digital reform is not merely a technological upgrade but a strategic imperative for modern governance. A growing body of scholarship recognizes that data-driven transformation significantly reshapes administrative capacities and decision-making capabilities. Yang (2024) provides empirical evidence indicating that government digitalization affects multiple sectors differently but consistently enhances efficiency, operational responsiveness, and service delivery quality. Similarly, Yukhno (2022) highlights that big data governance has become indispensable for improving decision accuracy, given the expanding role of digital records, analytics, and integrated information systems in public administration. Within the Nigerian context, digital transformation presents both challenges and opportunities for administrative modernization. Adejuwon (2024) observes that e-governance and institutional restructuring in Nigerian public administration remain uneven but offer considerable potential for efficiency gains when adequately institutionalized and supported by policy and capacity-building measures. The National Audit Office (2023) further underscores critical barriers such as entrenched organizational culture, skill gaps, limited technological literacy, and reliance on legacy systems, all of which impede meaningful digital outcomes. Addressing these barriers requires comprehensive strategies encompassing infrastructure development, training, and policy alignment. Collectively, these insights reinforce the importance of not only adopting technology but embedding it within a coherent administrative and cultural framework. Consequently, ministries must ensure that digital tools are complemented by organizational readiness and strategic oversight to realize full benefits.

At the Nigerian subnational level, recent studies highlight the critical importance of linking digital reforms directly to administrative decision-making processes. A study on e-government and digital transformation in Nigeria found that effective implementation strengthens service delivery, transparency, accountability, and the timeliness of decision-making across ministries and agencies (Nwokoroeze, Onwuekwem, & Chukwu, 2025). Nwinyokpugi and Alikornwo (2022) corroborate these findings by empirically demonstrating how enterprise content management contributes to administrative efficiency in manufacturing firms, a result that underscores the transferability of digital transformation benefits across both public and private organizational contexts. Rizk (2025) extends this discussion by situating automated decision-making as a defining trend in modern public administration, illustrating how technology enhances both decision timeliness and accuracy while introducing new considerations for governance, ethical oversight, and accountability. In Rivers State ministries, these insights provide a critical lens for evaluating the practical impact of process-automation and data-integration on administrative outcomes. By leveraging integrated systems, ministries can reduce redundancy, minimize errors, and optimize decision workflows. Furthermore, such integration enhances collaboration across departments and ensures that administrators have access to reliable, comprehensive datasets for evidence-based decision-making. These cumulative benefits underscore the transformative potential of digital technology in shaping responsive, efficient, and accountable public administration within the Nigerian subnational context.

### **Problem Statement**

Government ministries in Rivers State continue to grapple with challenges of administrative inefficiency, delays, and suboptimal decisions. The ministries are expected to play pivotal roles in policy formulation and implementation, yet bureaucratic bottlenecks, poor record management, and manual processes persist. These limitations undermine decision timeliness and often compromise accuracy, leading to ineffective service delivery and public dissatisfaction. Although digital transformation initiatives have been launched at the federal and state levels, the extent to which these innovations influence administrative decision-making in Rivers State ministries remains underexplored. There is limited empirical research examining how process-automation and data-integration as dimensions of digital transformation shape decision timeliness and accuracy as measures of administrative decision-making. Without such evidence, it becomes difficult for

policymakers and administrators to design interventions that address specific bottlenecks. This gap in knowledge underscores the need for a scholarly examination of the relationship between digital transformation and administrative decision-making in the ministries of Rivers State. This study conceptualized the following framework as a guide to the study.

