



SUSTAINABILITY MARKETING ASSESSMENT AND ELECTRONIC GOVERNANCE IN NIGERIA: PARADIGM OF GOOD ADMINISTRATION

¹OGAH AROME VICTOR (Ph.D); & ²IYAJI ELEOJO INEKWE

¹Department of Marketing, Federal Polytechnic, Ado-Ekiti Ekiti state, Nigeria.

²Department of Marketing, Federal Polytechnic, Idah, Kogi State state, Nigeria

ABSTRACT

Electronic application in governance in Nigeria play vital role in easing transaction of various economic activities between the government and the society. This study focused on sustainability marketing assessment and electronic governance in Nigeria: Paradigm of good administration. Specifically, the study examined the effect of innovation and transparency as metric of sustainability marketing on electronic governance in Nigeria: The study adopted survey research design. Data used in this study were collected through primary source. The population of the study consist of academic staff in the Department of Marketing from two Federal Polytechnic across two geographical zones; Kogi state and Ekiti State in Nigeria. These

Introduction

Every individual and organization craves for convenience business and suitable economic environment to strive in their daily endeavour. Sustainability marketing encourages environmental friendly in every nation. Application of electronic governance in societal activities is one of the products of sustainability marketing. Any concept that relates to marketing involves in adding value and creates satisfaction to the society. Marketing can be defined as business activities as well as collection of management techniques, gears toward providing value to the society, organizations and customers. Marketing concept concerned philosophy of action, a way of thinking and doing business, and as a management process that allows individuals and organizations to get what they need and desire to achieve through creating, offering and exchanging products and services of value (Kotler & Armstrong 2011). Marketing plays a key role to promote the development worldwide, increasing living standards around the world, in other words, marketing serves as a resource to support and propagate the sustainable thinking (Fisk 2001 as cited in Richard, 2010).

Sustainability marketing is a symbolic concern of the modern world involving electronic governance which guarantee constant fret of preserving the resources for the present and for future generation. Electronic governance refers to the use of information communication technologies (ICTs) to reach the aims related to government. Utilization of electronic governance reduces environmental congestion, guarantee reliability, continuous relationship between the service provider and the clients and society at large. Electronic Governance is crucial due to its components such as participation, transparency, accountability, information, service delivery, communication and interaction in governing processes (Pina, Torres & Acerete, 2007; Sandoval-Almazan & Gil-Garcia, 2012).

Governance requires a bottom-up participation flow in the governing process since citizens became the main beneficiary of electronic governance applications. Citizens are required for accountability, planners, practitioners, and users of electronic governance application. Electronic governance primarily focused on the capacities of information and service delivery of governments, organizations, or institutions and their capacities to realize the citizens' participation (Fan, 2011; Melitski, Carrizales, Manoharan, & Holzer,



respondents were used due to their background knowledge in Marketing. The study utilized convenience sampling technique to select sample of 32 respondents for the study. 5-point likert scale option of structured questionnaire was used in the study to obtain respondents response. Content validity was used to determine the validity of the instrument by giving to research experts who modified and made the necessary correction to measure the instrument. Simple linear regression analysis was used to test the hypotheses. Two hypotheses were tested in line with the objectives of the study and it was revealed that there was significant relationship between Innovation, transparency as metric of marketing ethics and electronic governance in Nigeria. The study suggested some recommendations as follows: Government agencies in Nigeria should imbibe sustainability marketing in order to encourage innovation that radiate good governance. Sustainability marketing should be embrace because it promotes transparency and good governance in Nigeria.

Keywords: *Sustainability marketing, Electronic governance, Innovation, Transparency, Administration*

2011; West, 2004). With the innovation in electronic governance, citizens become abreast of most of the daily activities of Nigeria government. Sustainable marketing focuses on meeting the needs of today's consumer but moreover including the next generations of consumers and the possibility of meeting their needs.

Statement of the problem

In developing country like Nigeria, both sustainability marketing and electronic governance are not effective due several factors such as insufficient knowledge of sustainability marketing, poor internet services, inadequate power supply and managerial incompetent among employees. Jaeger and Thompson (2003) affirmed that, for electronic government to be effective within a nation, necessary technological infrastructure must be present and provide service to all citizens. With the development of information communication and technologies (ICTs), it can be said that gaps in usage abilities and accessibility to technologies decreased in developed countries. However, these issues remain a problem for many countries where electronic government processes are still developing. The lack of information communication and technologies (ICTs) skills is a major challenge to an electronic government implementation, especially in developing countries (Ndou, 2004 as cited in Muhe & William, 2019).

