

The Effect of Good Governance on Organizational Performance: A Study of Public Offices in Gudaya Bila District, East Wollega Zone, Oromia, Ethiopia

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Abstract

The main purpose of this study was to investigate the effects of good governance on public organizational performances at Gudaya Bila district in line with the contribution of participation by which the employees/staffs participate on organizational performances, the effect of accountability and transparency that plays paramount role in promoting organizational performance at the study area. To conduct this study, descriptive and explanatory type of research design were used. Systematic random sampling and purposive sampling techniques were used. The data were collected through questionnaire, semi-structured interview and document review. The samples were 107 selected experts from 393 of the total experts, and all 113 from government offices process owners of the thirty-four selected public offices. In addition, 34 sectors office heads were included. Data analysis was made using descriptive statistics and SPSS software, mean, standard deviations frequency counts, percentages, graphs, charts, tables and analysis of documents by both quantitatively and qualitatively. Even though the findings of the study indicated that good governance principles namely participation, accountability and transparency has a positive effect on organizational performance as examined by the results of the analysis, the implementation level didn't exceeded 30-45% entirely. Hence, the employees do not significantly participate on organizational performance planning, implementation, monitoring, and evaluation. Moreover, lack of conducting administrative reviews to exchange views and experiences by regular and open method of check and balances and fear of being called to account. More practically, lack of leadership commitments, lack of skill, insufficient financial allocation, lack of periodic monitoring and evaluation, lack of disclosed information, lack of capacity to perform the mandated organizational activities were the major problems on organizational performances.

Keywords: accountability, good governance, participation, transparency, performance

1. Introduction

Good governance is the public democratic participation of citizens, which is open, transparent, accountable, and representative of all individuals and groups within the community, who are attempting to be part of decision-making (Govender and Reddy 2011:62; Kassa 2011). Daniel Kaufmann (2003) noted that good governance mainly encompasses a complex system of interactions among structures, traditions, functions or responsibilities, and processes or practices characterized by three key values of accountability, transparency, and participation. Correspondingly, organizations are made up of groups of people and individuals who are interdependent and work together to achieve organizational goals and objectives. Therefore, these people interact with one another daily to fulfill their job roles and to contribute effectively to their organizations (Knight & Ukpere, 2014). Performance is an overview of the level of achievement of the implementation of an activity/ program/policy in achieving the goals, objectives, mission, and vision of the organization as stated in the strategic planning of an organization (Mahsun, 2006). It is a set of outputs (outcomes) generated by the execution of a particular function for a certain period (Tangkilisan, 2003).

Whereas, organizational performance is a set of financial and non-financial performance indicators that offers information on the degree of achievement of objectives and results (Lebans & Euske 2006). The organizational performance comprises of the results of an organization or the actual outputs of an organization, which can be measured

against the intended outputs and mainly it involves three areas associated with the organization – financial performance (return on investments, profits, etc.), shareholder return (economic value-added, total shareholder, etc.), and the product/service market performance (market share, sales, etc.) (Gavrea et al., 2011). The Ethiopian governance performance proved to be one of the low-performing systems in the world Shimelis (2015). It still faces various implementation capacity challenges in achieving good governance due to its administrative practices of local issues that have been highly centralized for many years. Concepts like participation, transparency, and accountability were paid little attention to (Gizachew, 2012). Therefore, this study was undertaken to investigate the effect of good governance practices on organizational performance of district public offices particularly on participation, accountability, and transparency effects that are important focus areas of the study that this research aimed to fill the gaps at the study area.

2. Literature Review

The concept of governance refers to the inter-institutional relations in the context of the decline of sovereignty, the decreasing importance of jurisdictional borders and a general institutional fragmentation and with governance approach the public sector became less bureaucratic, less hierarchical and less reliant on central authority to mandate action (United Nations Economic and Social Council, 2006).

Previously, the contributions of components of good governance toward organization was indicated from the various perspectives in a

such the principles of good governance such as participation, rule of law, transparency, accountability, fairness and efficiency enable employees to be more effective and transparent in providing high quality services (Alaaraj, 2014). Since organization cannot function without the human element, it becomes very expedient for organization to give more attention to its employee and ensure they are given the right environment to operate. If the workforce is in effective, it will have an overall effect on the production capacity of the organization (Armstrong, 2010). Employee engagement approaches implemented by business leaders result in higher levels of employee participation (Blattner & Walter, 2015), customer satisfaction, efficiency, and income (Bowen, 2016). Organizational leaders implement the perception that enables employees to hold positive attitudes toward their institution (Mowbray, Wilkinson, & Tse, 2014). Employees' performance is frequently defined as the outcome of activities undertaken by employees that result from their efforts, capabilities, and insights of the tasks delegated to them (Prasetya & Kato, 2011). Employees' reflect the degree of accomplishment in each job and the fulfillment of organizational principles, prospects or requirements arising from the task assigned to them (Folorunso et al., 2014).

Accountability is also one such the most essential, vital, and vibrant factors affecting an organization's achievement Schlenker, B.R. (1997). Accountability usually seen as transparency of information and it is a vibrant commitment that retained in the eyes of others that serve as a foundation element of a successful organization strategy (Evans, H.J.

2008). Accountability means that employees can depend on one another to keep performance guarantees (Samuel, (2001). In the system of constitutional government, there are two types of accountability: (1) internal accountability, which is a type of direct accountability that applies in a particular organization, where the system involves direct reporting by subordinates to their superiors who hold power, (2) external accountability, which is an indirect type of accountability that involves reporting to parties outside the organization (Akbar, 2011). Strong accountability benefits everyone along with its appropriate application. It permits people to know how the government is doing, and how to gain amends when things go wrong. It confirms that the service providers are acting in the interests of the people that they serve. It is a part of good governance and can increase the responsibility and legitimacy of the state in the eyes of the public (Edward, 2003). For accountability enhancement in an organization the employee handbooks, written policies for the workforce and career development, specific job requirements, clear expectations for employee performance and behavior, guidance, and feedback should be given to employees, rewarding outstanding work, establishing minimum standards for performance, penalizing poor performers (Bob, 2012).

Yet again, the other main principle/component of good governance is transparency which refers to extending every aspect of business and can both affect, and be affected by, the conduct of employees at all levels. For most businesses, success results from the ideas and actions of employees. A transparent organization will attract the best and retain the

best. An opaque organization will continually deal with high turnover or dissatisfied workforce. Transparency also has an impact outside the organization—on customers, suppliers, global trade, and adherence to government regulations (McGraw, 2004). A key characteristic of a transparent organization is the fair distribution of resources. An organization can achieve a higher level of transparency through the dimensions of transparency, specifically, disclosure, clarity and accuracy. Acceptable organizational transparency is positively related to employee identification with the organization that is recognized as having unique value in explaining employee attitudes and behaviors (Lee, Park, & Koo, 2015). Grimmelikhuijsen and Feeney (2017) and Ginanjar et al., (2020) affirmed transparency has a significant positive effect on the performance of public service organizations, where transparency can run well because it can implement open public communication by the government and the public's right to access information.

