Information Technology Projects and End-User Satisfaction of Selected Public Institutions in Lagos State

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ABSTRACT

This study examined information technology projects (ITP) management and end-user satisfaction of selected public institutions in Lagos state, Nigeria. As a contextual issue arise in the end users 'satisfaction of the outcome of their monopolistic services rendered especially as it concerned the ITP. The study aimed to understand the level of influence Ease of Use of ITPs has on users' satisfaction and how none engagement of end users in ITPs design affects the success factor of IT project. The study adopted a descriptive research design. The targeted population consisted of 2201 staffs of four selected public organisations in Lagos State. Using the Taro Yamane sample size formula, a sample size of 339 was drawn from the population The researcher adopted the convenience sampling technique to select the choice of firm by selecting them based on their closeness to the researcher. The sample was stratified to ensure that all the members of the population were adequately represented. A random sampling technique was used in each stratum. Data was collected through a self-developed questionnaire. The collected data was analyzed using inferential statistics. The findings revealed among others that, for the two-hypotheses tested there is a correlation between the ITPs managements and the end users' satisfaction of the projects despite their inability to resist its usage in the selected institutions. This means that, the design and subsequent adaption of new ITPs should be dependent on "Ease of Use" and "Engagement of End Users" as a management policy to improve satisfaction. It was therefore recommended among others that the ease of use of the ITPs project should be considered in the adaption and implementation of ITPs

Keywords: Information Technology Projects, Ease of Use, None Engagement of End Users, End Users' Satisfactions, Success Factor

INTRODUCTION

The cost of projects failure is mostly very enormous and almost all the stakeholders pay the price. Each failure usually has advert effect on reputations and careers of the human resources and even the system be it public or private (The Upwork Team, 2021). The scope and magnitude of these failures sometimes are very surprising especially with the amount of brainpower (in term of specialized personnel in Information Technology Projects - ITPs) and fund available within some very big private organizations and public institutions (Lauesen, 2017). This had earlier been observed by Adam (2016) that about 25 % of IT projects usually fail out-rightly, at least another 50 % of the IT projects require rework while about 20 % to 25% don't meet up with the acceptable Return on Investment (ROI).

Though, a hundred percent rate of success may not be possible as MacNeil (2022) reflected from a 2021 survey report of Project Management Institute (PMI) that about 12% of projects implemented by the institute the previous year were failed project. Carroll (2022) also noted from Mark Warner discussion at the PMI's project management central forum that, the failure rate range between 65% and 75%. However, project failure can be avoided. Especially if the manager and other stakeholders take cognizance of how the project are managed especially in term of trivial pitfalls that are often overlooked. The frequency at which the managers of ITPs

overlooking these assumed simple pitfalls was also observed by MacNeil (2022). Thus, affecting how the ITPs are been managed.

One of these trivial pitfalls in managing ITPs is how project success is been measured. To Zoufa and Ochieng (2014), Project is deemed a failure if the endeavor shows the inability to achieve the stated objectives by the organization. While other researches such as; Ogohi & Umar (2019) etc. believed that some stakeholders deemed a project as a failure once the identified scope of work is not delivered on schedule, within an acceptable budget. To this study, it shows that, what makes each project a success is not dependent on individual end user's acceptable indicators of success. Though the basic success factors are meeting the stated organization's objectives, however most organizations rarely state these factors/indicators to show end users perspective or acceptance. The ITPs eventually become a failure because of its non-acceptance by the same end users in a private system while in most cases, it's been forced on end users in the public sector

In developing counties especially in Nigeria, most stakeholders and researchers usually blame corruption as the only factor of project failure in public institution as observed in some publications such as Ramegowda (2020) etc. With the wide acceptance of corruption as a major cause of project failure in Nigeria, this study examines what might be considered trivial and rarely examined by most researchers or stakeholders.