Evidence shows that electronic government activity in Nigeria is low (Benchmarking e-government, 2002 as cited in Adeyemo, 2019). There are some clear problems which affect the implementation of electronic governance in Nigeria. Some of the Problem includes lack of inadequate infrastructure such as electricity supply, adult literacy rate, political challenges and others. The knowledge of sustainability marketing encourages electronic governance for easy assessment of government operation. McKinsey (2012) affirmed that many companies are successfully integrating principles of sustainability into their business practices. Yet, they are uncertain about the quantifiable value created out of it. Today, companies are investing tremendous amount on saving energy, developing green products, holding their employees to achieve long-term growth and create business value. This problem can be solve through the findings of the study.

Objectives of the study

- 1) To examine the effect of innovation as metric of sustainability marketing on electronic governance in Nigeria.
- 2) To ascertain the effect transparency as metric of sustainability marketing on electronic governance in Nigeria



Conceptual Framework

Meaning of Sustainability Marketing

The sustainability marketing concept may be defined as building and maintaining sustainable relationships with customers, the social environment and the natural environment. A common characteristic of sustainability marketing is the long-term orientation. The concept is long-term and relationship-oriented (Belz & Peattie 2012). To successfully integrate sustainability marketing vision into business strategy, companies must incorporate four factors. The factors are: innovation, collaboration, communication and commitment. These strategies would make consumers believe about benefits of sustainable consumption (Obermiller, Burke & Atwood, 2008). Marketing not only has great potential to promote sustainable propaganda but can also foster sustainable lifestyle that contributes to businesses bottom-line. Consumers believe in sustainable business practices and do expect businesses to cope with but their purchase decision reflects some contrasting practicality (Alexander, 2015).

Kotler, (2010) posit that the underlying philosophy of sustainable marketing, seems to be a business model that could meet the people's needs, increase the efficiency of the development of global society, create new jobs and raise the level and quality of life for today and tomorrow.

Fuller as cited in Dangelico and Daniele (2017) defined sustainable marketing as "the process of planning, implementing, and controlling the development, pricing, promotion, and distribution of products in a manner that satisfies the following three criteria: (1) customer needs are met, (2) organizational goals are attained, and (3) the process is compatible with ecosystems".

Components of Sustainability Marketing

Sustainability marketing can be productive by the following components:

1) Sustainable product

Companies that practice sustainability marketing should promote, encourage and focus on sustainable innovation, creativity and collaboration (Charter, Peattie, Ottman & Polonsky, 2002 as cited in Sharma, Kaur, & Syan, 2021). Some desirable features of sustainable products are energy efficient and non-polluting, long lasting and easy repairable, reusable and recyclable, minimum packaging etc. A sustainable product or service can be described as a product or service that is produced to satisfy a legitimate human need and that is not harmful to the human health nor the environment. Any material used for packaging sustainable products will also require the production of other goods or reused. For the companies, recycling can be used to save money, generate revenue and improve community relations.

2) Sustainable price

Price is a key element when it comes to sustainability marketing. In sustainability marketing price settings have the ability of directing the flow of consumption into socially and environmentally useful areas (Charter et al. 2002 as cited in Sharma, Kaur, & Syan, 2021).

A company's always strive in translating environmental improvement into a value proposition that customers are willing to pay for. Many people are willing to pay a higher price for greener products; however, companies still need to be careful to not exclude market interest through premium pricing (Charter et al. 2002). When it comes to pricing strategies, companies must ensure that their products/services also perform just as well or even better than less sustainable alternatives on performance, quality and functionality. It is only then that improved sustainability performance can act as a key differentiator.

Charter et al. (2002 as cited in Sharma, Kaur, & Syan, 2021) discusses some examples on how pricing decisions can demonstrate a commitment to sustainability.

- i) Giving. A proportion of the price can openly be linked to environmental or social causes.
- ii) Partnership prices. Prices can express market power. In some markets the power of customers to drive down prices can drive suppliers out of business or towards unsustainable practices.



- iii) Demarketing. Prices can be raised to reduce the consumption of environmentally sensitive products.