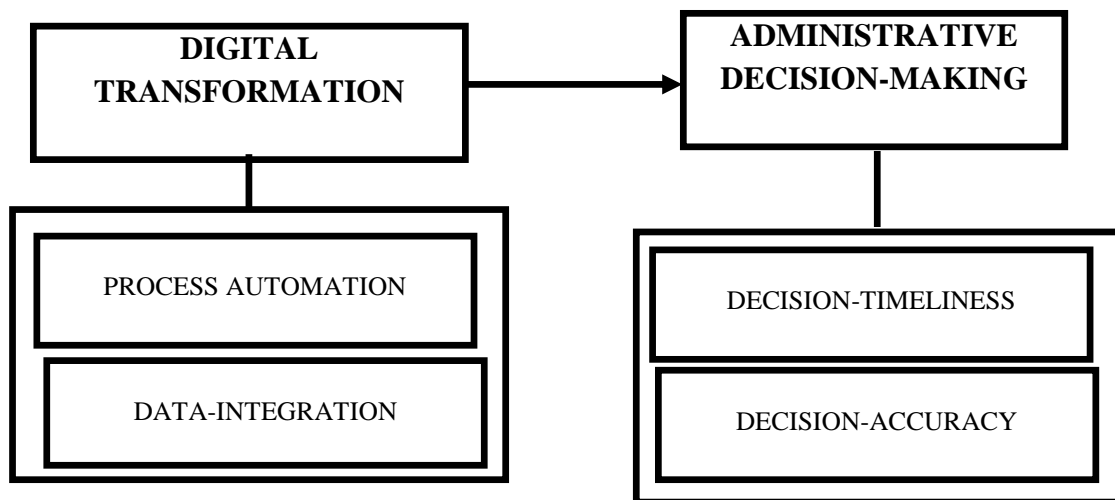


Fig1: Conceptual Framework of Digital Transformation and Administrative Decision-Making of Government Ministries in Rivers State, Nigeria.

## LITERATURE REVIEW

### Conceptual Review

#### Digital Transformation

Digital transformation refers to the integration of digital technologies into organizational processes in order to fundamentally improve operations and value delivery. Eom (2022) defines it as the application of digital innovations to transform government services so as to effectively address turbulence and complexity in governance. Within the Nigerian public service, digital transformation encompasses the adoption of e-governance platforms, electronic records management systems, automated workflows, and integrated data systems that collectively reshape administrative functions. It enhances how ministries coordinate policies, process information, and communicate decisions to stakeholders at different levels of governance. The relevance of digital transformation lies in its ability to reconfigure how government ministries in Rivers State deliver services in ways that are not only faster but also more reliable and transparent. By introducing digital structures, ministries are enabled to minimize administrative errors, reduce processing time, and align decisions with global best practices. Consequently, digital transformation becomes both a practical necessity and a strategic enabler of public sector modernization within Rivers State.

Beyond technology adoption, digital transformation also reflects a broader organizational mindset and cultural shift that reshapes how ministries operate. It requires an intentional change in values, leadership practices, and organizational culture in order to sustain reforms introduced through digital initiatives. This transition emphasizes new models of collaboration where departments must coordinate seamlessly across digital platforms for efficiency in service delivery. It further calls for transparency in public sector activities, where stakeholders can monitor administrative processes and outcomes with greater ease. Accountability is also redefined, as digital records and automated systems provide traceable evidence for each administrative decision taken. The reforms driven by digital transformation therefore offer an avenue for addressing entrenched inefficiencies in Nigerian ministries by introducing frameworks that enable evidence-based policy decisions. In addition, these reforms foster improved communication among stakeholders, thereby enhancing inclusivity and responsiveness in governance.

### ***Process-Automation***

Process-automation involves replacing manual administrative tasks with technology-driven systems, thereby enhancing speed and efficiency. It reduces redundancies in document handling, approvals, and records retrieval, allowing administrators to make timely decisions. In ministries where bureaucratic bottlenecks are pervasive, process-automation eliminates delays by ensuring that workflows are streamlined and decisions are delivered with speed. This dimension of digital transformation provides measurable outcomes in reducing wasted time and minimizing costly errors in administrative routines. Equally important, process-automation enhances administrative consistency and accountability. By minimizing human interference in repetitive tasks, it reduces the risk of bias and error, ensuring that administrative outputs are predictable and of higher quality. In Rivers State ministries, automation in approvals, correspondence, and record management increases administrators' ability to focus on strategic tasks rather than repetitive manual operations.

### ***Data-Integration***

Data-integration refers to consolidating information across units and platforms to support evidence-based decision-making. Ministries that adopt integrated data systems improve administrative accuracy by enabling real-time access to comprehensive and reliable records. Data-integration ensures that decision-makers are not working with fragmented or outdated information, which often leads to errors in governance. Furthermore, data-integration enhances collaboration within and across ministries. When different departments have access to a centralized and reliable database, communication is improved, coordination is strengthened, and policy implementation becomes more seamless. This supports both decision-timeliness and decision-accuracy, making it a vital dimension of digital transformation in public sector administration.