Concerning factors determining organizational performances, literature and theories shows that organizations are influenced by many factors, which come from their dynamic surrounding or from the organization themselves. According to Treasury (2001), the resources that contribute to organizational performance include infrastructure, information technology systems, and management reform. Previous studies have also found that service quality had influenced performances of the private and public sectors (Milakovich, 2000, Haynes and Fryer, 2000), and banking (Al-Hawari and Ward, 2006). Correspondingly, it is shown that there is

relationship existed between good governance and organizational performance as good governance is based on principle of transparency, accountability, responsibility, independence and fairness, and equity needed to achieve organizational sustainability by taking into account the stakeholders (National Committee on Governance Policy, 2006). In which participation is an essential element of good governance theory that involves the contribution of every adult in the politics of his or her society, stipulates every adult must have a say in the process of making decisions either directly or by accredited representatives (Osmani, 2007; Rotberg, 2004; Weiss, 2000).

Whereas, accountability is also considered as another element or principle of foundation of good governance theory that emphasizes toward that all actors, particularly those in public organizations among others are to be made answerable to the public at large and for their actions to the source or organ from where their mandate is derived (Williams, 2009; Rothstein and Teorell, 2008; Rotberg, 2004). Transparency is also additional important component of the good governance concept that is built on free information flow and distribution that shows institutional procedures and information should be gained easily to the people affected and adequate information in a particular manner (Andrews, 2008; Apaza, 2009; Gisselquist, 2012).

On the other hand, the empirical studies conducted at different times also clearly show that organizational performances were not based on comprehensive application of good governance principles particularly participation, accountability and transparency. Kawanmuang (2005) described that the

principles of good governance can be applied to develop working strategies to be more operative, that can be performed by adopting the rule of law; reducing unnecessary regulations, which cause delay in the work system, implementing a transparent decision; and defining suitable rules, regulations, and guidelines in the public administration. As study of good governance is a form of government responsibility to an agent of the public as principal organizational performance conducted by Mulyawan (2009); Amelia, et al (2012); and Susanti (2014) revealed that there is an influence on the implementation of good governance on organizational performance in terms of the implementation of bureaucratic reform, internal control system, budgetary processes, and remuneration participation roles on organizational activities. In their study conducted on the role of service delivery and good governance in the institutionalization of taxation in Nigeria, Egwaikhide and Udon (2012) that specifically, aimed to examine how good governance in tax collection can be improved through good governance and how service delivery can be improved by increasing tax collection especially in the petroleum sector revealed that lack of good governance practices in the petroleum sector in Nigeria has led to widespread tax shirking and corruption which undermine revenue collection. This, in turn, translates into poor service delivery and unequal distribution of wealth. This indicates a direct link between good governance and service delivery.

Similarly, O'Neal and Cammack (2012) carried out a study on good governance and service provision in Malawi based on two studies districts (Dedza and Rumphi) and one city (Blantyre) and three services sectors—

health, education, and water and sanitation and the result publicized that many local government employees and service providers are doing good work and some remarkable success is achieved with little money or support. Mughal (2005) observed the level of good governance and the role of the government in the delivery of maintainable public housing development in Malawi and heightened the existence of poor governance practice in public organizations and recommended the establishment of dynamic vibrant institutions, which would ensure the presence of participatory principle, consensus orientation, strategic vision, effectiveness and efficiency, transparency, and the rule of law in all administrative and political institutions.

Tadesse (2013) carried out a study aimed at assessing the service provision and governance system in the road agencies of the Benishangul Gumuz Regional State in Ethiopia. Precisely, the study observed the capacity and role of different actors and the good governance system in the public road service delivery and discovered that, while private firms play a leading role among the non-state actors, the role of the public remains insignificant. The designing of platforms in different good governance programs that involved the public is still again inadequate especially the road agencies in the region are less open to public needs due to limited human resource capacity and political intervention, lack of suitable voicing mechanisms and media coverage has unfavorably affected public responsiveness and absence of direct way to make the road agencies responsible to the road users and in addition the study uncovered the major problems like staff incompetence within the regional road

agencies and lack of qualifications on their part for the position they hold and lastly the existing imbalance in the budgetary division between, say the maintenance and construction working agencies which in turn, negatively affected the level of transparency, responsiveness, voicing, and accountability. Nevertheless, today organizations faced different challenges to apply good governance that foster their performance as Waheduzzaman (2010) in his study aimed to investigate specific situations at the local level and the barriers to the process of people's participation in local government revealed that there were various limitations to effective participation by the people. Firstly, there is lack of awareness by government officials of the value of people's participation. Secondly, the mechanisms for direct people's participation through different management committees were found to be flawed.

Finally, the local people's lack of confidence in their elected leaders hindered effective people's participation through their elected leaders and the author concluded that laws and rules were required to make the new people's participation system legally binding and to build trust among different actors by clarifying their roles in the system. In addition, Dayanandan, (2013) wrote a dissertation assessing the governance practice and its impact on the performance of the community organizations (cooperatives) in Ethiopia and observed that inadequate business participation, poor responsiveness, lack of awareness about the management, lack of democracy, corruption, a poor sense of ownership, double responsibility, and lack of member awareness were found to be the reasons for weak performance in addition to

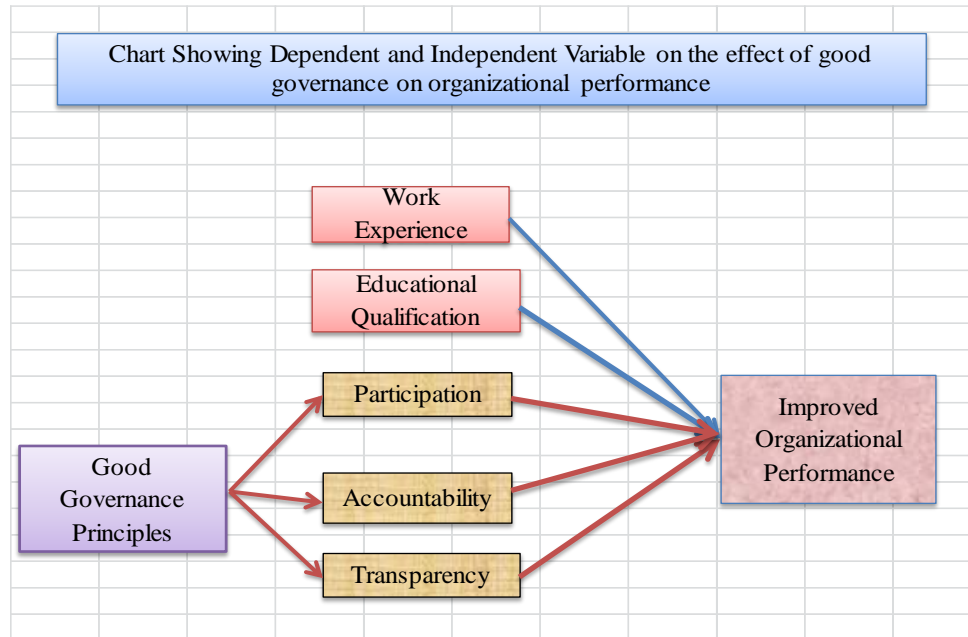
binary logistic regression model results that shows four predictor variables such as participation, accountability, transparency, and rule of law are found to be significant on the impact of cooperative performance, which calls for proper attention on the part of the stakeholders concerned in maintaining good governance practice. Similarly, Ntalaja (2011) in the study conducted on the role of good governance in improving revenue collections and the delivery of public services in South Africa investigated that public service provision in Africa is hindered by various factors such as corruption, staff ineffectiveness, absence of good governance structures, and lack of more transparent revenue collection systems.