First, a preliminary examination of typical Nigerian work environment in Lagos State, the study observed the negligence of IT Project Managers to End Users Complains in Public Sector. This may be due to some notable believe as identified by Lewendon (2023) in his examination of United

Kingdom civil servant. Lewendon noted that, the end users of ITPs in the public sector may lack IT knowledge and skills to use the product of the ITPs. However, this study believes the focus on "lack IT knowledge and skills to use the product of the ITPs" has made managers of these institutions to neglect one of the critical principles of introducing new technological product. This is the principle of "Ease of Use" as identified by so many researchers like Lai (2017); Burgess & Worthington (2021) etc. And it also contradicts the observed attitude of managers in the developed system as stated by Vartika (2018). Vartika noted from Henry Ford statement that;

"Failure is simply the opportunity to begin again, this time more intelligently." These mean complaints of end Users of IT projects are supposed to act as input for improvement in design of the IT project(s) to make it easy to use. Due to the contradiction in the observed typical public working environment in the expected ease of use of ITPs and the satisfaction derived by end users, this leads a question that should be addressed. The question is "How does the level of Ease of Use of ITPs influence end users' satisfaction in public IT projects in selected public institutions in Lagos State?". This is because it invariably affects the success of the project within the public sector because of the monopolistic product it offers to the end users.

Second, most researchers especially in developing counties like Nigeria have not examined the degree to which none-engagement of the end users in the design of new products/services affect the success factor of the IT Projects in Public sector. The engagement of end users has been a management technique used majorly in the private sectors. Thus, Vartika (2018) like some other few researchers, noted that lack of stakeholders' engagement causes project failure. However, most of these researchers examined the private sector thus creating a dearth in knowledge of the scenario in public institutions. Also, a preliminary observation of public institution like Lagos State University shows that, end users are only informed of new IT projects to utilize. Thus, another critical question was raised in this study *"How does none engagement of end users in ITPs design affects the success factor of IT project in selected public institutions in Lagos State? "*. This will give managers of IT projects in the public sector opportunities to develop or redesign policies that can bridge the gap between the end users of IT projects in the public domain and the managers.

Research Objectives

The main objective of this study is to examine Information technology projects management and end-user satisfaction of selected public institutions in Lagos state, Nigeria. The specific objectives considered the following:

i. To investigate how the level of Ease of Use of ITPs influence end users' satisfaction in public IT projects in the selected public institutions in Lagos State.

ii. To examine how the none engagement of end users in ITPs design affects the success factor in selected public institutions in Lagos State.

The selected indicators in the objective will gives better insight to managements of IT projects organizations especially in public institutions. It will also give these managers the opportunity to assess other indicators of interest in their policy formation to get a better success factor. It also serves as a bases for other researchers or stakeholders to studying how end users react to other identifiable indicators in further studies.

LITERATURE REVIEW

Concept of Study Variable

To have a better understanding of the concept of ITP, this study examined briefly the concept of the various words that formed the construct-information, technology and project. This is because peculiarity of the construct to this study.

Information

Stodola (2019) observed the multiple complications in the conceptualization of the construct information because he believed the concept has not been clearly define. Though Stodola, did not give a definite definition of the construct, this study observed the role information sciences could play in the conceptualization process. Hence, this study adopted the scientific view of Mathur (2022) that information is simply processed data that gives relevant meaning and communication to all stakeholders.

Technology.

Olabode (2018) reviewed of literature noted that, technology could be seen as the application of software, i.e., knowledge, techniques, crafts, or methods of organizational usage of (hardware) tools, systems machines, etc. in order to solve a problem, for better output or perform a specific function. Olabode further noted that, the idea of usage or application of knowledge, tools to improve the standard of living and improve productive is what makes technology interesting. This is because while science focus is on how and why an observed system react the way they did, technology concern with adding value to the system**.**

The study identified three facts from the above brief examination of Technology. One, it makes use of hardware- machines, tools etc. and software- knowledge, techniques, etc. Two, it tends toward adding values to the system. Three, it's a powerful driving force in the quest to improve system wellbeing and productivity. These facts are similar in character to what IT is. Hence the adoption of the conceptualization of the construct-Technology by Olabode (2018)

Information Technology

Information technology is a term first introduced by Jim Domsic in 1981 and he believed it's a way of modernizing the processing of data (Jusufi, 2013). Livia (2022) believed it's a wider professional area that covers the building of communications networks, collating, keeping and processing data into information, and troubleshooting computer problems.

