

MATTU UNIVERSITY



**COLLEGE OF SOCIAL SCIENCE AND HUMANITIES
DEPARTMENT OF CIVIC AND ETHICAL STUDIES**

**PRACTICES AND CHALLENGES OF LOCAL
GOVERNMENT IN ENSURING GOOD GOVERNANCE:
THE CASE HURUMU WOREDA, I/A/BOOR ZONE,
SOUTHWEST OROMIA**

MA THESIS

BY

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ADVISOR: LAMESSA E. (ASS. PROFESSOR)

**SEPTEMBER, 2023
Mattu, ETHIOPIA**

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*A Thesis Submitted To Department Of Civic And Ethical Studies In
Partial Fulfillment Of The Requirement For The Degree Of Master Of
Arts (Ma) In Peace And Development*

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MATTU UNIVERSITY
SCHOOL OF GRADUATE STUDIES

Advisors' Approval Sheet

This is to certify that the thesis prepared by BirhanuOfgahaentitled "Practices And Challenges Of Local Government In Ensuring Good Governance: The Case Hurumu Woreda, I/A/Boor Zone Southwest Oromia" submitted in partial fulfillment of the requirements for the degree of Master's in Department ofCivic and ethical education with field of specialization in peace and governance and as thesis/dissertation research advisor, I hereby certify that I have read and evaluated this thesis/dissertation prepared under my supervision. Therefore I recommend that the student has fulfilled the requirements and hence hereby can submit the thesis to the department.

Name of major advisor	Signature	Date
Name of co-advisor (if available)	Signature	Date

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Examiners' Approval Sheet

We, the undersigned, members of the Board of Examiners of the final open defense examination we certify that we have read and evaluated his/her Thesis/dissertation entitled “Practices And Challenges Of Local Government In Ensuring Good Governance: The Case Hurumu Woreda, I/A/Boor Zone” prepared by Mr. BirhanuOfgahaand examined the candidate. Thus, we that recommend that the thesis/dissertation has been accepted in partial fulfillment of the requirements for the degree of Master’s in peace and governance field of study.

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I hereby declare that this Thesis entitled ‘Practices And Challenges Of Local Government In Ensuring Good Governance: The Case Hurumu Woreda, I/A/Boor Zone’ was prepared by me, with the guidance of my advisor. The work contained herein is my own except where explicitly stated otherwise in the text, and that this work has not been submitted, in whole or in part, for any other degree or professional qualification.

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LISTS OF ACRONYMS AND ABBREVIATIONS

GG	Good Governance
KII	Key Informant interview
MOFEC	ministry of finance and economic cooperation
SPSS	Statistical Packages for Social Sciences
UNDP	United nations Development program

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Abstract

*This study viewed good governance through the lens of the practices of principles of good governance in which the employees were asked to look back on the existing implementation of the principles. Thus, the study sought to assess the practice and challenges of good governance in public sector of Hurumu **one of the thirteen districts of Ilu Aba Bor zone**. About 84 public servants randomly have drawn from three public sectors namely revenue authority office (30employees), Administration office, (34employees) and Public service and human resource office (20employees). Close-ended questionnaires' with five level likert scales were distributed. In addition, key informant interview were conducted. The questionnaires' were tested for its Validity and Reliability. Both descriptive and inferential statistics were used to analyze the data using SPSS-Version 22. The result of descriptive statistics of five point likert scale, except rule of law, the rest indicators of good governance is not well practice in Hurumu district. The result also reveals that resistance from public servants, Limited skill and knowledge of public servant on the existing reform, Limited Leadership focus and Poor Participation of Communities in Good governance affairs are major challenges of implementation of good governance in public sector Hurumu district. In order of their importance, by looking beta coefficients training, financial management, modern technology, organizational structure, reporting system, planning, employee motivation, auditing, and evaluation affected the implementation of goof governance in public sectors of Hurumu district. The study suggested that, leaders of the public sector should coach every activity in view of principles of good governance and further coordinate the employees and local communities so as to foster conducive environment for the realization of good governance.*

Key words: good governance,practices, challenges.