2.1 Conceptual Framework of the Study

The above-reviewed studies indicated that the contribution of good governance principles on the public organizational performance has not been studied adequately and comprehensively, particularly focusing on participation, accountability, and transparency simultaneously i.e., the missing element was the literature gap because most of the study kinds of literature focused on service delivery matters. So, the conceptual framework tries to weave together relationships that the study believes are crucial for the improvement of organizational performance in line with the effect of good governance application. Based on the review of previous studies, it is clear that there is an effect of good governance principles implementation subsequent improvement of organizational performance. Referring to previous theories and empirical findings, this study proposed the following model, as illustrated in Figure 1, adapted from the journal of how Bureaucratic Reform

Improve Good Governance, Service Quality, and Performance of the Archival Offices in Indonesia (IOSR, 2018).

Figure 1: Conceptual framework of the study



Source: Researchers' Construct (2021)

3. Methodology

Both descriptive and explanatory designs were used to explain the quantitative results in more depth with qualitative data description of the state of affairs as it exists at present and to identify appropriate participants of the study as theoretically argued by (Kothari, 1990; Festinger *et al.*, 2005, and Zegeye *et al.*, 2009), which these designs are appropriate for data collected through questionnaire and interviews collection techniques which were the direct focus of the study, in addition to mixed research approach employed to explore all necessary information about the effect of good governance on public organizational performances. The target populations were 540 obtained from 393 experts from all public sectors at district level and 113 processes

owners and 34 office heads, out of which primary sources captured via semi-structured interviews were held with all 34 district level office heads purposively and questionnaires of the key informants were distributed to 107 experts selected randomly by using statistical formula as cited by (Jeff. W., 2001) and all 113 process owners of the same district which gives a total sample sizes of 254. Therefore, both qualitative and quantitative data gathered through semi-structured interview and questionnaires were analyzed systematically, summarized and analyzed using descriptive statistics, correlation and regression using statically analysis tools SPSS version 23-computer program and MS-Excel office application.

4. Result and Discussion

4.1. Summary of socio-demographic result analysis

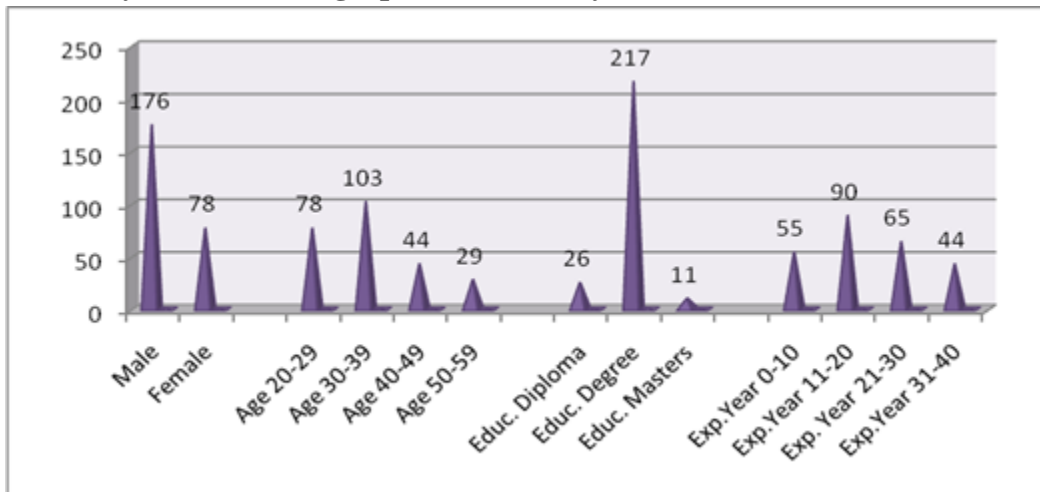


Figure 2: Socio-demographic analysis

Source: Own survey data (2021)

According to the above figure 2 showing demographic profile of the 254 respondents, it is possible to understand the gender, age range, educational level and work experience percentages from their frequencies to determine the analysis.

So, based on the figures demonstration, the data shows from total number of $N=254$ (100%) about (69.3%) of respondents were males and (30.7%) were females that implies that most of the study participants were male groups. Similarly, in line with the age range composition of the respondents from the above figure that ranges from 20 to 59; the age group 20-29 years old were 78 (30.7%), from 30-39 years old 103 (40.6%), the age range 40-49 years 44 (17.3%) and age ranging from 50-59 years 29 (11.4%) and this implies that most of the respondents participated in responding the questionnaires and interview guidelines 103 (40.6%) were from the age ranging from 30-39 years old that on the other hand shows these target groups being

adolescence and adult age group that properly perform organizational performances. Again, the figure also illustrated that the education status of the total number of respondents $N=254$ (100%), from which 26(10.2%), 217(85.4%), 11(4.3%) of the respondents were diploma holders, first degree (BA/BSc) and second-degree (MA/MSc) holders respectively. This shows that first degree holders 217(85.4%) of all the respondents were the most dominant. In the same manner, above figure illustrated that from the respondents 0 to 40 work experience composition length of time; 55 (21.7%) have work experiences of 0-10 years, 90 (35%) have work experiences of 11-20 years, 65 (25.6%) of respondents' have work experiences of 21-30 years and 44(17.3%) of them have work experiences of 31-40 years. This implies that more of the respondents participated in responding the questionnaires and interview guidelines 90 (35%) were from the work experience ranging from 11-20 years indicate that this working experience years are

more productive in an organizational performance.

4.2.1 The contribution of participation, accountability and transparency on the performances of organizations

4.2 Correlation Result Analyses

Table 1: Correlation output of participation and organizational performance

		Participation	Organizational Performance
Participation	Pearson Correlation	1	.798**
	Sig. (2-tailed)		.000
	N	220	220
		Accountability	Organizational Performance
Accountability	Pearson Correlation	1	.737**
	Sig. (2-tailed)		.000
	N	220	220
		Transparency	Organizational Performance
Transparency	Pearson Correlation	1	.871**
	Sig. (2-tailed)		.000
	N	220	220

** Correlation is significant at the 0.01 level (2-tailed).

Source: Own survey data, SPSS output (2021)

The correlation results between participation and organizational performance are supported by the linear regression results (Beta=.798) as demonstrated in above Table 1, which revealed that participation predicated a change in organizational performance significantly strong enough. This implies that participation positively contributes to organizational performance at the public organization justifies that when there is participation enhance the performance of the organization by 79.8% when incorporated from planning to evaluation. This shows that an increase in participation would lead to a higher organizational performance. Participation could be effective if there is proper and improved involvement in planning, implementation, monitoring, evaluation, and willingness of

all stakeholders to work together (Adomoka, 2004).

Again, as indicated in above Table 1, significantly strong positive relationship existed between accountability and organizational performance ($r = .737, p < .001$). Hence, the relationship supported that shows an increase in accountability would lead to a higher organizational performance. Additionally, there is also a significant and strongly positive relationship existed between transparency and organizational performance with value of ($r = .871, p < .001$). Hence, the relationship is again supported and illustrated that increase in transparency would lead to a higher organizational performance.

4.3 Categorical Regression Model A

regression analysis was conducted to examine the extent to which study variables (transparency, accountability and participation)

significantly or predict public organizational performance. The results were presented in below Table 4, 5 and 6 respectively.