### ***Administrative Decision-Making***

Administrative decision-making is defined as the systematic process of selecting among alternatives to resolve administrative issues and deliver public value. It involves a structured evaluation of options available to administrators and ensures that selected courses of action are consistent with organizational goals. Rizk (2025) stresses that decision-making in modern public administration is increasingly supported by automated systems, which enhance timeliness and accuracy by minimizing human delays and errors. Within ministries, administrative decision-making is central because it governs how policies are interpreted, translated into operational strategies, and communicated across departments. It equally determines how resources are allocated, thereby influencing efficiency in personnel deployment, financial management, and program execution. Effective decision-making provides ministries with the strategic direction needed to achieve their mandates while maintaining accountability to the public. Hence, it serves as the backbone of administrative practice, linking governance objectives with practical implementation.

Administrative decision-making in Rivers State ministries must address the complexity of governance within a dynamic and sometimes unpredictable environment. Ministries are tasked with balancing political directives, bureaucratic structures, and the immediate needs of citizens while ensuring sustainability of service delivery. Reliable systems that support decision-making enhance both the effectiveness of governance processes and the satisfaction of citizens who depend on timely and accurate services. In this regard, digital transformation serves as a critical catalyst that reshapes how administrative decisions are conceptualized, analyzed, and executed within the public sector. By incorporating tools such as process-automation and data-integration, administrators are able to evaluate alternatives using real-time evidence and minimize reliance on outdated manual practices. This transition not only improves responsiveness but also enhances transparency and accountability in administrative procedures. Ultimately, decision-making in Rivers State ministries reflects a

dynamic interplay between institutional structures, technological tools, and the expectations of the public they serve.

### ***Decision-Timeliness***

Decision-timeliness refers to the ability of administrators to provide prompt and contextually relevant decisions. It ensures that ministries respond quickly to emerging challenges and service demands. Timely decisions reduce the risks of delays that can escalate into inefficiencies, public dissatisfaction, or policy failures. By leveraging automation and integrated data systems, ministries enhance their agility in responding to public needs. The importance of timeliness also lies in its impact on trust and accountability. Citizens evaluate government ministries not only on the correctness of their decisions but also on how quickly they are made. Therefore, decision-timeliness becomes a benchmark for effective administration, particularly in a rapidly changing environment such as Rivers State.

### ***Decision-Accuracy***

Decision-accuracy relates to producing correct, reliable, and evidence-based choices. Accuracy in decision-making reflects the soundness of policies and the effectiveness of service delivery. When ministries rely on integrated data and automated systems, they minimize guesswork and reduce the risks associated with incomplete or inconsistent information. Accurate decisions contribute to better policy outcomes, optimal use of resources, and enhanced public trust in government institutions. In Rivers State ministries, decision-accuracy is vital because inaccurate administrative decisions often lead to policy reversals, wasted resources, and reduced credibility of governance institutions.

## **Theoretical Framework**

### **Information Systems Success Model**

The Information Systems Success Model, originally developed by DeLone and McLean (1992), is premised on the idea that the effectiveness of any digital system depends on multiple interrelated dimensions, namely system quality, information quality, and service quality. System quality refers to the reliability, functionality, and usability of the technology employed, while information quality highlights the relevance, accuracy, and timeliness of data generated. Service quality, on the other hand, captures the level of support users receive from technical teams and institutions that maintain the system. In the context of government ministries, this theory suggests that the success of process-automation and data-integration initiatives is determined by how well these three qualities are optimized to enhance decision-making outcomes. When system quality is high, workflows are streamlined, bottlenecks are eliminated, and decision timeliness is significantly improved because administrators can act quickly on reliable digital inputs. Likewise, when information quality is assured through integrated data systems, the accuracy of decisions is strengthened, since administrators base their judgments on consistent and comprehensive records. Thus, the model provides a strong theoretical lens for examining how technology contributes to public sector efficiency in Rivers State ministries.