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Governance has become a term used for describing the institutional arrangements affecting organizations and nations (Sanford, 2013). The emergence of governance can be traced at the country level to a disgruntlement with the state-dominated models of economic and social development so prevalent throughout the socialist bloc and much of the Third World in the 1950s, 1960s and 1970s (Weiss,2000). At the international level 'global governance' can be traced to a growing dissatisfaction among students of international relations with the realist and liberal– institutionalist theories that dominated the study of international organisation in the 1970s and 1980s. In particular, these failed to capture adequately the vast increase, in both numbers and influence, of non-state actors and the implications of technology in an age of globalisation.

The term 'Good governance' has been extensively used and is mainly of a political and technocratic term which is different from governance and suggests that governance should be good not bad. It is a term that symbolizes the paradigm shift of the role of government (Holzer& Kim, 2002; Stella, 2008). It is an evaluative term which implies that a number of desirable qualities, including transparency, inclusiveness, professionalism and effectiveness should be included in decision making processes, and a number of desired effects such as respect for civil and political rights, economic development, poverty reduction, political stability and individual security ought to be achieved by policies.

Good governance promotes accountability, transparency, participation, efficiency, effectiveness, equitability and rule of law in public organization at all levels (Ram, 2017). It also allows for sound and efficient management of human, natural, economic and

financial resources for equitable and sustainable development. Moreover, under good governance there is clear decision making procedures at the level of public authorities, civil society participation in decision making process and the ability to enforce rights and obligations through legal mechanism. It plays a significant role in the advancement of sustainable development because it facilitates transparency, accountability, efficiency, rule of law and inhibits corruption (Adeosun 2012). Since good governance emerged as a solution to address corruption in developing countries, the practice was perceived to ensure that budgets are comprehensive, credible and aligned to the set priorities and policies thereby inhibiting corruption (Idoko et al., 2015).

Contrary to critical role of good governance, poor governance poses sever complexities in nation's development and sociopolitical well beings. According to Bamidele (2013), poor governance can keep African nations in cycles of violence due to lapses in governance institutions that allow the flow of funding to criminal networks and the armed forces that terrorize their people and hindering development. Poor governance plays a significant role in driving fragile nations into failure and instability; what is left of it is political unrest and ethnic clashes.

Achieving good governance poses daunting challenges and the challenges mainly lie in the issues of corruption, collusion, and nepotism in the governments conducts reflected in their business ethics and public services during a long period of time (Leny&Novie, 2014). Limited number of employees and incapable existing works were found to be the most challenges in ensuring good governance in Saesietsaedamba Woreda, Tigray Region, Ethiopia (Gebreslassie, 2012). Ending of poverty, ignorance, disease and inequality of opportunities have been identified as bottlenecks of good governance I Nigeria (Chidi, 2019).

In the last decade or so, there is a theoretical understanding of the institutional determinants of good governance and the attending problem of corruption has expanded greatly (Persson and Tabellini 2000; Bueno de Mesquita et al. 2003; Besley 2006; Treisman 2007). Several factors must be considered in government agencies, both central and regional, in order to encourage the implementation of Good Governance. According to previous research, the Government's Internal Control System (Prabawa et al., 2020; Beshi&Kaur, 2020; Wafa et al., 2020); work competence (Faridani et al., 2021); Internal Audit Practice (Tesema,2018). A number of scholars (e.g. Andrews, 2013; Grindle, 1997; Wiratchaniphawan, 2004) suggest that culture, such as values and attitudes, is an important determinant influencing public sector reform and good governance. For example, resistance to change appears to occur when change is not compatible with the strong values of organizations (Yukl, 2010). The implication is that organizational culture might influence the performance (management) of the civil service in the specific context of new public management and the promotion of good governance.

In Ethiopia the issue of good governance has been received intensive view from public side. For that matter number of reforms like BPR, BSC, and Kaizen were excersised so as to plugged into existing service delivery gaps especially in service sectors. However, peoples still claiming on service quality in many dimensions. Bekele,(2021) investigated challenges and strategies of good governance in Oromia region by considering Adama, Assella, Batu and Shashamane towns. The author reported that accountability, participation, responsiveness, responsibility, efficiency and effectiveness, equity and consensus orientation, elements observed at low level within the selected city administration.

