

Original Paper

Good Governance & Government Performance: Empirical Evidence from Ethiopian Public Sectors. The Case of Hosaena City Administration

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Abstract

This study has tried to deal with good governance by taking into account the public service issue, and it is functioning in delivering effective and efficient Government performance. To deal with this study, the researcher has incorporated seven key indicators of good governance that are transparency responsiveness, Accountability, Participation, Rule of law Efficiency, and effectiveness to assess the situation of good governance in the city administration concerning government performance. The researcher incorporates these seven indicators because the more the indicators are incorporated, for an in-depth study; to get enough information. The investigation result shows the good governance principles are not implemented as expected in government organizations' to push for the admirable result of government performance. Because results indicate that good governance principles are significantly correlated to government performance. Implications of these findings are discussed, and suggestions for future studies are recommended.

Keywords

Good Governance principles, governance, and Government performance

1. Introduction

One of the most critical issues recognized in September 2000 by world leaders in their Millennium Summit General Assembly of the United Nations conference for the Statement of Millennium Growth Goal was Democracy and Good Governance (Kebede et al., 2019). Governance has “three legs”: economic, political, and administrative. Economic governance includes decision-making processes that

affect a country's economic activities and its relationships with other economies. Political governance is the process of decision making to formulate policy. Administrative governance is the system of policy implementation (Elahi, 2009).

According to HDI, developing countries face administrative governance overpowering challenges in reducing poverty and severe inequity in accessing economic and social opportunities (HDI, 2019).

Africa has abundant natural resources but remains the world's poorest and most underdeveloped continent. This results in a variety of causes that may include corrupt governments that have often committed severe human rights violations, failed central planning, high levels of illiteracy, lack of access to foreign capital, and frequent tribal and military conflict (Rwandan genocide 1994).

Supporters of the good governance agenda see it as a worthy goal not only in and of itself but also as a means through which to affect a variety of other outcomes, particularly economic growth and development (Global Employment Trends, 2011).

Over several decades, as Afridi (2017), good governance has become a watchword for the development community. The concept itself is quite broad. Institutions providing public services, and even how citizens interact with political and legal institutions. As Jameel et al. (2019), Good governance is not only a procedure but also a structure that directs the socio-economic and political relations, and it applies to numerous features or elements like participation, transparency, accountability and voice, responsiveness, and the rule of law in governance.

Similarly, Good governance has a direct linkage to MDGs because human development goals are the result of governance. The United Nations has considered "good" governance an essential component of the MDGs because "good" governance establishes a framework for achieving other goals of the MDGs (Van, 2012). It is assumed that good governance leads to economic growth and that social development will follow. However, economic growth does not lead to good governance. "...Indeed the fact that good governance is not a 'luxury good' a country automatically acquires when it becomes wealthier means, in practical terms, that leaders, policy-makers and civil society need to work hard and continuously at improving governance within their countries" (Arndt & Oman, 2011). The UNDP's good governance programs take a more holistic view towards development and foreign assistance, emphasizing equity within countries in the development process and the importance of participation and locally grown civil society as powerful moral forces to regulate a country's economic and political decisions and its use of foreign aid (Hofheimer, 2006).

As, Annick Bourguignon (1997), the general definition of Government, performance given by Bates, and Holton to performance underlines its ambiguous nature, whose measurement depends on various factors. Fails to define performance in one way and therefore identifies three main senses of the word performance: - Performance is a success. Performance does not exist in itself. It varies by representations of the "success" of businesses or actors. - Performance is the result of the action.

The performer is the one that reaches its objectives. Thus, performance depends on the objective/purpose. Performance is multidimensional when goals are manifold; performance is a subset

of action; performance is individual because it is the product of operation, which, by its subjective nature, consists of impending reality to a longing (Eigeman et al., 2007).

Therefore, Government Performance in the public sector area is an uncertain, multi-dimensional, and complex idea. It is additionally one of the most celebrated ideas in current public administration theory and practice. Moreover, it inclines to be accepted that performance is additionally a powerful idea that shifts across geological just as academic schools of believed (Summermatter & Siegel, 2009). Ian Douglas (1997) calls the new responsibility to states the accountability of “knowing the terrain within which we are situated” and of working flexibly within this new terrain. States are not stronger in and of themselves, yet because they are more networked, they are connected with more power channels. Douglas continues to assert that states are “not witnessing the evaporation of authority but its reverse: the deeper embedding of order” (Hofheimer, 2006). As Lvw et al. (2003), Public Services Delivery offers an inclusive view of government performance measurement. The first part examines systems or frameworks for measuring the performance of government at the national level and local levels of government.