A second perspective of the Information Systems Success Model emphasizes user satisfaction and net benefits as ultimate indicators of system effectiveness (DeLone & McLean, 2003). User satisfaction occurs when administrators perceive digital platforms as reliable, efficient, and easy to use, which in turn drives consistent system adoption. Net benefits refer to the broader organizational improvements that arise from using information systems, such as enhanced decision accuracy, improved accountability, and greater efficiency in policy implementation. For government ministries in Rivers State, these benefits are realized when process-automation minimizes bureaucratic delays and when data-integration provides real-time access to vital records for informed decision-making. The model also underscores the iterative nature of success, where improvements in system use generate more data, which further enhances decision processes and promotes continuous digital

transformation. In this way, the Information Systems Success Model provides an explanatory foundation for understanding how process-automation improves decision-timeliness and how data-integration enhances decision-accuracy. Its relevance lies in guiding ministries to assess both the technical aspects and the human factors that determine the effectiveness of digital initiatives.

### **Socio-Technical Systems Theory**

The Socio-Technical Systems Theory, advanced by Trist and Emery (1951), emphasizes the interdependence of social and technical subsystems in achieving organizational transformation. The central idea is that neither technology nor human systems can deliver optimal performance in isolation; success emerges only when both are aligned and integrated. In the case of government ministries in Rivers State, this theory highlights that process-automation systems will only improve decision timeliness if administrators possess the requisite skills and if institutional structures support streamlined workflows. For instance, the availability of advanced software alone cannot produce efficiency unless staff are adequately trained to utilize it effectively. The theory therefore stresses that technical innovation must be matched with human adaptability, organizational learning, and cultural readiness. By acknowledging the interdependence of people and technology, the Socio-Technical Systems Theory provides a balanced framework for understanding digital transformation in the public sector. It suggests that achieving timely decisions in ministries depends not only on the presence of digital platforms but also on cultivating the competence and willingness of human actors.

In addition, Socio-Technical Systems Theory underscores the importance of institutional change as a complement to technological adoption (Trist & Emery, 1951). Ministries that successfully integrate new technologies often redesign their work practices, policies, and hierarchies to accommodate the innovations introduced. When cultural resistance is reduced and staff are trained to manage integrated data systems, decision accuracy is significantly enhanced because the technology is being supported by organizational readiness. This perspective resonates with the Nigerian context, where bureaucratic inertia and skill gaps often limit the effectiveness of digital reforms. By aligning social structures with technical innovations, ministries in Rivers State can ensure that digital transformation efforts produce sustainable improvements in decision outcomes. The theory therefore complements the Information Systems Success Model by focusing on the social dimensions that underpin the effective implementation of digital reforms. Together, these theories provide a comprehensive lens for analyzing how digital transformation influences administrative decision-making, balancing the technical determinants with the social realities of government operations.

### **Empirical Review**

Yang (2024) examined the adoption of digital transformation across diverse government sectors and demonstrated that such transformation enhances decision-making responsiveness and efficiency. The study established that when governments deploy digital technologies effectively, administrative bottlenecks are reduced, allowing for more timely interventions in governance processes. This work is directly relevant to the present study as it highlights the role of digital transformation in reducing delays in public administration, which aligns with the hypothesis that process-automation significantly influences decision-timeliness in government ministries within Rivers State.

Yukhno (2022) investigated the effects of big data governance on administrative decision accuracy. The study revealed that effective governance of large datasets ensures reliability, accuracy, and accessibility of information, thereby equipping administrators with high-quality inputs for decision-making. This finding has significant implications for the present research, as it underscores that digital transformation is not only about technology adoption but also about data-integration. By ensuring that administrators in Rivers State ministries have access to structured and reliable information, decision-accuracy can be substantially enhanced.

Adejuwon (2024) focused on e-governance restructuring within the Nigerian context and emphasized that the success of digital transformation initiatives depends heavily on institutional commitment and the availability of robust digital infrastructure. The study showed that without leadership will and resource support, e-governance efforts fail to yield intended outcomes. For the present study, this insight reinforces the notion that process-automation initiatives in Rivers State ministries must be backed by sustainable institutional structures. It implies that digital transformation outcomes will be uneven unless ministries demonstrate strong commitment to integrating digital practices into their administrative frameworks.