Table 2: Model summary

Multiple R	R Square	Adjusted R Square	Apparent Prediction Error
.957	.916	.913	.084

Dependent variable: Organizational performance

Predictors: Participation Accountability Transparency

Table 3: ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	201.477	7	28.782	329.413	.000
Residual	18.523	212	.087		
Total	220.000	219			

Dependent Variable: Organizational Performance

Predictors: Participation Accountability Transparency

Table 4: Coefficients

	Standardized Coefficients		Df	F	Sig.
	Beta	Bootstrap (1000) Estimate of Std. Error			
Participation	.161	.145	2	1.237	.292
Accountability	.375	.137	2	7.481	.001
Transparency	.470	.161	3	8.531	.000

Dependent Variable: Organizational Performance

Source: Own survey data, SPSS output (2021)

The regression model, R^2 is 0.916 implies that 91.6% is the occurrence of the regression model fit. Thus, this study regression model has gap of 8.4% that need further study to get 100% model fit as illustrated in above Table 4. Again, the above ANOVA table (Table 5) has shown that are important and used for computational purpose indicating F column and sig. column. In research, the most important or most probably the first to be looked at is the exactness of the significant level value of “.000” located under the ‘sig’ column of the information presented in the

ANOVA table. The number found in this column is less than the critical alpha value (0.05), and then the effect is significant since these values would result in significant effect and statistically significant. Because sig. of this (p-value) less than 0.05.

Correspondingly, a standardized beta coefficient compares the strength of the effect of each individual independent variable to the dependent variable. The higher the absolute value of the beta coefficient, the stronger the effect. According to above Table 6, Participation, accountability, transparency predict 74.9% of organizational performance

(Adjusted R Square = .916). The regression model was significant and thus reliable for making conclusions and recommendations. The most significant predictor of organizational performance was transparency (Beta= 0.470, $f= 8.531$, Sig. = .000) followed by accountability (Beta= .375, $f= 7.481$, Sig. =

.001) and then participation (Beta= 0.161, $f= 1.237$, Sig. = 0.232). The findings revealed that transparency and accountability were strong predictors of organizational performance, whereas participation reveals moderate significant effect on organizational performance.

4.4 Descriptive Result of Participation

1. Involve in planning

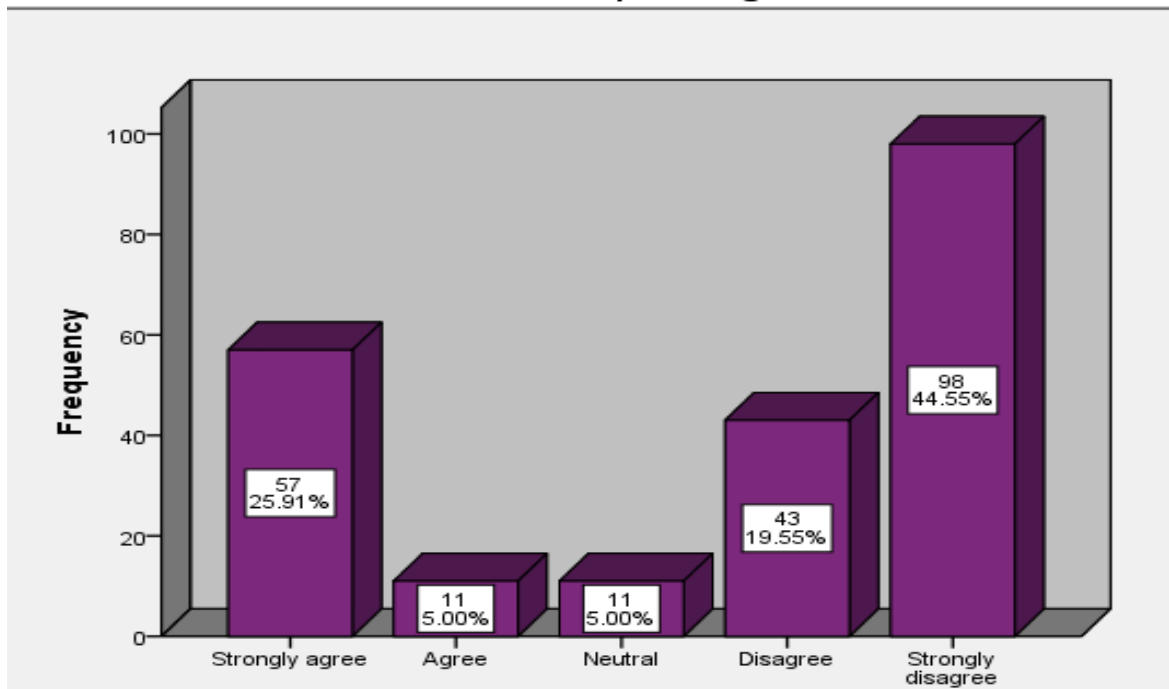


Figure 3: Employee Participation in Planning

Source: Own survey data, SPSS output (2021)

As to figure 3 item 1 above the responses of target groups concerning the involvement of the employees in planning the organizational performances, most of them 141 (64.1%) disagreed which implies that involvement of the employees in planning phase for the organizational performance needs betterment taken in to consideration was below the average. In other ways, office heads' semi-structurally interviewed also supported the

reality that planning is confined to the management bodies and higher officials. Thus, the employees were not well considered by the district officials to participate planning. These analyses imply that the employees i.e., senior and junior experts and the supporting bodies were not taken in to consideration in planning because the officials and the experts mostly plan solely with exclusion of employees.

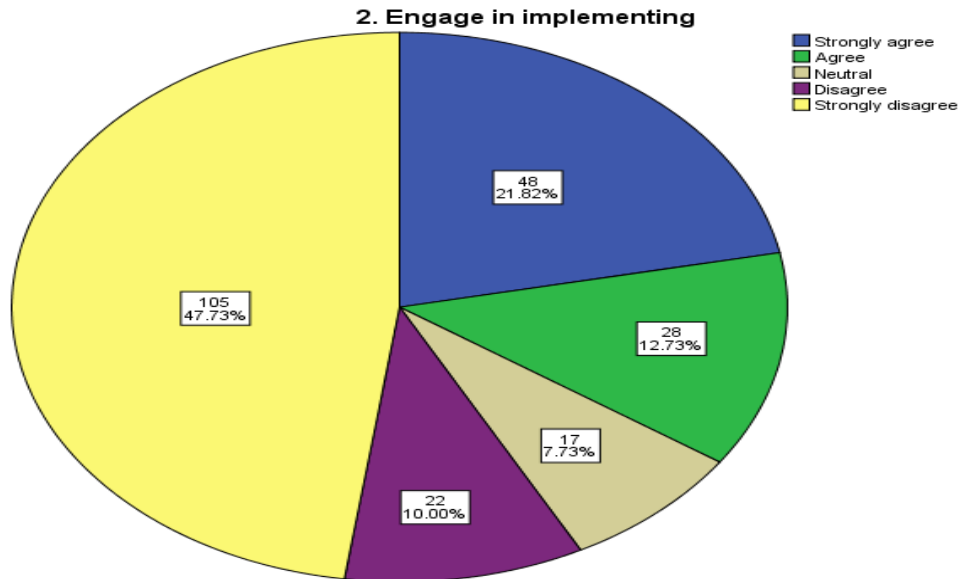


Figure 4: Respondents engagement in implementations

Source: Own survey data, SPSS output (2021)

Regarding to employee engagement in implementation according to figure 4 item 2, majority of the respondents 127 (57.73%) disagreed while 17(7.73%) of them undecided on the involvement of the employees in organizational performance implementation. This implies that more than 65% of the responses indicated that the employees have no adequate space to participate in implementation of organizational

performances. Besides, the interview result suggested that the employees were not intentionally participate in implementation of the activities like participate in monitoring and support, reporting and giving feed-backs which is credible to deduce that the participation of the employees in implementation phase on organizational performance is very low.