Hurumu district isn't exceptional to this phenomens. Federal and regional governmnets formulate reforms, and districts are expcted to impliment. In many cases, there is a big doupt that public sectors at district level equally understod the good governance

principles. Thus, district level administration has immense challenges as governments seek to satisfy the growing needs of the citizen. The researcher had more experiences regarding good governance exercise of the district, Hurumu in that there is widespread public dissatisfaction and outcry regarding the absence of good governance. Majority of dissatisfaction is merely associated with service delivery. There seems to be pervasive corruption and high rent-seeking behavior among public servants and local government representatives. unresponsiveness of local leaders, poor interaction between communities and their local representatives, weak political leadership, lack of skilled public servants in service sectors, and absence of integrity among public officials have been reported in various public meetings as the major challenges in the district. This gave impetus that good governance is not simply a concept that an organization merely pledges to its constituents but rather it requires a thorough investigation of contributing factors

In view of the facts mentioned here above, good governance requires a participatory, accountable, integrity, rule of law, transparent, and responsive system in the local government. As a result, this research is going to be conducted to address existing facts regarding empirical practice of good governance in local government and its impeding variables.

1.2. Problem Statement

Today Ethiopia is on its way to becoming one of the five most competitive economies in Africa. This would only be realized if good governance is promoted at all government levels. The government of Ethiopia recognized the importance of good governance for bringing sustainable development. According to ministry of finance and economic cooperation, MOFEC, (2022) Ethiopia has, over the last several years, began implementing major reform programs to empower citizens as well as enhances public sector efficiency, effectiveness, transparency, and accountability. In doing so the good

governance package has been established to promote good governance. The package attempts to enhance good governance including participation, integrity, responsiveness, transparency, accountability, equity and fairness, the rule of law, and efficiency and effectiveness. According to Fukuyama, (2013), Public sector reform is closely associated with attempts to improve governance. The existing emphasis on good governance at national level in general and local level in specific is because of the widespread belief that good governance is the key to improving development outcomes and in addition to that our communities are largely demanding good governance for the advancement of their life.

Undeniably, good governance is attractive on paper but very challenging when come to practice. Meaning that, the implementation of public reform or good governance is not simple in practice. People hear and read about good governance, though blaming for poor governance in many ways especially at local government level. The problems of poor governance such as corruption, waste, and abuse of power and the exploitation of public means for private ends largely exercised at various levels of public organizations. It is fact that substantial research has not been done regarding the practice of good governance principles and determining factors in the study area. Researchers like Kassahun, (2010); Gebreslassie, (2012); Abebe, (2016); Ram, (2017); Wasihun&Fikre, (2020) have investigated good governance practices in some selected public sectors in **Bonga town**. But all of them adopted only descriptive methods. Tesema, (2018) conducted the role of Internal Audit Practice to Promote Good Governance in Jimma zone. The author attempted to elucidate the effect of internal audit practice as independent variable on promoting good governance. In this case, it is quite obvious that there are many independent variables known to affect the implementation of good governance. Previous research on good governance in Ethiopia is delimited to method of data analysis. **In other way, research on assessing the practices and challenges of local**

government in ensuring good governance at the local government level is not substantial and these issues have not been empirically examined and assessed in Hurumu district. This study therefore aimed to fill this gap through adopting descriptive and inferential method of data analysis which further helps to summarize and generalize data from public sectors of Hurumu district.

1.3. Objective of the Study

1.3.1. General objective

The general objective of this study is to assess Practices and Challenges of local government in Ensuring Good Governance in some selected public sector of Hurumu woreda.

1.3.2. Specific objectives

Specifically, the study is conducted:

- ❖ To identify good governance practices being adopted in public sector of Hurumu district
- ❖ To asses major challenges hindering effective implementation of good governance in the stud area
- ❖ To identify factors determining implementation of good governance in Hurumu district

1.4. Research Questions

- ✓ What are the practices of good governance being employed in Hurumu admin office?
- ✓ What are major challenges hindering effective implementation of good governance?
- ✓ What factors are determining effective implementation of good governance?