The National Audit Office (2023) conducted an evaluation of digital transformation efforts and identified significant barriers, including cultural resistance to change, lack of digital skills among civil servants, and inadequate financial resources. These constraints were found to slow down the pace of digital adoption and limit its benefits for public sector decision-making. The relevance of this study for the current research lies in its cautionary message: while digital transformation holds promise, without addressing human and structural barriers, the expected improvements in decision-timeliness and accuracy may not be realized in Rivers State ministries.

Nwokoroeze, et al. (2025) documented the positive impacts of e-government initiatives on decision-making, accountability, and transparency across public institutions. However, the study also cautioned that the implementation of such initiatives is uneven across states, with disparities arising from infrastructural limitations and policy inconsistencies. The implication for the current study is that while digital transformation has the capacity to improve decision-making processes in Rivers State ministries, there may be regional disparities that necessitate context-specific strategies to achieve consistent outcomes.

Adiele and Alikornwo (2024) carried out an empirical study that investigated the relationship between enterprise information systems and administrative efficiency of local construction firms in Rivers State. Their study focused specifically on cloud-based enterprise information systems as the dimension of the predictor variable, while administrative efficiency was measured using cost minimization and real-time optimization. The authors employed a cross-sectional survey design and gathered data from seventy-two managerial staff across twenty-four local construction firms. Analytical outcomes, derived using Pearson's product moment correlation, revealed statistically significant and positive relationships between enterprise information systems and administrative efficiency. The implication of their findings is that digital reforms such as enterprise systems are powerful enablers of efficiency in organizational operations, particularly by reducing costs and enhancing real-time optimization. For the present study, their work provides empirical support for the proposition that digital transformation tools like process-automation and data-integration will positively influence decision-timeliness and decision-accuracy within government ministries in Rivers State. By demonstrating the potency of digital platforms in improving administrative processes in a sector as complex as construction, their study strengthens the theoretical assumption that similar digital tools can enhance administrative decision-making in public administration.

Nwinyokpugi and Alikornwo (2022) provided empirical evidence on the impact of enterprise content management systems in enhancing administrative efficiency. Their study showed that the integration of digital tools in information storage, retrieval, and dissemination processes significantly improves decision-making effectiveness. This finding is particularly significant for the present study as it demonstrates that the systematic adoption of digital technologies directly shapes decision-making outcomes. It supports the proposition that data-integration in Rivers State ministries is critical to achieving improved decision-accuracy and enhanced administrative competence.

Alikornwo and Adiele (2024) investigated the role of strategic data digitization in enhancing information management success in tertiary institutions. Their study demonstrates that digitizing records and processes leads to improved efficiency, better information retrieval, and more accurate

decision-making within the academic sector. Importantly, they argue that structured digitization is a foundation for information management success and organizational improvement. The relevance of this study to the present work lies in its confirmation that digital initiatives, when strategically implemented, enhance both efficiency and accuracy in decision-making. This evidence strengthens the proposition that data-integration in Rivers State ministries will positively affect administrative decision-accuracy, just as strategic digitization improved outcomes in tertiary institutions.

Collectively, these studies provide strong empirical justification for the hypotheses guiding this research. They establish that process-automation and data-integration are central drivers of decision-timeliness and decision-accuracy, thereby reinforcing the theoretical and practical significance of investigating digital transformation and administrative decision-making in government ministries in Rivers State. Flowing from the foregoing, this study hypothesizes as follows:

**H<sub>01</sub>:** Process-automation does not significantly influence decision-timeliness in government ministries in Rivers State.

**H<sub>02</sub>:** Process-automation does not significantly affect decision-accuracy in government ministries in Rivers State.

**H<sub>03</sub>:** Data-integration does not significantly influence decision-timeliness in government ministries in Rivers State.

**H<sub>04</sub>:** Data-integration does not significantly affect decision-accuracy in government ministries in Rivers State.

## METHODOLOGY

This study adopted a correlational survey design to examine the influence of digital transformation on administrative decision-making in government ministries in Rivers State, Nigeria. The population comprised senior and middle-level administrative personnel, including directors, deputy directors, administrative officers, and information technology officers, across twelve government ministries. A purposive sampling approach was used to ensure inclusion of respondents directly engaged in decision-making processes. In total, 240 respondents were selected, with 20 drawn from each ministry. A structured questionnaire was administered, with sections capturing process-automation, data-integration, decision-timeliness, and decision-accuracy. Data were analyzed using regression analysis to test the hypotheses. Ethical considerations such as informed consent, confidentiality, and voluntary participation were observed.