Based on the above and the previous conceptualization of the words' information and technology, this study opinioned that IT can be a driving force of communication that uses both hardware such as computer, and software in data collation, processing and distribution of data to add value that can improve the wellbeing and productivity of a system.

Project

Stakeholders have conceptualized the term project from differs view but the perception of one of the most recognized bodies of PM-Project Management Institute (PMI)-remains one of the most accepted. PMI (2008) simply defined project as a temporary endeavor that is undertaken within a given period of time to achieve an objective and produce a unique product or service. PMI further noted that, there are differs phases of project which includes planning, implementation/execution monitoring and control (ME&C). These phases make project delivery sequential, tracking easy and enable prompt corrections as at when needed. However, this definition failed to identify the constraint that may be observed in the project process. Thus in 2017, in the series of books released by PMI-PMBOK-a project is defined as a temporary organization that is organized within the limited project constraints as time, cost and resources that produced a unique product

Information Technology Project (ITPs)

Though, there has not been a direct definite definition of ITPs as most conceptualisation of the construct has been indirect. Its either stated in the form of who an IT project manager is as done by some stakeholders like Coursera (2021) or trying to show the importance of IT to project management as seen in the work of Dube & Chimog (2022).

Hence, from the conceptualisation of the constructs; Information, Technology and Project above, this study conceptualized ITPs as "The product of knowledge, skills, tools, and techniques to enhance a scientific force of communication that uses both hardware such as computer, and software in data collation, processing and distribution of data to meet the requirements of a unique output or expected deliverables".

Though, this concept may not be all encompassing enough but can serve as a bases for improve conceptualization of the construct. Based, on this concept, this study is of the opinion that, how an IT project is been manage determine the possibility of attaining the desirable deliverables of the project such as end users' satisfaction which had been a mirage in most public institution in Lagos state.

Theoretically researchers and stakeholders are very conversant with the basic management functions of planning, controlling, organizing staffing etc. but the trivialization by the managers of indicators like Ease of Use, end users' satisfaction, the degree of end users' engagement, end users' complaints, needs, attitudes, ego and other implicit behavior that imped their management of projects success have been an issue that have not been truly addressed.

Though, several stakeholders and researchers such as Yuri, Ayokunle, & Sutrisna (2022) etc. have examined the effectiveness of managing projects to success through end users' satisfaction and engagement, their study was mostly focused on the private sector. This study will deviate slightly by studying this situation among public sector users of IT projects.

Müller & Turner (2010) examined project managers, attitudes and leadership competences on project success. Their Findings identified two types of results variances, these are, variances in project results caused by attitudes and variances in business results, caused by a combination of attitude and emotional competences. While their work accessed attitudes through the assignment of managers to the project success criteria, this study accessed it from the "push back fault mechanism" adopted by IT project managers in the public sector of in Lagos State. which has caused more of dissatisfaction to end users as their complaints looks irrelevant. The importance of end users' satisfaction in measuring as a success factor for ITPs cannot be over emphasis as Elsa, Bruna, João, & Cândida (2024) observed in their work. However, relating ease of use of ITPs is what has rarely been examined in literature especially in a monopolistic system like the public sector of a developing country like Nigeria. Though, Muslim, Sajad, & Maryam (2014) like few other researchers examined the relationship between perceived ease of use and an ITP in term of website, their work is limited to the private sector in term of mobile website. Hence the need to expand the study to the public sector with its monopolistic peculiarity.