Ethiopia established a democratic federal government starting from 1996, according to the FDRE constitution. The constitution on its preamble states, “We, the Nations, Nationalities, and Peoples of Ethiopia: Strongly committed, in the full and free exercise of our rights to self-determination, to building a political community founded on the rule of law and capable of ensuring lasting peace, guaranteeing a democratic order, and advancing our economic and social development” (FDRE, 1996, p. 4).

The Ethiopian government country constitution, 1995, is a turning point to practice good governance because there is no good governance before 1995. In 1995, the country departed from the old historical control system when the government started organizing the country into a decentralized federal government system. Based on the described governance structure, the country’s government has strived to bring changes in the politically, socially, and the economic realm of the country since 1991. Simultaneously, Good governance has recently got special attention in the government (Wosen Ketema, 2019). In the constitution, the Good governance elements, such as law, participation, transparency, accountability, responsiveness, and representativeness are mutual in the proclamations, regulations, directives, policies, and strategies (FDRE, 1995).

2. Method

Good governance and government performance have become one of the most debated aspects of the public sector, and during the last decade, good corporate governance practices have come to be regarded as important in enhancing the performance of all government-funded institutions. The purpose of this study was to examine the relationship between good governance, and to explore the broad overview of Good governance principles’ contribution to government performance, taking into account their effects on the government organization of Ethiopia, Hosaena city Administration.

The researcher uses a quantitative type of data, and primary and secondary sources had used for the successful accomplishment of this study. The survey method was employed purposely to track participant's views and ratings of the factors for good governance. Primary data had collected from officers, leaders, and Stakeholders from the office of land management, women children and youth, health and education sectors of Ethiopia Hosena city administration.

This involved quantitative data collection tools survey method to collect data from participants about the good governance principles implementation and government performance. The target populations of this study were officers (service providers), Leaders, and stockholders. The primary data had gathered by using semi-structured questionnaires about respondents' perceptions, feelings, attitudes, etc. A questionnaire had also administered in local languages for clarity and to be easily understandable by the respondents.

The good governance conceptualized as merger/acquisition outcomes were measured by 19 questions with the seven-item questionnaire on a 7-range Likert scale of between "strongly disagreed (SD=1) to "strongly agreed" (SA=7). Besides, the government performance is measured by four dimensions. A Cronbach alpha of 0.95 was found as the reliability coefficient for the instrument. Descriptive statistics had used to analyze the respondents' basic characteristics and the Pearson Product.

The data had collected through interviews, and questionnaires' had analyzed quantitatively. The qualitative approach had employed to grasp the attitude of respondents regarding the level and degree of transparency, accountability, rule of Law, participation, Efficiency, Effectiveness, and responsiveness of the service providers in good governance processes and practices of government performance. A descriptive analysis method had used to renovate the raw data into a form that would make it easy to understand, interpret, and manipulate the data to provide descriptive information.

3. Result/Findings

3.1 Demographic Characteristics of the Respondents

The effectiveness of public sector institutions highly depends on the quality of the workforce involved in public service. Providing quality service to different customers is possible only through public sectors with high-quality standards and sound governance. In agreement with the consideration, the service quality had enhanced by good governance that facilitates a high level of performance of the employees in the public institution. Fletcher and Fortin (2019) highly recognized the impact of demographic characteristics (diversity) on the governance system in public institutions on restorative institutional performance. Differences in demographic characteristics induce differential outlooks among the employees that help to implement good governance reform in the organization. Such demographic characteristics entail sex, age educational qualification, work experience are the main variables to the current study at hand. According to Thakur (2017), priority had been given to good governance principles as contrasting to institutionalized or generalized factors while implementing good governance Performance in government organization. Thus, this study also tried to see the

demographic variables as part of the analysis 1 = strongly disagree, 2 = disagree, 3 = disagree somewhat, 4 = neutral, 5 = agree somewhat, 6 = agree, 7 = strongly agree.

Table 1. Respondents Bio-Social Characteristics (N=312)

Variable	Description	Frequency	Percent
Sex	Male	148	55.9
	Female	164	43.8
Age	12-19 years	-	0
	20-39 years	154	49.2
	40 & above	159	50.5
Education level	Primary and secondary school	45	14.5
	Certificate	21	6.7
	Ordinary Diploma	60	19.2
	First Degree	149	47.6
	Master and above	36	11.5
Work experience	0-5 years	46	14.7%
	6-10 years	90	28.8%
	1-15years	86	25.6%
	16 and above	96	30.8%

3.2 Statistical Results

The collected data had analyzed using SPSS and structural equation modeling through the analysis moment of structures software version 21. The demographic statistics of respondents showed in the above tables are more males 55.9% than females 43.8%. Participants in the study were predominantly young, 49.4% aged 20-39 years old and 40 and above are 50.6%. The highest educational level reported that half of the participants, 47.6% had degree graduates. Finally, the highest number of respondents, 55.6% reported as being employees 29.7 stakeholders, and 14.7 leaders (managers). This indicates that the selected sample for this research is highly representative.