## RESULTS AND DISCUSSION

**Table 1: Regression Analysis of Process-Automation and Decision-Timeliness**

Predictor	Beta	t-value	Sig.
<b>Process-Automation</b>	0.88	12.35	0.000

Table 1 shows that Process-automation has a very strong, significant positive effect on decision-timeliness. This finding supports the rejection of H<sub>01</sub>. Automation of workflows, approvals, and records retrieval eliminates bottlenecks, enabling ministries to respond promptly.

**Table 2: Regression Analysis of Process-Automation and Decision-Accuracy**

Predictor	Beta	t-value	Sig.
<b>Process-Automation</b>	0.79	7.24	0.001

Table 2 reveals that Process-automation strongly, significantly affects decision-accuracy. By reducing human error and enhancing consistency, automated processes contribute to reliable outcomes. H<sub>02</sub> is therefore rejected.

**Table 3: Regression Analysis of Data-Integration and Decision-Timeliness**

Predictor	Beta	t-value	Sig.
Data-Integration	0.62	9.87	0.000

Table 3 shows that Data-integration strongly and significantly influences decision-timeliness. Ministries with centralized systems make faster decisions because administrators access comprehensive datasets without delay.  $H_{03}$  is rejected.

**Table 4: Regression Analysis of Data-Integration and Decision-Accuracy**

Predictor	Beta	t-value	Sig.
Data-Integration	0.83	11.02	0.000

Table 4 reveals that Data-integration has very strong influence and significantly enhances decision-accuracy. Reliable and consistent data sources enable evidence-based decisions.  $H_{04}$  is rejected.

### Discussion of Findings

The results provide strong empirical support for the influence of digital transformation on administrative decision-making in Rivers State ministries. Process-automation was found to significantly enhance both timeliness and accuracy of decisions, indicating that ministries that adopted automated workflows and approval systems could reduce delays and minimize human errors. This aligns with Eom (2022), who emphasized that digital government transformation enhances organizational agility, particularly in turbulent or high-demand contexts, allowing administrators to respond more rapidly to emerging challenges. Similarly, Rizk (2025) highlighted that automation plays a critical role in supporting timely administrative processes, as it streamlines repetitive tasks and ensures consistency in decision execution.

Data-integration was also shown to significantly improve both decision-timeliness and decision-accuracy, demonstrating that ministries with centralized and integrated data systems could access comprehensive and reliable information without unnecessary delays. This finding resonates with Yuhno (2022), who identified big data governance as a fundamental determinant of decision accuracy in public administration, emphasizing that reliable datasets are crucial for evidence-based policy implementation. In addition, Nwinyokpugi and Alikornwo (2022) empirically demonstrated that enterprise content management strengthens administrative efficiency by facilitating organized, accessible, and secure information storage and retrieval, which directly supports timely and precise decision-making. Moreover, recent studies on strategic data digitization and enterprise information systems in Nigerian institutions (Nwokoroeze et al., 2025; Alikornwo & Adiele, 2024) reinforce these results, showing that systematic digital reforms positively impact administrative performance and information management success. Collectively, these findings validate the theoretical position that digital transformation, when effectively implemented through process-automation and data-integration, leads to more efficient, responsive, and accurate administrative decision-making within government ministries, providing a strong basis for policy and operational reforms.

### CONCLUSION

This study concludes that digital transformation, specifically through process-automation and data-integration, significantly improves administrative decision-making in government ministries in Rivers State. Automation enhances timeliness by reducing bureaucratic delays, while integrated data systems improve accuracy by ensuring access to reliable information.

### RECOMMENDATIONS

Based on the analytical outcomes of the study, and its corroboration with extant studies, we recommended the following:

1. **Capacity and Skills Enhancement:** Ministries should implement targeted training programs to strengthen administrators' digital competencies, ensuring effective utilization of process-automation and data-integration systems.
2. **Digital Systems and Governance:** Ministries should invest in robust digital platforms and establish strong data governance frameworks to ensure reliable, evidence-based, and timely administrative decision-making.

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