3) Sustainable distribution

A company's physical distribution, wholesaling and retailing of products and services can have both direct and indirect environmental impacts. Place, which is one element of the traditional marketing mix, refers to where consumers purchase their goods and also the movement of goods within the firm. For a more pronounced sustainability approach, when it comes to decisions regarding place, companies could ask themselves whether the physical distribution process can be greened (Charter et al. 2002 as cited in Sharma, Kaur, & Syan, 2021). Where the company is located and how close the facilities are sited to suppliers, wholesalers and retailers, are factors to consider. Do the companies transportation planners consider opportunities to encourage efficient route planning to reduce energy use and by that air pollution? Another aspect that companies could consider is if they encourage the development of a recycling infrastructure. For example, if the company is using reuse systems like returnable containers.

4) Sustainable communication

The strategies and claims made by companies must be based on sound research and information. It is important that information is communicated consistently to customers and other stakeholders, and companies should be careful of any claims or communication that could be viewed as too extravagant (Charter et al. 2002 as cited in Sharma, Kaur, & Syan, 2021). Negative publicity easily emerges if a company's claims turn out to be false and unsubstantiated. Also, the customers' perceptions can easily be damaged if the claims are over-ambitious, vague or do not have synergy with the product and company. It is important that claims are checked with customers, scientists and other stakeholders in the 'civil society.

All communication from the company must be appropriate, consistent and coordinated. When developing campaigns, many different approaches can be taken using a range of promotional media that will be presented below (Charter et al. 2002 as cited in Sharma, Kaur, & Syan, 2021).

- i) Media advertising. Check what media, newspaper, television etc. that covers the company's target markets.
- ii) Public relations. Public relations agencies want to promote a company's sustainability initiatives, because it is communicating a company's character. The task of PR should be to ensure that the business sustainability is representative of the company and that the image matches reality.
- iii) Sponsorship. Sponsorship is a flexible approach which can provide direct environmental benefits to the company, as well as to the environmental or social group that is being supported. Customers also find it positive to know that their purchase is put to good use. This approach can come in forms as: providing money or land to conservation projects; providing staff, equipment or training to environmental, conservation or human rights organizations; connect purchases to donations.
- iv) Personal selling. In marketing, personal selling is an important approach for many types of products and services, especially in "business to business" markets. The Salespeople need to be well educated in the issues, so they can communicate the benefits of the sustainable products and services in a way that is meaningful for each customer or organization.

Meaning of Electronic Governance

Electronic governance is the public sector's use of information and communication technologies with the aim of improving information and service delivery, encouraging citizen participation in the decision-making process and making government more accountable, transparent and effective. Electronic government refers to the use by government agencies of information technologies that have the ability to transform relations with citizens, businesses, and other arms of government. These technologies can serve a variety of different



ends: better delivery of government services to citizens, improved interactions with business and industry, citizen empowerment through access to information, or more efficient government management. The resulting benefits can be less corruption, increased transparency, greater convenience, revenue growth, and/or cost reductions” (World Bank, 2004). The e-Governance has become an accepted methodology involving the use of Information Technology in improving transparency, providing information speedily to all citizens, improving administration efficiency, improving public services such as transportation, power, health, water, security and municipal services. Governance has always been dependent upon technology, in the broadest sense of knowledge,

West (2001) as cited in Lourdes and Vicente (2005). defines electronic Government as using the internet and the world-wide-web for delivering government information and services to citizens, business and other government agencies. Electronic governance entails the digitized coding, processing, storage and distribution of data relating to three key aspects of governing societies: the representation and regulation of social actors; the delivery of public services; and the generation and circulation of official information (Coleman, 2008). Deloitte Consulting, Deloitte & Touche. (2000) describe the e-government as the use of information and communication technologies (ICTs), particularly the Internet, as a tool for delivering better government services to the citizens, businesses, and employees.

Electronic governance is the public sector’s use of information and communication technologies with the aim of improving information and service delivery, encouraging citizen participation in the decision-making process and making government more accountable, transparent and effective. E-governance involves new styles of leadership, new ways of debating and deciding policy and investment, new ways of accessing education, new ways of listening to citizens and new ways of organizing and delivering information and services. World Bank (2001) define electronic governance as the utilising of information and communication technologies (ICT) for developing and improving the relationship between government, citizens, businesses and other government entities.