Table 2 Shows questions related to good governance principles response rate measured with using a “1 = strongly disagree, 2 = disagree, 3 = disagree somewhat, 4 = neutral, 5 = agree somewhat, 6 = agree, 7 = strongly agree” measurement scale.

Table 2. Questions Related to Good Governance Principles Response Rate

S. no	Items for GG principles	1	2	3	4	5	6	7	Mean	S.Deviation
A	Participation									
1	Institutional framework enables the public users' or the society to participate in your institution	7.4%	17.9%	16.6%	6.7%	16.3%	26.5%	8.3%	4.20	1.87
2	There are mechanisms of customers' consultation for implementation of policies and programs	5.8%	21.7%	18.8%	5.8%	10.9%	25.9%	11 %	4.16	1.92
3	Your institution has a public forum for stakeholders and citizens.	1.6%	16.9%	12.8%	3.5%	20.8%	33.5%	10.5%	4.68	1.73
B	Efficiency and Effectiveness									
4	Your institution provides the services to the customers at a high amount and quality	1.3%	12.1%	14.1%	8.3%	28.8%	24.0%	11.2%	4.68	1.6
5	In this institution, access to have published performance standards of service delivery	4.8%	1.2%	2.1%	12.1%	25.9%	26.8%	8.9%	4.58	1.68
6	The extent of efficiency of this institution in resource utilization of service provision is great.	3.8%	9.9%	16%	9.3%	25.9%	25.9%	9.3%	4.58	1.64
7	The extent of the effectiveness of your institution's physical plan achievements in service provision is great	2.9%	12.5%	9.3%	10.9%	23.6%	26.5%	14. %	4.76	1.688
C	Accountability									
8	There is an accountability mechanism observed in the failure of obligation	4.2%	12%	8.9%	11.5%	25%	27.5%	10.9%	4.67	1.68
9	There is a legal mechanism that holds service providers accountable and responsible for their actions and decisions in your institution	2.9%	13.1%	5.8%	29.7%	22.4%	29.7%	16.6%	4.88	1.74
D	Transparency									
10	you have easy access to obtain information on laws and regulations of your service provider institution	1.6%	8.9%	11.5%	6.7%	24.3%	32.9%	13.7%	4.97	1.58
11	The performance of the service provider institution is transparent	2.2%	11.2%	9.3%	9.6%	25.2%	26.8%	15.3%	4.87	1.65
12	The service provider institution timely and	2.2%	10.5%	13.7%	8.3%	26.5%	24.3%	14. %	4.76	1.64

	transparently informs you whenever changes in service provision made on time.										
E	Responsiveness										
13	Your institution treats all service users with respect	1.6%	14.1%	11.5%	.4%	24.9%	25.2%	16.9%	4.82	1.72	
14	Your institution provides information to service users' on alternative service delivery options timely	1.3%	12.1%	9.9%	9.6%	26.2%	26.5%	14. %	4.84	1.62	
15	In this institution service, users' encouraged to ask questions about social as well as individual issues	3.5%	10.2%	11.5%	9.6%	25.9%	24. %	14.7%	4.76	1.68	
F	Rule of Law										
16	In this institution, the service provider fair and impartial in decisions and actions taken	2.2%	12.1%	12.5%	11.2%	19.5%	24.9%	17.3%	4.78	1.72	
17	The service providers consider common interests rather than personnel interests in this institution	4.2%	8.9%	11.2%	6.7%	23.0%	23.0%	15.7%	4.89	1.71	
18	The service provider gives an equal chance to all ethnic, religious, and other groups of interests living and working on the territory	2.6%	13.4%	10.2%	10.2%	16.3%	34.5%	12.5%	4.78	1.72	

3.3 Percentages & Mean Scores Showing Respondents' about Good Governance Principles

In the above Table 2, the respondent's result of items; - Institutional framework enables the public users' or the society to participate in your institution and there are mechanisms of customers' consultation for implementation of policies and programs are the mean value of 4(neutral). This implies in Hosaena city administration selected government organizations there is a problem in the institutional framework and customer consultation mechanisms to participate the customers. Besides the respondents about good governance principles implementation response implies the result of agreeing somewhat in the majority, this implies there is a shortage in implementation of principles in government organizations to improve the government performance.

3.4 Good Governance Principles' Contribution to Government Performance

To explore the relation and contribution between Good governance principles' to government performance, taking into account their effects on the grassroots community's living standard at SNNPR, Hosaena city Administration.

Table 3. Correlation Summary Showing the Relationship between Good Governance Principles and Government Performance

Variables	Mean	SD	N	p	r
Principles	84.6	20.3	312	.000	.656
Government performance	18.24	4.9	312	.000	.656

The above Table 3 result shows that there was a strong positive significant correlation between good governance principles and government performance in Ethiopia Hosaena city administration as shown by r-value of = 0.656, statistically, significant $p = 0.000 < 0.01$.