1.5. Significance of the Study

This study makes a contribution to good governance practices in Hurumu district public service by evaluating the constructive and negative aspects of good governance practices in the district public service to identify the factors that inhibit the effectiveness. The researcher will highlight activities which inhibit progress in good governance so that the information gathered from the study can assist public administrators to develop

effective good governance principles. It will provide insights to the extent to which good governance has implemented in Hurumu district as well as on the challenges that the district faces in the path towards promoting of good governance. The investigation of these challenges may provide a direction to other researchers to conduct further investigation and later they can suggest remedial measures to be taken by policy makers, politicians, and implementers to address the issue. Thus, it encourages academicians with the similar field of study to conduct different related research activities.

1.6. Limitation of the Study

A number of challenges were encountered regarding data reliability and validity, which can be viewed in three major dimensions, surveys, interviews and overall. The surveys face some challenges, such as using a five-point scale on the practices of good governance questionnaire which may have led to a small range of scores for the researcher to compare between the eight types principles of good governance. However, the use of the five-point scale on the Likert scales provides validity and reliability regarding the correlation between scale score in the same quadrant, obtaining information about attitudes and assumptions; and facilitating respondents for answering a simple scale rather than 100 points. The other challenge was the non-completion of questionnaires. Some participants did not answer some of the questions in the questionnaire. This may derive from a difficulty in getting access to the senior managers due to sending the questionnaires by post. The researcher had no opportunity to provide an explanation of the questionnaires or to encourage completion. Another problem was the partial lack of attentiveness when answering the questionnaires by some respondents because they might not have recognized the benefits of the research. For example, some participants left a note on their questionnaire, saying that they did not see any results of research brought to adaptation in practice. The other limitation is

that this study was a piece of research on the practices and challenges of good governance in the particular context of the three public sectors in Hurumu district. The findings are not representative of the relationship between organizational culture and good governance in the public sectors of other sectors and other districts too. This is because each district and sectors have a particular context. For example, the same management actions in the civil service of a neighboring district to with a different civil service culture might attain different results.

1.7. Organization of the Study

The thesis has been organized in five chapters. Chapter one describes Introduction under which background of the study, statement of the problem, the objectives, research questions, hypothesis, significance of the study, the limitations of the study, and finally organization of the paper. The second chapter is Review of related literature. It comprised of literatures relevant to the research topics and specifically addresses the specific objective of the study. Chapter three consists of the research methods used in carrying out the study. It includes research design, sampling techniques, target population, sampling procedures and sample size, research instruments, validity and reliability of research instruments, data collection procedures and data analysis techniques. Chapter four consists of result and discussion part. In this chapter, detail description of research finding and discussions were included. The last, chapter five consist summary, conclusions and recommendations of the finding. Each and every part is supported by scientific evidence and/or justifications.

1.8. Ethical Considerations

This study was subjected to some ethical considerations. Confidentiality and privacy of information collected will be communicated to the respondents before the start of the data collection process. The questionnaires did not indicate the identity of interviewees, because the disclosure of confidential information might stigmatize the respondent. The

other ethical issue to be considered is the physical and psychological harm ethics. This was achieved through designing the questionnaire in a user friendly manner in order to ensure that there was no physical or psychological harm caused. To ensure informed consent, the questionnaires were only administered to respondents who gave their consent and were willing to participate in the interview. The purpose of the study was clearly explained to respondents. Official letter will be issued from the department of civic education and ethical studies of Mattu University. Sectors therefore communicated through the request letter, unless employees shall never force to give their opinion.

CHAPTER TWO

LITERATURE REVIEW

2.1. Concepts of Governance

The concept of governance and its meaning have gone through changes over time, particularly, to its resemblance to the word 'government'. At first, the concept was

closely tied up with that of government and its utilization for a long period was limited to the traditional conceptualization of government (Jose, 2010). At the moment, the global understanding of governance is broader than that of government. Stoker (1998) explained the governance approach as a “new process of governing; or a changed condition of ordered rule; or the new method by which society is governed”. However, government is an executive arm of the state, which carries out legislative and executive activities, and organizes and mobilizes people toward common objective while standing on the behalf of the people. Hence, government relies on many institutions to achieve its goals and objectives and to provide the public services. For that reason, good governance is therefore essential for ensuring that government is serving for the public interest in an open and transparent manner which in turn is essential for building and maintaining citizens’ confidence in the public service delivery institutions.