Benefits of E-Government in Developing Countries

The most important anticipated benefits of e-government in developing countries include improved efficiency, increase in transparency and accountability of government functions, convenient and faster access to government services, improved democracy, lower costs of administrative services and these benefits can be realized in the following ways (Kamar and Ongo’ndo, 2007 as cited in Adeyemo, 2019):

1. The citizens get connected to the government more easily using electronic means of communication. This results in better efficiency in public service delivery through faster dissemination of government information to a larger audience.
2. A reduction in corruption cases as accountability and transparency is increased. This derives from the limited physical contact between citizens and government service providers and their activities can be easily monitored.
3. Equal opportunity is given to all to access information irrespective of the person’s physical location or disability and the elimination of the bureaucracy experienced in government offices.
4. The interdepartmental exchange of information and merger of related services is enhanced between government agencies with an accompanying reduction of transaction costs, time, space and manpower.

Barriers to Effective Electronic Government Implementation in Developing Countries

The following factors have been identified (Kamar and Ongo’ndo, 2007 as cited in Adeyemo, 2019) as barriers to effective E-Government implementation in developing countries:

1. A reluctance to share information which has resulted in policies that deny access to information and the creation of “empty” government ministries websites with information of little value.



2. The government being faced with management challenges in the implementation of E-Government. The uncoordinated E-Government activities result from low level of public administration of E-Services as well as low quality and insufficient E-Content information from grassroots levels.
3. Low information technology literacy in a country which slows down the process of E-Government.
4. The uneven distribution of Internet facilities, high cost of connection and in some cases low penetration of high speed connectivity to the Internet.
5. Digital Divide which is experienced between the urban rich and poor, the rural and urban citizens, the IT literate and the IT illiterate. This manifests also in the language in which web site content is delivered which can only be understood by a minority elite.
6. Insufficient allocation of financial resources due to financial constraints and mixed government policies which has slowed down the rate at which E-Government is introduced.
7. E-government implementations failing due to a mismatch between the current and future systems resulting from the large gap between physical, social, cultural, economic and other contexts between the software designers and the place in which the system is being implemented.

Conceptualize Model of Sustainability Marketing and Electronic Governance

Conceptualize model of sustainability marketing and electronic governance is a model that illustrates the participation citizens in governance. Sustainability marketing is a concept that encourages environment friendly product and service. Electronic governance is an online activity that contributes to the enhancement of economic activity through innovation and prone to transparency of government activities to the society which in turn motivate good administration in the country.

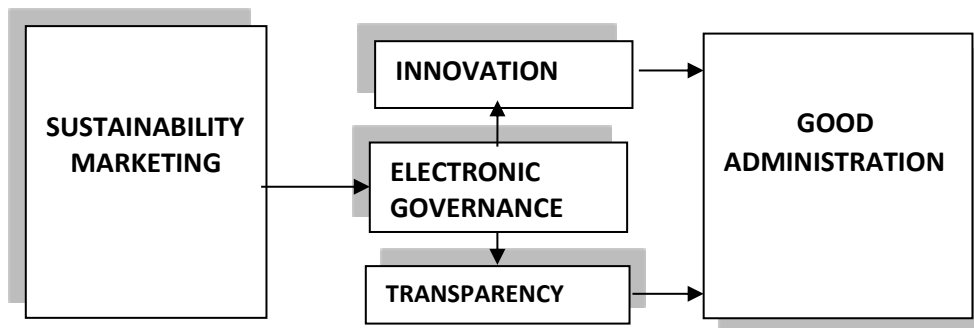


FIG. 1: Conceptualize Model of Sustainability Marketing and Electronic Governance

Methodology

The study adopted survey research design. Data were collected through primary source. The population of the study consist of academic staff in the Department of Marketing from two Federal Polytechnic across two geographical zones; Kogi state and Ekiti State in Nigeria. These respondents were used due to their background knowledge in Marketing. The study utilized convenience sampling technique to select sample of 32 respondents for the study. 5-point likert scale option of structured questionnaire was used in the study to obtain respondents response. Content validity was used to determine the validity of the instrument by giving to research experts who modified and made the necessary correction to measure the instrument. Likert scale was adopted because it measures the intensity or degree of agreement by the respondent to a statement that describes a situation, phenomenon, item or a treatment (Asika, 2002). The value of the test of reliability was 0.94 which was conducted using test-retest reliability method which indicated that there is internal consistency of the instrument. Simple linear Regression Analyses was used to test the hypotheses through Statistical Package for Social Sciences (SPSS) version 23.