3. Take part in monitoring and evaluation/decision making areas/

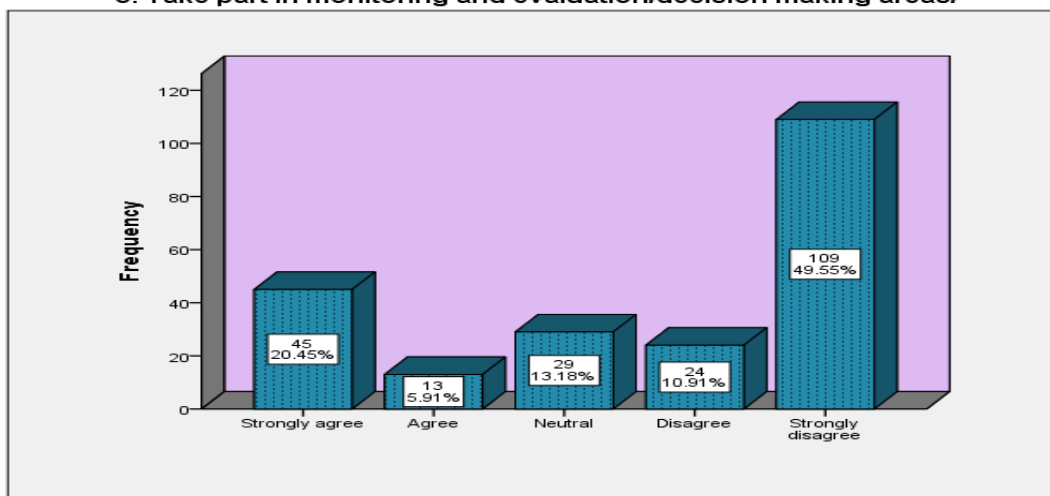


Figure 5: Take part in monitoring and evaluation/decision making areas/

Source: Own survey data, SPSS output (2021)

According to figure 5 item 3 above, regarding involvement of the employees in monitoring and evaluation for organizational performance matters majority of the respondents responded disagree and strongly disagree comprises of 24 (10.91%) and 109 (49.55%) respectively and it is easy to conclude that around 60% of the respondents agreed on the employees not participating in monitoring and evaluation for the purpose of decision making in terms organizational performances. Consistently, the responses of interviewed office heads has vindicated that the official together with the

other monitoring and evaluation team participated to see whether the organizational performances were accomplished as per the planned standards. However, most of the employees were not given chances to participate in the works of monitoring and evaluation for organizational performance issues since they were assumed to have adequate knowledge and skills. So, certainly it can be reasoned out that majority of the employees have no way to engage in decision making through monitoring and evaluation.

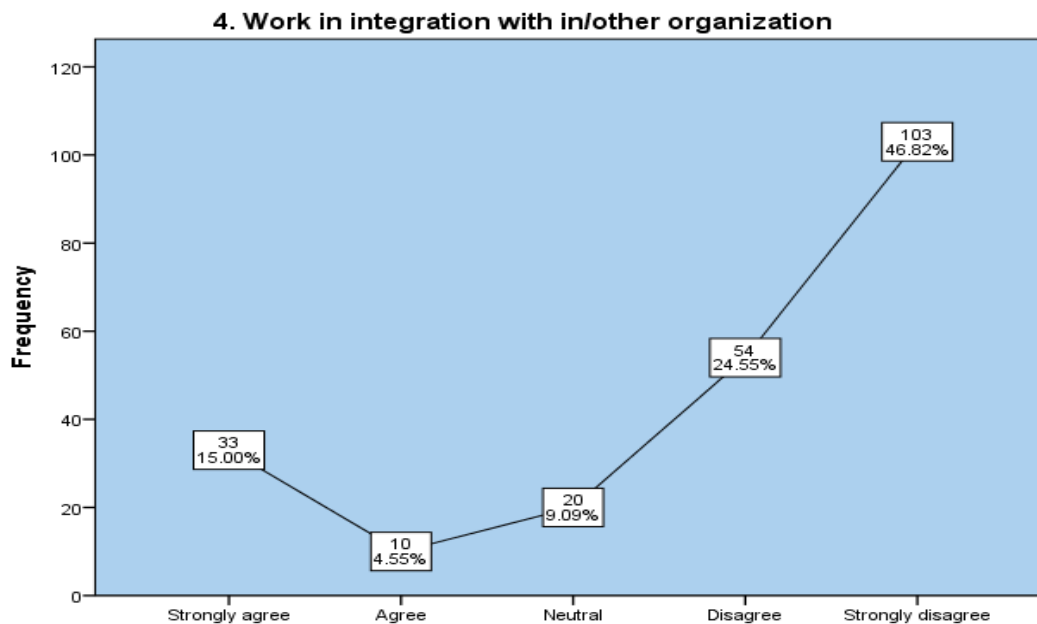


Figure 6: The Organization's Integration works

Source: Own survey data, SPSS output 2021

According to figure 6 item 4 above concerning the employees' participation in integration works within or other organizations, most of them 157 (71.32%) disagreed. Similarly, this implies that around 71% of the respondents disagreed to work in integration with other organizations for

employees' participation in organizational performance activities. In line with this the result of interview indicated that employees were not well organized to integrate for the purpose of joint works of different offices to improve participations in organizational performance matter.

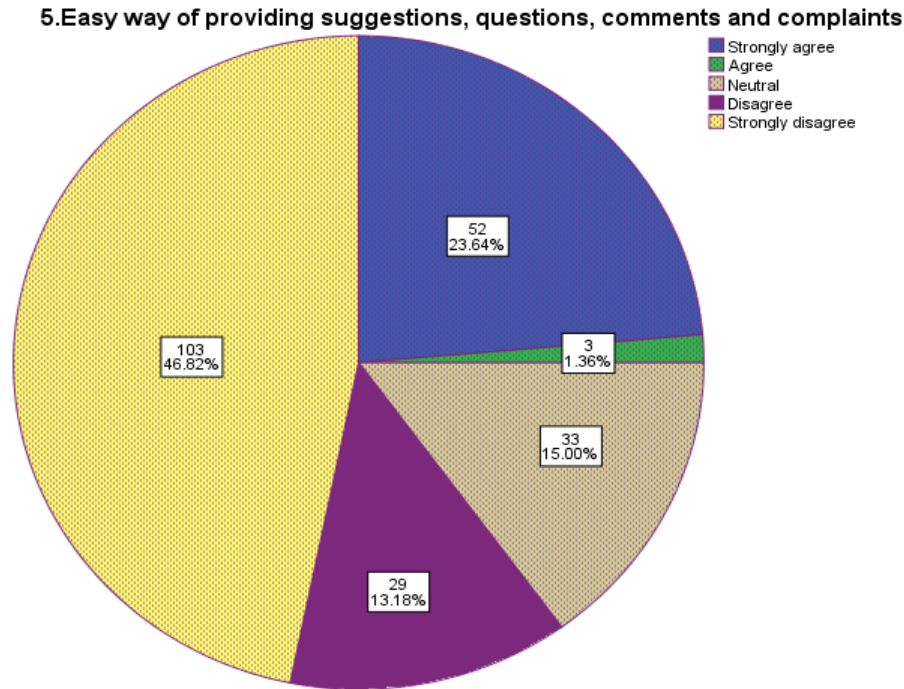


Figure 7: Communication for the Organization's Performances
Source: Own survey data, SPSS output (2021)