Though, the terms: government, governance and good governance are related, yet they are different. Heywood (2002) explains government as all apparatus that enables wellorganized rule, make joint decision and implement them. Governance is described differently by various people and institutions. Some simply say that governance is the system in which a society is administered and conflicting interests resolved (Grover and Grover 2012). But others go into details to indicate that governance is the expanded term of government (Heywood 2002). However, Heywood’s depiction of government as ambiguous and leaves wider room for grounding. But the former definition denotes that the exercise of authority to manage the socioeconomic and political affairs of a society.

2.2. Concept of Good Governance

Governance is better understood as a process. ‘Good governance’, therefore, refers to processes that work well. Good governance is defined as ‘well managed, inclusive and results in desirable outcomes’ whereas ‘weak governance is ineffective, incompetent and inefficient’ (FAO, 2007). In this regard, a lack of good governance may lead to informal

modes of service delivery, corruption... 'Good governance as consisting of public participation in decision making, accountability, efficiency and equitable governance and rule of law (UNDP, 1994) while the united nations food and agricultural organization (FAO, 2007), take account of avoidance of corruption, accountability, political stability government effectiveness, regulatory quality and rule of law in its definition. According to these various definitions, good governance denotes both processes and outcomes.

Governance can be said good when customers have access to reliable and timely information on decisions and performance in unfettered way, and when public servants are accountable for their failure to fulfill their obligation. Governance is good when resources are used efficiently; public servants discharge their duty honestly, subject to the law, and when customers are served in accordance with law, and when service providers and receivers are subject to the law. Good governance plays an essential role in the formation of customers' trust on public service delivery institutions. The needs to the valuable elements of good governance to be disclosed in daily work practices of every public sector employee is of significant importance (MohdSidek, 2007). The valuable elements of good governance in service delivery institutions ensure that service providers perform in the interest of customers. Acting in the interest of customers requires the performance of the valuable elements of good governance in service delivery institutions. These valuable elements of good governance indicators such as transparency, accountability, efficiency and effectiveness, rule of law, commitment and integrity are able to improve the employees' behaviors towards well-performed public service delivery institutions (MuhamadNizam, 2009)

2.3. Good Governance Indicators

Transparency

According to Vogelgesang&Crossley (2006) transparency has been proposed as a descriptive construct that relates to whether or not relevant information is made known to all interested parties. Service providers (Leaders& employees) of public service delivery institutions in their relationships with customers have duty to disclose relevant information. Kernis (2003) described transparency as representing the valuing and striving for openness in one's relationships with others. Here, transparency is taken to mean information is freely available to customers; informed decision making or making clear/open how and why decision is made so. Transparency of service providers in their action and decision is significant for building the trust of customers. Since, transparency deters corruption and helps to reduce customers' mistrust of the service delivery institutions governance system. So, operating with integrity is important for the success of good governance in service delivery institutions. Good governance is vital for building the trust of customer through effective and efficient service delivery.

Integrity

Building the trust of customers in service delivery institutions refers interacting with customers in a way that gives them confidence in service providers' intentions and that of the service delivery institutions. To maintain the success of good governance and thereby to enhance effective and efficient service delivery, service providers are expected to operate with integrity. Integrity is viewed as the extent to which a trustee is believed to adhere to sound moral and ethical principles, with synonyms including fairness, justice, consistency, and promise fulfillment (Mayer, et al., 1995; Rousseau, et al., 1998).

Public servants who operate with integrity demonstrate fairness, honesty, and keep commitments, thereby playing vital roles for efficient service delivery. Integrity is a way leading to effective delivery of services to service users in service delivery institutions as

well they are entitled to receive service from service providers reasonably. Failure to operate with integrity paves a way for rent-seeking behavior. UNDP (2004) asserts that integrity is a key element that completes the notion of accountability and transparency. With regard to this, integrity refers to blamelessness, and honesty. It requires that public servant should not place themselves under other obligations that may influence them in the performance of their public duties. It is away leading to effective delivery of services which the people is entitled to receive from service providers (public servant).