Analyses and result

Thirty-two (32) questionnaires were administered, all were retrieved and used for the study. Findings show the distribution of respondents on the bases of sex, age and qualification. The analyses of distribution of sex shows that 18 were male representing 56.3% and 14 were female representing 43.7%. The analyses of distribution of age of respondents shows that, out of 32, respondents, 7 falls between 30- 39 and 25 falls within 40 years and above. Analyses of distribution of educational qualifications of respondents show that 5 obtain HND/B.Sc and 27 are holder of MBA/M.Sc.

Hypothesis One

H₁: Innovation as metric of sustainability marketing has significant effect on electronic governance in Nigeria.

H₀: Innovation as metric of sustainability marketing has no significant effect on electronic governance in Nigeria.

Table 1
Regression Model Summary for H1

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
H1	.610 ^a	.372	.365	.59403
a. Predictors: (Constant), Innovation (sustainability marketing)				
b. Dependent Variable: Electronic governance in Nigeria				

Source: SPSS Version 23

Table 2
ANOVA for H1

Model		Sum of Square	Df	Mean Square	F	Sig.
H1	Regression	18.795	1	18.795	53.263	.000 ^b
	Residual	31.759	90	.353		
	Total	50.554	91			
a. Dependent Variable: Electronic governance in Nigeria						
b. Predictors: (Constant): Innovation (sustainability marketing)						

Source: SPSS Version 23

Decision Rule

According to Table 2, the overall result for the regression model was significant ($p = 0.000 < 0.05$), thus results indicate support for the first hypothesis. We reject null hypothesis and accept the alternative hypothesis which state that innovation as metric of sustainability marketing has significant effect on electronic governance in Nigeria. The result considered that innovation can be used to predict electronic governance in Nigeria; it means that if Innovation is increasing the Nation building may also improve. Depending on the R Square value of (0.372), innovation could explain 4.6% variation in electronic governance in Nigeria. The analysis of variance (ANOVA) calculated F test was 53.263 and an associated significance p value of 0.000 ($p \text{ value} < 0.05$) was significant. The implication was that the simple linear regression was good fit for the data.

Hypothesis Two

H₁: Transparency as metric of sustainability marketing has significant effect on electronic governance in Nigeria



H_0 : Transparency as metric of sustainability marketing has no significant effect on electronic governance in Nigeria

Table 3
Regression Model Summary for H2

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
H2	.909 ^a	.826	.824	.33867
a. Predictors: (Constant) : Transparency (sustainability marketing)				
b. Dependent Variable: Electronic governance in Nigeria				

Source: SPSS Version 23

Table 4
ANOVA for H2

Model		Sum of Square	df	Mean Square	F	Sig.
H2	Regression	48.840	1	48.840	425.810	.000 ^b
	Residual	10.323	90	.115		
	Total	59.163	91			
a. Dependent Variable: Electronic governance in Nigeria						
b. Predictors: (Constant), Transparency (sustainability marketing)						

Source: SPSS Version 23

Decision Rule

According to Table 3, the overall result for the regression model was significant ($p = 0.000 < 0.05$), thus results indicate support for the second hypothesis. We reject null hypothesis and accept the alternative hypothesis which state that transparency as metric of sustainability marketing has significant effect on electronic governance in Nigeria. The result considered that transparency can be used to predict effectiveness of electronic governance in Nigeria; it means that if transparency is increasing the electronic governance in Nigeria may also improve. Depending on the R Square value of (0.826), transparency could explain 8.2% variation in electronic governance in Nigeria. The analysis of variance (ANOVA) calculated F test was 425.810 and an associate significance p value of 0.000 ($p \text{ value} < 0.05$) was significant. The implication was that the simple linear regression was good fit for the data.

Discussion of Findings

From the result of hypothesis one, it was revealed that null hypothesis was rejected since the p-value was 0.000 which is greater than $\alpha = 0.005$ level of significant ($p = 0.000 < 0.05$), Therefore, innovation as metric of sustainability marketing has significant effect on electronic governance in Nigeria. The findings agreed with Rubin, and Wang (2004) as cited in Duncan, Mike, Joyce and John (2016) affirm that using of electronic government systems will improve the performance of government agencies and that it will deliver the public service effectively and efficiently for all customers. With the innovation in electronic governance, citizens become abreast of most of the daily activities of government in a nation, Sustainable marketing focuses on meeting the needs of today's consumer but moreover including the next generations of consumers and the possibility of meeting their needs.