To Jeffery (2009) engagement of end users and other stakeholders of a project is strategic to all system be it private, public or a civil society. The United Nations Economic and Social Commission for Asia and the Pacific

(2018) opinion that, all stakeholders have the responsibility of working as a unit to shape both the decisions and actions of the system in relations to a problem opportunity and outcome. However, this study defined end users' engagement as a formal approach to enhance the development and maintenance of a good relationships with all the stakeholders involved in a project.

Thus, several stakeholders and researchers have examined the effectiveness of managing projects to success through end users' engagement. Yuri, Ayokunle, & Sutrisna (2022), identified three phases where engagement of end users improved the expected deliverables. These are in early design phase, design process phase and post-design phase. This means almost all through the project life cycle the engagement of end users should be encouraged.

Though, their study was examined in the construction sector, this study will deviate slightly by studying this situation among public sector users of IT projects.

Theoretical Framework

Technology Acceptance Model (TAM)

This is a model that explains how people accept and use information technology. According to the TAM, a number of variables, such as perceived utility, usability, self-efficacy, subjective norm, and conducive settings, have an impact on how people accept new information (Sun and Zhang, 2006).

According to Marikyan & Papagiannidis (2023) TAM explains the acceptance of information systems by individuals. TAM postulates that the acceptance of technology is predicted by the users' behavioural intention, which is, in turn, determined by the perception of technology usefulness in performing the task and perceived ease of its use.

According to Davis (1989), perceived usefulness refers to how much a person thinks adopting information technology would help them perform better at work or be more productive. The degree to which a person thinks utilizing information technology will be simple and intuitive is referred to as ease of use (Davis, 1989). Self-efficacy is the confidence a person has in their capacity to use technology effectively (Bandura, 1986). The degree to which a person believes that significant individuals think they should utilize the technology is known as the subjective norm (Venkatesh et al., 2003). The resources and assistance that an individual has access to when using technology are considered facilitative conditions (Venkatesh et al., 2003).

A number of situations, including healthcare (Holden & Karsh 2009), e-learning (Moon and Kim, 2001), and social media (Alalwan, Rana, Dwivedi, & Algharabat, 2017) have been studied using the TAM to examine the adoption of information technology. It has also been used to comprehend the adoption of particular technologies, such as mobile apps and cloud computing (Venkatesh et al., 2012).

Stakeholder Theory

According to the notion of "stakeholder theory," companies must take into account the interests of all parties involved in their operations. This involves not only stockholders but also staff members, clients, vendors, and the general public Freeman (2010). The strategic organizational planning, systems theory, corporate social responsibility, and organizational theory subfields of organization management research were combined to create the stakeholder theory (Haataja, 2020). Stakeholder Theory "argues that the purpose of the firm is not only to create economic value for shareholders, but also to create value for other stakeholders," according to Freeman (2010). This means that businesses should consider how their decisions will affect all of their stakeholders, not just those with a vested financial interest.

The creation of a win-win situation for all parties concerned is one of the basic concepts of the stakeholder theory. Freeman (2010). This indicates that the organization's actions must in some way be advantageous to all of its constituents, whether it be through offering satisfied clients, livable working conditions for staff, or assistance to the local community.

Stakeholder Theory has grown in popularity in recent years as businesses have become more conscious of the potential effects of their actions on society and the environment. Stakeholder Theory is currently being included by many businesses into their Corporate Social Responsibilities (CSR) policies, and some even go so far as to involve stakeholders in their decision-making (Freeman et al, 2010).

The strategic organizational planning, systems theory, corporate social responsibility, and organizational theory subfields of organization management research were combined to create the stakeholder theory (Haataja, 2020).