4. Discussion of Findings and Conclusion

This study examined good governance principles and government performance relations in government organizations. Participation average value of 4.93% strongly disagree, 18.83% disagree, 16.06% disagree somewhat, 5.33% neutral respectively. On another side 16% agree somewhat, 28.46% agree, 9.93% strongly agree. The majority of respondents' 52.39% response is strongly agreed, agree, and agree somewhat. The performance of Participation in Hoasena city administration still now needs additional commitment to increase government performance.

From the 312 respondents about Efficiency and Effectiveness, the average value of 3.2% strongly disagrees, 11.43% disagree, 10.4% disagree somewhat, 10.85% neutral respectively. On another side 26% agree somewhat, 26.8% agree, 9.93% strongly agree. The majority of respondents' 62.73% response is strongly agreed, agree, and agree somewhat. These tell us the good governance principles Efficiency and Effectiveness in government organization of Hosaena city administration is need additional policy direction.

From, the 312 respondents about Accountability the average value of 3.55% strongly disagree, 12.55% disagree, 7.35% disagree somewhat, 20.1% neutral respectively. On the other side, 23.7% agree somewhat, 28.6% agree, 13.75% strongly agree. The majority of respondents' 66.05% response is strongly disagreed, disagree, and agree somewhat. These tell us the good governance principles in the government organization of Hosaena city administration is need the additional commitment to improving accountability of the government organization to improve government performance.

In the same manner about Transparency average value of 2% strongly disagree, 10.2% disagree, 11.5% disagree somewhat, 8.2% neutral respectively. On the contrary average value of 25.33% agree somewhat, 28% agree, 14.33% strongly agree" The majority of respondents' 67.66% response is strongly agreed, agree, and agree somewhat. These tell us the good governance principle of transparency still now needs a strong commitment to improving performance in the government organization of Hosaena city administration.

Responsiveness average value of 2.13% strongly disagree, 12.1% disagree, 10.9% disagree somewhat,

7.73% neutral respectively. On the other side, 25.7% agree somewhat, 25.77% agree, 15.2% strongly agree. The majority of respondents' 66.67% response is strongly agreed, agree, and agree somewhat. These tell us the good governance principle of transparency still now needs strong progress to improve performance in the government organization of Hosaena city administration.

Rule of Law average value of 3% strongly disagree, 11.43% disagree, 11.3% disagree somewhat, 9.4% neutral respectively. On the other side, 19.6% agree somewhat, 27.47% agree, 15.1% strongly agree. The majority of respondents' 62.17% response is strongly agreed, agree, and agree somewhat. The performance of Rule of law in Hoasena city administration still now needs additional commitment to increase government performance.

The relationship between good governance and organization performance is one example of disclosure and practices of governance issues in public sector governance. According to Parekh, the relationship between good governance and organizational performance received tremendous interest from the managers, researchers, policymakers, and academicians (Kamal et al., 2015). As shown in table 3, there was a strong positive significant correlation between good governance principles and government performance in government organizations.

Briggs and Wohlstetter (2003) stress that good governance practices are promoted if the actions and behaviors of public officials at all government levels possess the necessary skills and competencies to utilize and control state resources. In other words, well organized administrative component respect citizens' constitutional rights, therefore, strive to meet the interests and demands of such society. But the performance of good governance in the study area, not enough promotes government performance. Another major finding in this study is there is a positive correlation between good governance principles outcomes and government performance.

It is apparent from the study findings that the county government of Ethiopia has set up mechanisms to ensure that good governance principle full implementation in a government organization and citizen involvement is achieved in the county budgeting process, legislation, public policymaking, and in every project cycle to increase government performance. Also for accountability to be real, effective enforcement mechanisms must accompany the policy frameworks, statutory provisions, and by-laws that will be required to commentator within the domains of obligatory rules, the violation of which will attract preventive actions by legitimate authorities on behalf of the people but not for opinionated political competition, by the focus of improving government performance.

The regional and zonal Government should assess critically the capacity constraint at the city administration and sub-cities and should provide comprehensive capacity building to the cities. This will enable the lower Governments to develop their capacity to deliver effective quality service to the citizens and attend the good governance, improve government performance.

The offices should strengthen their endeavor to consolidate and sustain the efforts made far by incorporating the above details into effect in the realm of service provision. The inter play of different

stakeholders to strengthen good governance in general, and improve government performance practice in particular in the city.

No research had been done on the area of good governance at the local level more specifically concerning good governance principles. The investigator had made a little progress in assessing the practice of good governance in the city administration and sub-cities. The researcher, therefore, advises other researchers who have an interest to conduct their research on good governance in lower-level administration by giving attention to the selected government institution.

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