From the result of hypothesis two, it was revealed that null hypothesis was accepted since the p-value was 0.000 which is greater than $\alpha = 0.005$ level of significant ($p = 0.000 < 0.05$), Therefore, transparency as metric of sustainability marketing has significant effect on electronic governance in Nigeria. The findings agreed with World Bank, (2003) as cited in Richard & Eme, (2015) affirm that E-governance is the public sector's use



of information and communication technologies with the aim of improving information and service delivery, encouraging citizen participation in the decision-making process and making government more accountable, transparent and effective. E-governance involves new styles of leadership, new ways of debating and deciding policy and investment, new ways of accessing education, new ways of listening to citizens and new ways of organizing and delivering information and services. OECD, (2003) as cited in Halachmi and Greiling (2013) posit that e-governance implementation helps in building trust between governments and citizens, an essential factor in good governance by using internet-based strategies to involve citizens in the policy process, illustrating government transparency.

Conclusion

From the findings of this study, it was discovered that innovation and transparency as metric of sustainability marketing have significant effect on electronic governance in Nigeria. Sustainability marketing focuses on increasing customer value, social value and ecological value. It also involves planning, organizing, operating, controlling of resources, and marketing campaigns that meet consumer needs and demands. This marketing concept assist electronic governance to meet the needs of citizen and also create forum for participating, innovating and contributing positive government activities which in turn encourage transparency as a metric of sustainability marketing and good administration.

Recommendations

The study attracts the following recommendations:

- i) Government agencies in Nigeria should imbibe sustainability marketing in order to encourage innovation that radiate good governance.
- ii) Sustainability marketing should be embrace because it promotes transparency and good governance in Nigeria.
- iii) Since sustainability marketing is environmental friendly, electronic governance should be adopt in Nigeria government,
- iv) Government should empower man skill power for proper implementation of electronic governance.
- v) Government should spend more on assessable and effective communication network to enhance electronic governance.
- vi) The power company should improve their service quality on power supply for both individual and government agencies in order to boost electronic governance.

References

- Adeyemo, A. B. (2019). E-government implementation in Nigeria: An assessment of Nigeria's global e-gov ranking. *Journal of internet and information system*. 2(1), 11-19.
- Alexander, H. (2015). Sustainability value management: Stronger metrics to drive differentiation and growth. *Accenture*, 1-6.
- Belz, F-M. & Peattie, K. (2012). *Sustainability marketing: A global perspective (2ed.)*. Chichester: Wiley.
- Benchmarking e-government, (2002). A global perspective, united nation America society for public administration, (ASPA) and division for public economics and public administration, (DPEPA), united nations, New York.
- Charter M., Peattie K. Ottman, J. & Polonsky, M.J. (2002). Marketing and sustainability, Crntre for Business relationships, Accountability, Susutainability and society (BRASS), in Association with the centre for sustainable Design. Retrieved from www.research.ucreative.ac.uk/693/1/smart-know-net.pdf.
- Coleman, S. (2008), "Foundation of Digital Government in Chen, H., Brandt, L., Gregg, V. et al (eds), *Digital Government: E-Government Research, Case Studies, and Implementation*, New York. Springer Science+ Business Media.
- Dangelico, R. M. & Daniele V. (2017). "Green Marketing": An analysis of definitions, strategy steps, and tools through a systematic review of the literature. *Journal of Cleaner Production*, 165 (1) 1263-1279
- Deloitte Consulting, & Deloitte & Touche. (2000). At the dawn of e-government: The citizen as customer. New York: Deloitte Research. Retrieved from <http://www.egov.vic.gov.au/pdfs/egovgovernment.pdf>
- Duncan M. W., Mike A. I., Joyce D. N. & John M. K. (2016). The Moderating Effects Of E-Government On The Relationship Between Administrative Decentralization And Service Delivery In County Governments In Kenya. *European Scientific Journal*, 12 (17).459-481.
- Fan, Q. (2011). An evaluation analysis of e-government development by local authorities in Australia. *International Journal of Public Administration*, 34(14), 926-934.
- Fisk, G.. (2001). Reflections of George Fisk: Honorary Chair of the 2001 Macromarketing Conference. *Journal of Macro marketing*, 21(2): 121-122.