According to figure 7 item 5 above the woreda level experts and process owners responses from the questionnaires on providing suggestions, questions, comments and complaints for the purpose of participating in organizational performances strongly disagree 103(46.82%), and disagree 29(13.18%), out of total respondents which accounts greater value, refers that more than 60% had no practiced employees easy way of providing suggestions, questions, comments and complaints to and from the concerned officials for organizational performance realization as the interview responses also support that the employees were not disclosed to forward their own contributions due to bureaucratic issues to make easy participation in terms of initiation of ideas and express demands to provide

suggestions, questions, comments and complaints adequately for participation purpose in organizational performance improvements. In line with this the majority of the thirty four office heads responses in terms of semi-structurally interviewed on the implementation phase of the employees to participate in organizational performance, the target respondents suggested that the employees were not intentionally participate in implementation of the activities like participate in monitoring and support, reporting and giving feed-backs. From the analysis implication of each target respondents, it is plausible to deduce that the participation of the employees in implementation phase on organizational performance is very low.

4.5 Descriptive Result of Accountability

Table 5: Effects of Accountability on public organizational performances

S. n	Items	N	Mean	St. Dev.
1	There is a responsive and clear appealing, when a decision is biased and for complaint or grievance handling with clear accountable without delaying	220	3.77	1.609
2	Avoided biased of power misused and malfunction: patronage, partiality, self-gain practice and accountable for wrong doings in an organization	220	4.09	1.313
3	Empowering practice of the stakeholders, customers and civil servant to enforce and make account for any malfunction	220	3.04	1.449
4	Facilitating training and development access for employees in terms of improving employee skill and knowledge related to new concepts of organizational technologies	220	3.87	1.606
5	Periodic meetings (consultation) in terms of administrative reviews to exchange views and experiences by regular and open method of check and balances	220	4.13	1.434
6	Enhancing the organizational capacity by having clear structure, mission, goals and strategy	220	3.56	1.585
7	Established trends (the exercise of political power to manage organization's affairs, the state officials in an organization have served their own interest without fear of being called to account, individuals have built up personal networks)	220	4.11	1.311
8	There have been given workshop, training or seminar all about good governance in the institution to increase effectiveness	220	2.94	1.488

Source: Own survey data, SPSS output (2021)

As illustrated in the above Table 7, the interpretation that goes in line with the variables of the contribution of good governance effect in organizational performance particularly accountability almost all the items: periodic meetings (consultation) in terms of administrative reviews to exchange views and experiences by regular and open method of check and balances (M=4.13, SD=1.434), established trends (the exercise of political power to manage organization's affairs, the state officials in an organization have served their own interest without fear of being called to

account, individuals have built up personal networks of influence rather than hold the all-powerful state accountable for its systemic failure (M=4.11, SD=1.311), avoided biased of power misused and malfunction: patronage, partiality, self-gain practice and accountable for wrong doings in an organization (M=4.09, SD=1.313), facilitating training and development access for employees in terms of improving employee skill and knowledge related to new concepts of organizational technologies (M=3.87, SD=1.106), responsive and clear appealing when a

decision is biased and for complaint or grievance handling with clear accountable without delaying (M=3.77, SD=1.609), enhancing the organizational capacity by having clear structure, mission, goals and strategy (M=3.56, SD=1.585), empowering practice of the stakeholders, customers and civil servant to enforce and make account for any malfunction (M=3.04, SD=1.449), given workshop, training or seminar all about good governance in the institution to increase effectiveness (M=2.94, SD=1.488), mean of the items exceed above the average ranging from 2.94 to 4.13 of the five category likert-scale indicating the highest intensification of the problems by going apart from the average on accountability practices in organizational performances.

These problems range from lack of periodic meetings (consultation) in terms of administrative reviews to exchange views and experiences by regular and open method of check and balances. The next overwhelming problem from the analysis was established trends (the exercise of political power to manage organization's affairs, the state officials in an organization have served their own interest without fear of being called to account, individuals have built up personal networks of influence rather than hold the all-powerful state accountable for its systemic failure. The other indicated in the analysis was lack of avoiding biased of power misused and malfunction, patronage, partiality, self-gain practice and unable to be accountable for wrong doings in an organization. Moreover, lack of facilitating training and development access for employees in terms of improving employee skill and knowledge related to

new concepts of organizational technologies, lack of responsive and clear appealing, complaint/ grievance handling when decision is biased with clear accountable without delaying and lack of enhancing the organizational capacity by having clear structure, mission, goals and strategy. This analysis depict that the contribution of accountability implementation in organizational performance the employees lack of: administrative reviews to exchange views and experiences by regular and open method of check and balances, trainings, clear organizational mandate, clear grievance handling without delay, improving employee skill and knowledge related to new concepts of organizational technologies, fear of being called to account, and.

Suggestions on the emphasis of good governance principle; accountability matters on public organizational performances from the semi – structured interview data gathered indicate that majority of the officials' responses show that employees and some officials commitment towards increasing service delivery is below expectation due to different attributes like low level of payments, lack of sense of ownerships, lack of adequate on job trainings to build capacity and fear to challenge affiliations in working environments with full expertise potentials. Accordingly, Channuwong and Ayudhaya (2017) found that the problem, which leads to the ineffective implementation of good governance, is a lack of good understanding in official rules and regulations, including selfishness,

patronage system, and prioritizing on partisan more than merit and justice. The data gathered and analyzed from different data sources in terms of questionnaire and semi –structured interview guidelines and literature reviewed triangulated show that the accountability required for the accomplishments of organizational

performances the result of the analysis generally show that there exists less attention given both on the expertise and officials side to fill the gaps through delivering trainings, developing commitments to exercise accountability, set clear organizational performance.