Expectation Confirmation Theory (ECT)

An explanation of how people acquire and uphold expectations about goods, services, and other experiences is provided by the expectation confirmation theory (ECT), a social psychological theory. According to the hypothesis, people are more likely to continue using a good or service if it lives up to their expectations and less likely to do so if it falls short (Hsu & Lu, 2004). The theory contends that people build pre-consumption expectations about a good or service based on past experiences, advertising, word-of-mouth, and other information sources. People judge their experiences based on their initial expectations after using the product or service. They are more likely to continue using the product or service if their expectations were met or exceeded.

They are less inclined to use it again if the experience doesn't live up to their expectations.

The significance of controlling client expectations is one of ECT's major contributions. Businesses that continuously meet or exceed their clients' expectations are more likely to keep them as clients and develop devoted clients who will refer other people to their goods or services (Baharum & Jaafar, 2015).

According to Baharum & Jaafar, (2015) ECT has been used in a variety of settings, such as social media, mobile commerce, and online purchasing. Organizations can design better products and services that fulfill consumer needs and deliver satisfying experiences that go above and beyond expectations by understanding how people form and sustain expectations.

Expectations and perceived performance together produce satisfaction (Baharum & Jaafar, 2015). Positive or negative correlations between expectations and performance serve as a mediating factor for this impact. In the event that a product performs better than anticipated (a positive confirmation), pleasure will follow. When a product doesn't live up to expectations, the customer is probably going to be unhappy (Baharum & Jaafar, 2015; Hsu & Lu, 2004).

Relevance of Theories to the study

The widely used Technology Acceptance Model (TAM) is a theoretical framework for predicting and comprehending the variables that affect end-users' acceptance and utilization of technology (Venkatesh et al., 2012). TAM places a strong emphasis on the significance of perceived value and perceived usability in determining users' attitudes toward embracing new technology. TAM can aid in the creation of interventions that encourage the adoption of new technologies and raise end-user satisfaction in the context of IT project management by assisting managers to pinpoint the variables that affect end-users' readiness to accept and utilize new technologies.

The necessity of taking into account the interests of all parties engaged in an IT project, including end users, project sponsors, project managers, and other stakeholders, is emphasized by the stakeholder theory (Freeman, 2010). Stakeholder Theory is a tool that project managers can use to identify the needs and expectations of all stakeholders in an IT project and create interventions that address those needs and expectations. Project managers can promote enduser happiness and improve project outcomes by taking into account the interests of all stakeholders.

According to the Expectation Confirmation Theory (ECT), the degree to which end users' expectations of the technology are met affects how satisfied they are with IT initiatives (Hsu & Lu, 2004). ECT can aid project managers in the identification of end-user expectations and the creation of interventions that meet or surpass

those expectations in the context of IT project management. Project managers may increase end-user happiness and encourage the adoption of new technologies by controlling end-user expectations and providing positive experiences.

RESEARCH METHODS

This section highlights the process and procedure (which includes: research design, study population, the study sample and sampling techniques, sources of data and method of analysis) that will be used in this study, and also presents important information (data) on specific fields where the survey will be carried out.

The study adopted descriptive research design. The population of the study comprised of the staffs of four selected public institutions. These institutions were selected using convenience sampling techniques.

The institutions and population are Lagos State University (LASU)-1,980, Federal Mortgage Bank of Nigeria (FMBN) Lagos branches- 63, Nigeria Mortgage Refinancing Company- (NMRC) Lagos branches- 87 and Nigeria Inter-Bank Settlement System- (NIBSS) Lagos branches-71. The population of the study is thus 2,210. A sample of 339 was drawn from the population using Yamane (1969 as cited by Anokye, 2020). The sample will be stratified as shown in Table 1 to ensure that all the institutions will be adequately represented. A random sampling technique was used in each stratum because, online questionnaires were placed on the WhatsApp and other social medium of staffs' groups of the selected institutions. And first fully filled questionnaires that make up the acceptable sample size in each stratum is what was used. And as identified earlier in the study's scope and limitation, convenience sampling technique was used to choose the four (4) selected public institutions based on the proximity and accessibility for the researcher and the field officers.