Participation

It means people are the key to good governance in that they are not only the beneficiaries of good governance but also are the agents of it (Ram, 2017). They act not only through formal bodies like the executive, the legislature and the judiciary and formal means, such as the right to vote, but also various groups and associations like trade union, political parties, NGOs, business groups etc. according to Abdullah, (2018), Participatory decision-making is a situation whereby all men and women have a voice in decision making, either directly or through an intermediate institution that represents their opinion. Participatory decision-making also refers to the way of involving people through using institutions that serve as a channel of articulating their interests in the decision-making process regardless of gender, religion, ethnic group and the likes (Alabi, 2002).

Accountability

It means those who rule are answerable to those from whom they derive their authority. This means establishing standards or criteria for judging the performance of public officials.

2.4. Major Challenges Hindering Good Governance Implementation

The most compelling challenge that stares the world straight in the faces today is the question of sustainable development and growth. In spite of our communities need for betterment of life, the search for aptness in government and governance that is oriented toward development, the common good and wellbeing of the people has not only been elusive but become something of a scandal and simply ironic. In most case, the truth of the matter is that the practice and discipline of public administration is beclouded by problems which are internal (self-inflicted), such as indiscipline, poor work content, idleness, redundancy, unexplained absence, and corridor congregation, financial dishonesty and corruption with almost total impunity as well as external (environmentally induced) problems such as political interference, bureaucratic values of impersonality which conflict with societal values, deficiencies in accounting and budgetary system, over-staffing, and the problem of basic working facilities (Achimugu et al., , 2013). These problems impact negatively on public institutions and in the employees of government such that what is demanded from government by the citizens becomes a far cry (Ibori, 2014; Ozuhu-Suleiman, 2013).

It is doubtful, judging by either historical antecedents or contemporary realities that it is possible to achieve meaningful national development without public administration playing its rightful role effectively, and the reason is not farfetched; public administration is that unit of political governance that implements the policies programmes and plans of government. The challenges of how the state or government can be transformed into an effective and efficient vehicle for promoting good governance, service delivery, and attaining sustainable human development are so numerous and underpin copious interrogations.

2.5. Determinants of Good Governance

In the last decade or so, theoretical understanding of the institutional determinants of good governance and the attending problem of corruption has expanded greatly (Persson and Tabellini 2000; Bueno de Mesquita et al. 2003; Besley 2006; Treisman 2007). The bottom line of this literature is that good governance involves to a large extent the ability to provide public goods. In recent contributions the traditional socio-economic focus on the factors shaping the demand for private goods' provisions gave way to the study of the incentives politicians have to engage in the provision of private goods. Bueno de Mesquita et al. (2003) have developed an ambitious research program aimed at explaining the choice of public goods, private goods and personal wealth, potentially applicable to a great number of political settings, both democratic and non-democratic. This research program investigates the circumstances under which leaders realize personal gain, promote public benefits and create special benefits for their political allies the degree to which they choose to emphasize one form of benefit over another is shown to depend on the selection institutions under which they operate. The authors find that the size of the governing coalition is critical to the choice of public goods over private goods and self-benefits.

Research on the institutional determinants of the provision of public and private goods in developed and developing countries is burgeoning, but most of the existing empirical studies focus on the national level. A small but growing number of contributions, however, have explored the issue at the sub-national level. In this strand of the literature scholars have examined the determinants of the provision of public and private goods across states (Besley et al., 2005; Calvo&Murillo 2004; Remmer, 2007; Stokes, 2005; Magaloni, 2002; Chibber&Noorudin, 2004). These contributions generally focus on a single factor or on a small number of social and institutional explanatory factors to determine public spending, e.g., ideology, ethnic fractionalization, type of party systems,

and credible commitment. Alesina&Roubini, (1999) explored the role of ideological factors in public goods provision. In turn, Alesina et al. (2003) argue that ethnic fractionalization and social heterogeneity encourage the targeting of particularistic goods to ethnic groups while discouraging the provision of public goods. A contrasting argument is provided in Chibber and Noorudin (2004) who found evidence supporting Persson&Tabellini, (2000) who claimed that proportional representation leads to less public goods provision. Chibber&Noorudin, (2004) argue that states with two-party competition provide more public goods than states with multiparty competition, reflecting contrasting mobilization strategies. In two-party systems, political parties require support from many social groups and therefore provide public goods to win elections. In multiparty systems, needing only a plurality of votes to win, parties use club, rather than public, goods to mobilize smaller segments of the population