4.6 Descriptive Result discussion of Transparency

Table 6: Effects of Transparency on public organizational performances

S.N	Items	Fr. & %	N=220					Mean	S. Dev.
			1	2	3	4	5		
1	Problem on hiring and promoting according to performance, rule and regulation	Freq.	91	26	7	40	74	2.75	1.709
		Perc	41.4	11.8	3.2	18.2	25.5		
2	Effective, clear and accurate information dissemination to the public service recipient in accessible position	Freq.	80	21	14	57	48	2.87	1.636
		Perc	36.4	9.5	6.4	25.9	21.8		
3	Clear and workable administration procedures, rules, regulation and reforms	Freq.	55	3	26	34	102	3.57	1.647
		Perc	25	1.4	11.8	15.5	46.4		
4	Inform workers on sufficient and openly arranged resources	Freq.	51	14	32	18	105	3.51	1.654
		Perce	23.2	6.4	14.5	8.2	47.7		
5	Relevant information in terms of (content, timeliness, speed and technology)	Freq.	33	10	24	51	102	3.81	1.442
		Perc	15	4.5	10.9	23.2	46.4		
6	Informing employee's on promoting ethical practice in all works	Freq.	55	3	26	33	103	3.57	1.650
		Perc	25	1.4	11.8	15	46.8		
7	Staff members informed when important decisions are passed	Freq.	51	13	32	19	105	3.52	1.651
		Perce	23.2	5.9	14.5	8.6	47.7		

Source: Own survey data, SPSS output (2021)

According to the data analyzed in Table 8 item 1 above, concerning effects of transparency to public organizational performances particularly the existence of transparency on hiring and promoting the leaders or employees according to performance, rule and regulation of the

organization, the responses forwarded from the informants were to be disagree 40 (18.2%), strongly disagree 74 (25.5%), whereas, agree 26 (11.8%), and strongly agree 91 (41.4%) and the remaining neutral 7 (3.2%). The result implies that more than 55% of the responses indicated the presence

of transparency on hiring and promoting the leaders or employees according to the required standard. Again, in response to the analysis of data organized in Table 8 item 2 above that deals with the availability of effective, clear and accurate information dissemination to the public service recipient in an accessible, visible and understandable position in the organization, strongly disagree 48 (21.6%), disagree 57 (25.9%), and agree 21 (9.5%), strongly agree 80 (36.4%) whereas, the rest neutral 7 (3.2%). The analysis indicate that 55% of the respondents result show the unavailability of effective, clear and accurate information distribution to the public service recipient in an accessible, visible and understandable position in the public organization.

In a similar fashion, Table 8 item 3 above that concerned the data statistically organized on whether not there exists workable administrative procedures that are clear and easy to perform organizational activities, disagree 34 (15.5%), strongly disagree 102 (46.4%) and strongly agree 51 (25%), agree 3 (1.4%), the remaining neutral 26 (11.8%). The analysis depicts that more than 60% of the respondents disagreed to the availability of clear and easy rules, regulations and reform procedures in the course of organizational administration.

Furthermore, according to Table 8 item 4 above, on the employees' knowledge about the appropriate organizational resource utilization issues, disagree 18 (8.2%), strongly disagree 105 (47.7%), whereas, agree 14 (6.4%), strongly agree 51 (23.2%) and neutral respondents 10 (4.5%). From the analysis, it is possible to deduce that around

55% of the responses result indicated the resource used is out of the sight of ordinary employees' knowledge. In another case, transparency refers to the building of trust among the people in the country by improving working mechanism of the organization to be transparent, including disclosure of accurate and useful information to people with an easy understanding language, and providing equal opportunity to the people in accessing information as well as having clear auditing processes (Thailand Prime Minister's Office, 2002). The data obtained from the respondents on relevancy of the information in terms of (content, timeliness, speed and technology) for the improvement of organizational performance as to Table 8 item 5 above strongly disagree 102 (46.4%), disagree 51 (23.2%) and strongly agree 55 (25%), agree 10(4.5%) whereas the remaining neutral 24 (10.9%) of the target respondents. The analysis implies that more than 65% of the respondents proved the unavailability of significant information flow in line with content, appropriateness, speed and make use of technology.

Moreover, according to Table 8 item 6 above, concerning the information delivered for the purpose of promoting ethical practices in all organizational performances the responses statistically gathered, strongly disagree 103 (46.8%), disagree 33 (15%) and strongly agree 55 (25%), agree 3 (1.4%), the rest neutral 26 (11.8%). This analysis shows that 60% of the respondents proved the absence informing the employees to promote ethical practices in organizational performances. Likewise, according to the data gathered and analyzed

in Table 8 item 7 above reflects the effect resulted in the organizational performance improvement due to the employees' knowledge and being informed to take part in decision-making agendas for the purpose of organizational performance improvements. The data operated from the questionnaire through five scaled likert reveals that strongly disagree 105 (47.7%), disagree 19 (8.6%), agree 13 (5.9%), strongly agree 51 (23.2%) and the remaining neutral 32 (14.5%). This analysis shows that about 70% of the respondents had confirmed the employees were not given space for discussion to engage and own the decisions passed which are vital in changing the organizational performances.

On the other hand, concerning the data gathered from interview guideline responses, majority of the target respondents suggested that the officials due to overloads of office works, they were unable to facilitate employees' to have access to

information such as on how to provide quality public service, new programs, reforms, the obligation of the service givers and recipients for the purpose of running appropriate organizational performance. Additionally, the data gathered and analyzed from different respondents specifically the questionnaires and semi-structured interview on transparency effects in organizational performances show that there were inadequate information in terms of: hiring and promoting the leaders or employees; effective, clear and accurate information access to the public service recipient; clear and easy rules, regulations and reform on administrative procedures, resource utilization, significant information flow in line with content, appropriateness, speed and make use of technology; promoting employees' ethical practices; engaging in discussion to own the valuable decisions passed for changing the organizational performances.

4.7 The Status of Good Governance on Performances of the Organization

Table 7: The status of good governance principles on public organizational performances

SN	Items	Freq. & %	N=220					Mean	SD
			1	2	3	4	5		
1	Easy decision making process	Freq	92	26	7	42	53	2.72	1.697
		Percent	41.8	11.8	3.2	19.1	24.1		
2	Information disclosure	Freq	80	22	14	53	51	2.88	1.649
		Percent	36.4	10	6.4	24.1	32.2		
3	Sufficient finance performance promotion	Freq	55	3	27	35	100	3.55	1.642
		Percent	25	1.4	12.3	15.9	45.5		
4	Periodic monitoring and evaluation with quick correction feed backs	Freq	51	13	33	19	104	3.50	1.648
		Percent	23.2	5.9	15	8.6	47.3		
5	Leadership commitment to manage the different work habit of workers	Freq	33	10	25	52	100	3.81	1.464
		Percent	15	4.5	11.4	23.6	45.5		

6	Employees' skill, knowledge and capacity	Freq	55	3	27	34	101	3.55	1.642
		Percent	25	1.4	12.3	15.5	45.9		
7	Clear employee rewarding system	Freq	51	13	33	19	104	3.50	1.648
		Percent	23.2	5.9	15	8.6	47.3		

Source: Own survey data, SPSS output (2021)

The major challenges the employees/staffs confront to apply good governance principles in public organizational performances in the research area was indicated by the respondents in the above table by Likert scale, interpreted here under. So, as it can be seen from the above Table 9 item 1 whether or not there is simple decision making processes, strongly disagree 53 (24.1%), disagree 42 (19.1%); agree 26 (11.8%) and strongly agree 92 (41.8%) whereas, neutral 7 (3.2%). The analysis shows that around 53% of the respondents agreed on the existence of clear and simple decision-making processes in the bureaucracy of the organization. Although, according to Table 9 item 2 above concerning the appropriate flow of information that plays significant role in promoting organizational performance achievements, strongly disagree 51(32.2%), disagree 53 (24.1%), agree 22 (10%), strongly agree 80(36.4%), and neutral 14 (6.4%). The analysis implies that more than 70% of the respondents proved lack of disclosed information to run the organizational performances appropriately.