Data will be collected through self-develop questionnaire. A five-point Likert Scaled online questionnaire was used to assess how the performance indicators adopted in this study for respondents of the four selected public institutions are affected by the selected indicators of OE. Copies of questionnaire was taken to the offices and distributed to the staff with minimal persuasion within two weeks.

To establish the validity of the research instrument, the study will seek opinions of experts in the field of study (content validity). Also, to establish the validity of the research instrument, the study will use Cronbach's Alpha Reliability Statistics, showing the internal consistency with an initial data collected. The collected data will be analysed using descriptive statistics (frequency table) and inferential statistics (correlation, regression, coefficients of determination) with the aid of a statistical software called IBM SPSS (Statistical Product and Service Solution).

Yamane Formula

$n= N/(1+N(e)^2)$ Where; n is the sample size,

N is the population size which is **2,210**, and eis the level of precision. Taken to be **5%** in this study Applying this formula, we get $n= \mathbf{2,210}/(1+\mathbf{2,210}(.05)^2) =$

$n= 338.70 \approx 339$

The sample size for each stratum was represented by n^I. This was determined by getting the fractional contribution of each stratum to the entire 2201, and multiplying it by the sample size. This formula is thus; $n^I.= (\mathbf{N_f/N_t})\mathbf{*n}$ **where** $n^I.$ is the sample size in each stratum N_f is the population in each stratum N_t is the population of the study **n** is the sample size from the Yamane formula

The result is approximated to the nearest whole number. For example, Management Sciences sample size will be (00557/2201) *3390 ≈ 85 as shown in Table 1

The final summation of the sample size column resulted in 234. Since this figure is higher than the 233 from the Yamane formula it can represent the system adequately.

Table 1: Distribution of Samples in Strata

S/N	Category	Population		Sample
		N_f	Source	n^I.
1	Academics Staffs (LASU) in Ojo Campus @ 2022	00557	(Olabode & Adesanya, 2022)	85
2	Non-Academics Staffs (LASU) in Ojo Campus @ 2022	01423	(Olabode & Adesanya, 2022)	218
3	Staffs excluding IT Project Team and end users (FMBN)	63	Federal Mortgage Bank of Nigeria (FMBN	9
4	Staffs excluding IT Project Team and end users (NMRC)	87	Nigeria Mortgage Refinancin Company (NMRC)	13
5	Staffs excluding IT Project Team and end users (NIBSS)	71	Nigeria Interbank Settlement System (NIBSS)	10
	TOTAL (N)	**2201**		**335**

Data Analysis and Discussion of Findings

Test of Reliability

Before further analysis, the reliability of the instrument was tested to ensure consistent measurement across various items in the questionnaire. Cronbach's alpha was used to test the reliability of the scale. The reliability statistics table (see Table 2) shows the overall Cronbach alpha of 0.807 which indicates that the research instrument is highly reliable because the value is higher than the recommended threshold of 0.70 (Nunally & Bernstein, as cited in Leong, Hew, Lee, & Ooi, 2015).

Table 2: Cronbach's Alpha Reliability Statistics

Reliability Statistics

Cronbach's Alpha	N of Items
.807	18

Source: Researcher's Computation (2024)

Table 3: Percentage of Questionnaires used for Analysis

Categories	Number of Questionnaires filled online	Number of Questionnaires Used
Academics	106	85
Non-Academics	88	88
FMBN	44	44
NMRC	72	72
NIBSS	33	33
Total	343	322

From Table 1 the required sample size for the study is 335. But Table 3 shows that, 343 respondents filled the questionnaire because of the questionnaires were placed online. But only 322 which represent about 96% of the required was filled correctly and used for the study.