TIMBOU-AFRICA ACADEMIC PUBLICATIONS
AUGUST, 2023 EDITIONS, INTERNATIONAL JOURNAL OF:
AFRICAN SUSTAINABLE DEV. RESEARCH VOL.14

- Fuller, D. (1999). *Sustainable Marketing-Managerial Ecological Issues*: Sage Publications, Inc.
- Halachmi A. & Greiling, D. (2013). Transparency, E-government, and Accountability: Some Issues and Considerations. *Public Performance & Management Review*. 36(4)562-584
- Jaeger, P. T., & Thompson, K. M. (2003). E-government around the world: Lessons, challenges, and future directions. *Government Information Quarterly*, 20, 389- 394.
- Kamar N, Ong'o'ndo M (2007). Impact of e-Government on Management and use of Government Information in Kenya, World Library and Information Congress: 73 rd IFLA general Conference and Council, 19-23 August 2007, Durban, South Africa
- Kotler P. and Armstrong G. (2011). *Principles of marketing, (global edition)*, London: Pearson education inc,
- Kotler P., Hermawan K, & Iwan S. (2010). *Marketing 3.0: from Products to Customers to the Human Spirit*. New Jersey: John Wiley & Sons, Inc. Hoboken
- Lourdes T. & Vicente P.(2005). E-government developments on delivering public services among EU cities. *Government Information Quarterly*, 22(20). 217-238.
- McKinsey & Company. (2012).The business of sustainability: *McKinsey Global Survey Results*.
- Melitski, J., Carrizales, T., Manoharan, A., & Holzer, M. (2011). E-governance approaches at the local level: A case study in best practice. *International Journal of Public Administration*, 34(14), 935-945.
- Muhe M. and William G. H. (2019). Investigating challenges in the implementation of e-government services: A case of Rwanda Department of informatics Master thesis, 30 hp Master Program in IT Management
- Ndou, V. (2004). E-government for developing countries: opportunities and challenges. *The Electronic Journal on Information Systems in Developing Countries* 18(1) 1-24.
- Obermiller, C., Burke, C. & Atwood, A. (2008). Sustainable business as marketing strategy. *Innovative Marketing*, 4(3): 20-27
- OECD, (2003). OECD E-Government Flagship Report "The E-Government Imperative," Public Management Committee, Paris: OECD,
- Pina, V., Torres, L., & Acerete, B. (2007). Are ICTs promoting government accountability? A comparative analysis of e-governance developments in 19 OECD countries. *Critical Perspectives on Accounting*, 18, 583-602.
- Richard A. O. & Eme, O. I. (2015). Electronic Governance & Administration in Nigeria: Prospects and Challenges. *Arabian Journal of Business and Management Review*, 5(3) 18-26.
- Richard J. V. (2010). Marketing Means and Ends for a Sustainable Society: A Welfare Agenda for Transformative Change. *Journal of Macro marketing* 30(2),112-126
- Rubin, B. & Wang, H. (2004). Embedding e-finance in e-government: a new e-government framework. *Electronic Government*, 1 (4), 362-373..
- Sharma, R.R., Kaur, T. & Syan, A.S. (2021), "Sustainability Marketing Mix", *Sustainability Marketing*, Emerald Publishing Limited, Bingley, 147-161.
- Sandoval-Almazan, R., & Gil-Garcia, J. R. (2012). Are government Internet portals evolving towards more interaction, participation, and collaboration? Revisiting the rhetoric of e-government among municipalities. *Government Information Quarterly*, 29, 72-81.
- United Nations Division for Public Economics and Public Administration (2001). Benchmarking E-government: A Global Perspective - Assessing the Progress of the UN Member States,. Accessed on 2/4/2020, from http://pti.nw.dc.us/links/docs/ASPA_UN_egov_surveB y1.pdf
- World Bank e-Gove-Govstudies: <http://www1.worldbank.org/publicsector/egov/egostudies.htm> eGovLinks (<http://www.egovlinks.com>)
- West, D.M. (2001). State and Federal E-government in United States. Available at <http://www.insidepolitics.org/egovto1us.html> ,
- West, D. M. (2004). E-government and the transformation of service delivery and citizen attitudes. *Public Administration Review*, 64(1), 15-27.
- World Bank (2001, November, 5). Issue Note: E-Government and the World Bank.
- World Bank (2003, July, 4). World Development Indicators, <http://www.worldbank.org/data/wdi2003/>