With respect to the data organized and analyzed in Table 9 item 3 above focusing on the sufficient financial support to promote organizational performance by applying the core principles of good governance, strongly disagree 100(45.5%), disagree 35 (15.9%), agree 3 (1.4%) and

strongly agree 55(25%), whereas the remaining neutral respondents' range to 33(15%) only. The interpretation of the data reveals that 60% of the target respondents agreed on insufficient financial support for direct promotion of the performances in the public organizations. In a similar situation, as to Table 9 item 4 above, on the implementation of periodic monitoring and evaluation with quick and constructive feed backs the responses, disagree 19 (8.6%), and strongly disagree 104 (47.3%), agree 13 (5.9%), strongly agree 51 (23.2%) and neutral 33 (15%) accordingly. The result of the analyzed data shows that more than 55% of the respondents confirmed that there is no periodic monitoring and evaluation followed by constructive feedbacks on organizational performances in the mirror of the good governance principles participation, accountability and transparency.

Besides this according to the data gathered and organized in Table 9 item 5 above, concerning leadership guarantee to accommodate workers personal differences in working environments, disagree 52 (23.6%), strongly disagree 100 (45.5%), agree 10 (4.5%), strongly agree 33 (15%), and neutral 25(11.4%) were the responses of the respondents. It is plausible to conclude that 69% of the respondents agreed on lack of leadership commitments to manage the different work habits of workers. Also, as to the information organized in Table 9 item 6

above, on the well-equipped employees' in terms of equivalent skill, knowledge and capacity to perform organizational activities, the respondents responses as: strongly disagree 101 (45.9%), disagree 34 (15.5%), strongly agree 55 (25%), agree 3 (1.4%), and neutral 27 (12.3%). This implies that more than 60% of respondents assured that there is lack of skill, knowledge and capacity to perform the mandated organizational activities with the alignment of good governance principles.

According to the data in Table 9 item 7 above, concerning clear and impartial employee rewarding system on performance basis, the responses of the respondents disagree 19 (8.6%), strongly disagree 104 (47.3), agree 13 (5.9%), strongly agree 51 (23.2%), and neutral 33 (15%). The interpretation of the analyzed data indicates that more than 60% of the respondents confirmed that the rewarding system conducted is full of biased. Furthermore, the interview results manipulated from the concerned respondents on what good governance challenges observed in their respective organizations that hinder improved performances, the partial involvements of the employees in planning, implementation, decision making areas; inadequate capacity buildings on good governance issues in the institution to increase effectiveness of the performances, lack of responsive to complaints or grievances to take corrective measures with accountability and responsibility. The other challenges forwarded were lack of disclosed information for the employees to accept or comment the decisions passed in the organizational performances. In conclusion,

under the fourth research question, the entire analysis shows that there exist critical challenges in each interpretation. The analysis of the qualitative aspects semi-structurally interviewed also verifies the problems intensity in more similar manner.

5. Conclusion

The study was aimed to examine the effects of good governance on organizational performances at Gudaya Bila district public offices in terms of participation, accountability and transparency in promoting organizational performance. Based on the findings in the analysis of the data gathered in the study the following conclusion is drawn.

Regarding the case of contribution of participation on the performances of organizations gone in line with drawbacks observed from the results indicated that the employees' participation were below the expectations in terms of planning, implementation, monitoring and evaluation, joint works of different offices, and way of providing suggestions, questions, comments and complaints. Secondly, concerning the result of the analysis on contribution of accountability implementation in organizational performance the employees had serious problems as lacks of: Training, clear organizational mandate, clear grievance handling without delay, improving employee skill and knowledge related to new concepts of organizational technologies, fear of being called to account, and administrative reviews to exchange views and experiences by regular and open method of check and balances. It also implied the existence of less attention given

both on the expertise and officials side to fill the gaps through delivering training, developing commitments to exercise accountability, set clear organizational performance.

Thirdly, in case of transparency effects on organizational performances as to the results of the analysis from the data gathered from different sources, the employees/staffs were hanged not to properly apply it because of the typical problems appeared in terms of hiring and promoting the leaders or employees according to the required standard, unavailability of effective, clear and accurate information distribution to the public service recipient in an accessible, visible and understandable position in the public organization, unavailability of clear and easy rules, regulations and reform procedures in the course of organizational administration, unclear resource utilization, unavailability of significant information flow in line with content, appropriateness, speed and make use of technology, absence of informing the employees to promote ethical practices, unable to give chance for discussion to engage and own the decisions passed which are vital in changing the organizational performances. Fourthly, regarding the more general the implementation status of good governance principles on public organizational performances according to the result obtained from the analysis and concluded were: the existence of more or less complex decision making processes in the bureaucracy of the organization, lack of disclosed information, insufficient financial allocation for direct promotion of the performances in the public organizations,

the irregularity of periodic monitoring and evaluation followed by constructive feedbacks on organizational performances in the mirror of the good governance principles participation, accountability and transparency, lack of leadership commitments to manage the different work habits of workers, lack of skill, knowledge and capacity to perform the mandated organizational activities with the alignment of good governance principles and biased rewarding system in organizational performances by encouraging the implementation of good governance principles, unsuitability working environment.

Generally, the conclusion from each research question shows that the result of the analyzed data properly indicated the overwhelming issues to be addressed by concerned bodies to bring organizational performance improvements via implementation of good governance principles due to that good governance principles implementation level did not exceeded 40-48% entirely. Participation in terms of planning, implementation, monitoring, and evaluation were insignificant. Moreover, lack of setting and implementing clear organizational mandate, and conducting administrative reviews to exchange views and experiences by regular and open method of check and balances together with lack of leadership commitments, lack of skill, insufficient financial allocation, lack of periodic monitoring and evaluation, lack of disclosed information, lack of capacity, inappropriate working environment, and biased rewarding

system were critical challenges in organizational performance promotion.

5.1. Recommendations

In this part of the thesis, based on the findings and conclusions of the study, the following recommendations are forwarded to improve public organizational performances at Gudaya Bila District, East Wollega Zone, and Oromia Regional State, Ethiopia.

- As to the contribution of participation on public organizational performance matters, the local government, officials and employees/experts in collaboration had better cooperate to improve the performances by reversing the existing drawbacks that ranges from personal issues and goes through planning to monitoring and evaluation with full potential.
- Concerning the effect of accountability, good governance principle on public organizational performance improvements, the local officials, employees/experts and the local service recipients themselves ought to work jointly to mitigate the problems related to accountability in terms of setting and implementing clear organizational mandate followed by making accountable, and conducting administrative reviews to exchange views and experiences by regular and open method of check and balances.
- In terms of transparency implementation that cause public organizational performance difficult the practices of hiring and promoting, information disclosure, rules and regulations,

resource utilization, getting chances for discussion on the decisions passed in the organizational performances were not clear to the optimum level. Thus, the local government and its councils, the officials/process owners and the employee/staffs ought to have open and regular review meetings, training for capacity buildings and discussions all about transparency roles in organizational performance improvements.

- Entirely, complex decision making processes, lack of leadership commitments, lack of skill, insufficient financial allocation, lack of periodic monitoring and evaluation, lack of disclosed information, lack of capacity to perform the mandated organizational activities, inappropriate working environment, and biased rewarding system are critical challenges in organizational performance. Hence, the local government administrative councils, the officials, process owners, the employees/staff experts both senior and junior should work in collaboration on improving the organizational performances through changing the existing challenges.

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