Table 4: Analysis of socio-demographic data of the respondents

		Count	Column N %
Gender of the respondents	Male	233	72.3%
	Female	89	27.7%
Age of the respondents	Below 29 years	78	24.1%
	30-39yrs	73	22.7%
	40-49yrs	127	39.3%
	50 yrs and above	44	13.9%
Category of Staff of the respondents	Junior Staff	92	28.7%
	Senior Staff	141	43.9%
	Management Staff	89	27.4%
Length of Service of the respondent	0 - 1 yrs	26	08.1%
	2 - 3 yrs	53	16.5%
	4 – 6 yrs	68	21.1%
	7 - 9 yrs	39	12.1%
	10 years or more	136	49.49%

Source: Field Survey. 2024

Table 4 shows that, of the 322 questionnaires used for the analysis 72.3% of the respondents are male and 27.7% are female. And the percentage distribution for other bio-data are as shown in Table 4.

The data above summarises that, most of the respondents are male, between age 40 and 49 years, in the senior cadre in the respective categories of staff membership, and have spent more than 10 years of service in their institutions selected. This concludes that the participants of this study are adults and have spent a reasonable number of years in the environments identified in the study.

Test of Hypotheses

Analysis of Hypothesis one

H_0: The level of Ease of Use of ITPs does not influence end users' satisfaction in public IT projects in selected public institutions in Lagos State.

To test the hypothesis, linear regression analysis was used as specified in the regression model. level of Ease of Use of ITPs (EU) formed the independent variable while end users' satisfaction formed the dependent variable. The regression test results are presented in Table 5.

Table 5: Model Summary of level of Ease of Use of ITPs and End Users' Satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.605[a]	.366	.360	.54165

a. Predictors: (Constant), LEVEL OF EASE OF USE OF ITPS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.226	.325		6.853	.000
	EASE OF USE OF ITPs	.500	.065	.605	7.713	.000

a. Dependent Variable: End Users' Satisfaction

Source: Researcher's Computation (2024)

The model summary Table 5 shows that there is a moderate positive relationship between Ease of Use of ITPs and End Users' Satisfaction (R = 0.605). The model further indicates the extent to which the Ease of Use of ITPs explains the changes in Ease of Use of ITPs and End Users' Satisfaction in the selected institutions. The coefficient of determination (R^2 = 0.366) suggests that Ease of Use of ITPs explains 36.60% of the changes in End Users' Satisfaction in the selected institutions. This result is statistically significant because the p-value of the result (0.000) is less than 0.01 level of significance used for the study. Therefore, the research hypothesis one was rejected. This implies that there is a relationship between Ease of Use of ITPs and End Users' Satisfaction in the selected institutions.

It was also observed from the Table 5 shows that, an evaluation of the unstandardised coefficient of Ease of Use of ITPs in the coefficient table, and its associated p-value shows that Ease of Use of ITPs (β_{CE} = 0.500, p < 0.01) is statistically significant and can be used in predicting the End Users' Satisfaction in the selected institutions. This, therefore, further strengthens the rejection of the research hypothesis one, which implies that there is a relationship between Ease of Use of ITPs and End Users' Satisfaction in the selected institutions

EUS = 2.226 + 0.466EU

Analysis of Hypothesis two H_0: The none engagement of end users in ITPs design does not affects the success factor of IT project in selected public institutions in Lagos State

To test the hypothesis, linear regression analysis was used as specified in the regression model. none engagement of end users in ITPs design (NE) formed the independent variable while Success Factor (SF) in the selected institutions formed the dependent variable. The regression test results are presented in Table 6.

Table 6: Model Summary of None Engagement of End Users and Success Factor

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.262[a]	..069	.0654	4.51596

a. Predictors: (Constant), NONE ENGAGEMENT

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.365	.272		8.686	.000
	NONE ENGAGEMENT	.527	.060	.652	8.722	.005

a. Dependent Variable: SUCCESS FACTOR

The model summary in Table 6 shows that there is a weak positive relationship between none engagement of end users in ITPs design and success factor (R = 0.262). The model further indicates the extent to which the none engagement of end users in ITPs design accounts for the changes in the success factor in the selected institutions. The coefficient of determination (R^2 = 0.069) suggests that none engagement of end users in ITPs design accounts for 6'9% of the changes in the success factor in the selected institutions. The adjusted R^2 is relatively small when compared with the 25.0% recommended by Krause, Boyle and Base (2005). This result is statistically significant because the p-value of the result (0.005) is less than 0.01 level of significance used for the study. Therefore, the research hypothesis two is rejected. This implies that there is a significant relationship between none engagement of end users in ITPs design and success factor in the selected institution, however the relationship is considered to be weak.

It is also observed from the table above that an evaluation of the unstandardised coefficient of none engagement of end users in the coefficient table, and its associated p-value shows (β_{CE} = 0.527, $p < 0.01$) is statistically significant but weak in predicting the success factor of ITPs in the selected public institutions in Lagos state. This, therefore, further strengthens the rejection of the research hypothesis two, which implies that, the none engagement of end users design does affect the success factor of IT project in selected public institutions in Lagos State

SF = 2.365 + 0.527NE

DISCUSSION ON FINDINGS

As identified earlier in this study, past researches show evidence of a relationship between ITPs and End-User Satisfaction (e.g. MacNeil, 2022; Vartika, 2018). However, this study identification of such indicators level of Ease of Use, end users', none engagement of end users in ITPs design and success factor in public IT projects to study the management relationship especially within public institutions has thrown more light into what has been mostly unexplored. Also, while few of the past researches explored how these two indicators- level of Ease of Use and none engagement of end users affect the satisfaction of End Users (Coursera, 2021; Dube & Chimog, 2022; Riaz & Simon, 2022), this present study deviates slightly by showing how the management of ITPs in public institutions is week at influencing the satisfaction of end users and invariably the success factors of the public institution as established by Hypothesis 2. It means the public merely accepted their unique-product/project, not because they are satisfied but because there is no other option.

Results of the analyses were significant for both hypotheses. Hypothesis one shows that there is a relationship between level of Ease of Use of ITPs and end users' satisfaction in public IT projects in the selected public institutions in Lagos State. While hypothesis two showed a similar trend which implies that there is a relationship between none engagement of end users in ITPs design and the success factor in the selected public institutions. Thus, the hypothesis tested shows that there is a correlation between the ITPs and the end users' satisfaction of the projects despite their inability to resist its usage in the selected institutions. This means that, the design and subsequent adaption of new ITPs should be dependent on "Ease of Use" and "Engagement of End Users" as a management policy to improve satisfaction. The result shows that, the factor "Ease of Use" will invariably have a positive contribution in the improvement system in public institution as stated in the Technology Acceptance Model (TAM) identified by Marikyan & Papagiannidis (2023)

Though, the stakeholder theory," takes into account the interests of all parties involved in their operations (Freeman, 2010; Haataja, 2020). Critically, examining the end users perception of the system is of major concern as they are the subject of dissatisfaction in a public system with high level of corruption as noted by Ramegowda (2020). This study thus compliments the theory by identifying how Engagement of End Users in the design of ITPs affect the project success factors in the selected public institution.

CONCLUSION AND RECOMMENDATION

This study has assessed the effect ITPs on end users' satisfaction of selected public institutions in Lagos state. The results from the study shows a correlation between Information technology projects management and end-

user satisfaction. This is because the two hypotheses tested shows a significant relationship between the indicators tested (ease of use and end users' satisfaction; none-engagement of end users and success factor). The use of these indicators also shows that, other factors other than corruption could cause project failures and invariably the performance public system. Thus, the following recommendations;

Management of public institutions should engage end users' opinion in the design of subsequent ITPs to improve the success of such project

The ease of use of the ITPs project should be considered in the adaption and implementation of ITPs in public institutions.

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