The lack of good governance in much of the developing world has been shown to have corrosive effects on the development process. Such poor governance has been shown, among other things, to undermine democracy, subvert the rule of law, entrench corruption, scare off foreign investment and foreign aid, and obstruct the implementation of poverty alleviation and development policies. Improving the governance environment in the developing world is therefore a major priority on the development agenda and the capacity to do so must be enhanced (Hope, 2006). Kempe, (2009) also emphasized that developing countries must also ensure that such initiatives are comprehensively designed to be simultaneously related to change and transformation at the individual, institutional, and societal levels.

2.6 Conceptual Framework of the Study

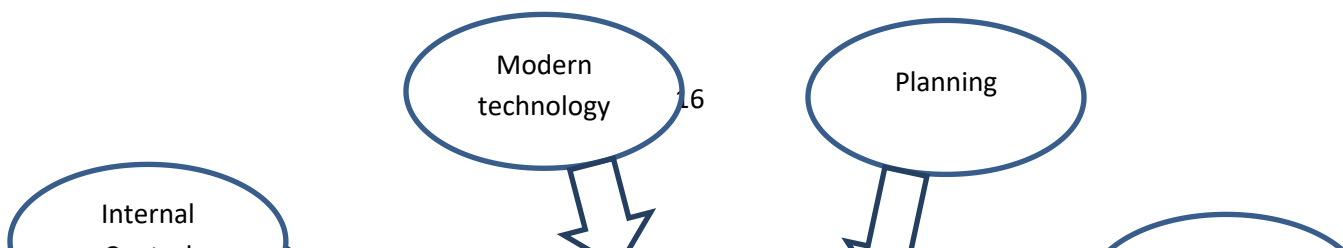


Fig. 1: Conceptual Framework of the Study

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Description of the Study Area

This study was conducted at Hurumu district of Ilu Aba Bor zone, **oromia, Ethiopia**. Hurumu one of the thirteen districts of Ilu Aba Bor zone and is subdivided into 16 administrative kebeles with a total population of 153,505 with 6,845 households and an area of 2864.79 km². The geographical location of the district lies at 8° 0' 42" to 8° 44' 23" N and 35° 20' 31" to 36° 18' 20" E. This district is bordered from south by Becho district, From North by Doreni district, from East by Yayo district and from West by Mattu district. Hurumu is characterized by undulating hills and is highly dissected by small streams and one major river, the Dogi, and its major tributaries Sese and Saki that drained in to Geba then to Baro River (one of the major tributaries of Abay). The land repeatedly changes, from flat surface plateaus to very steep slopes and valley bottoms within a short distance. The District has an altitudinal range between 1620 and 2000 m above sea level and has a semi-arid to sub-humid climate. The largest and continuous forest cover of the area is found along the river basin. For more than 95% of the population in the area agriculture is considered to be main source of livelihood. Hurumu is characterized by mixed farming systems run by smallholders. These can be depicted as coffee and cereal crop production, use of minor forest products, and animal production which include cattle and beekeeping.

3.2. Research Design and Approach

This study aims to produce a better understanding of good governance practices, challenges and major determinants in some selected public sector of Hurumu district. For this reason, a cross-sectional study design was employed. Such study design is a type of observational study design. In a cross-sectional study, the investigator measures

the outcome and the exposures in the study participants at the same time. Both qualitative and quantitative approaches were followed.

3.3. Population, Sample and Sampling Procedures

The target population is a universe of the study as all members of a real or hypothetical set of people or events to which an investigation wishes to generalize results. The target population for this study was public sectors and employees who have been working in respective sector. Accordingly, the public sectors involved in this study were three sectors namely Revenue authority office, administration office and Public service and Human resource office. Those sectors were selected randomly. Employees who have been working in each respective office were sampled based on proportional random sampling

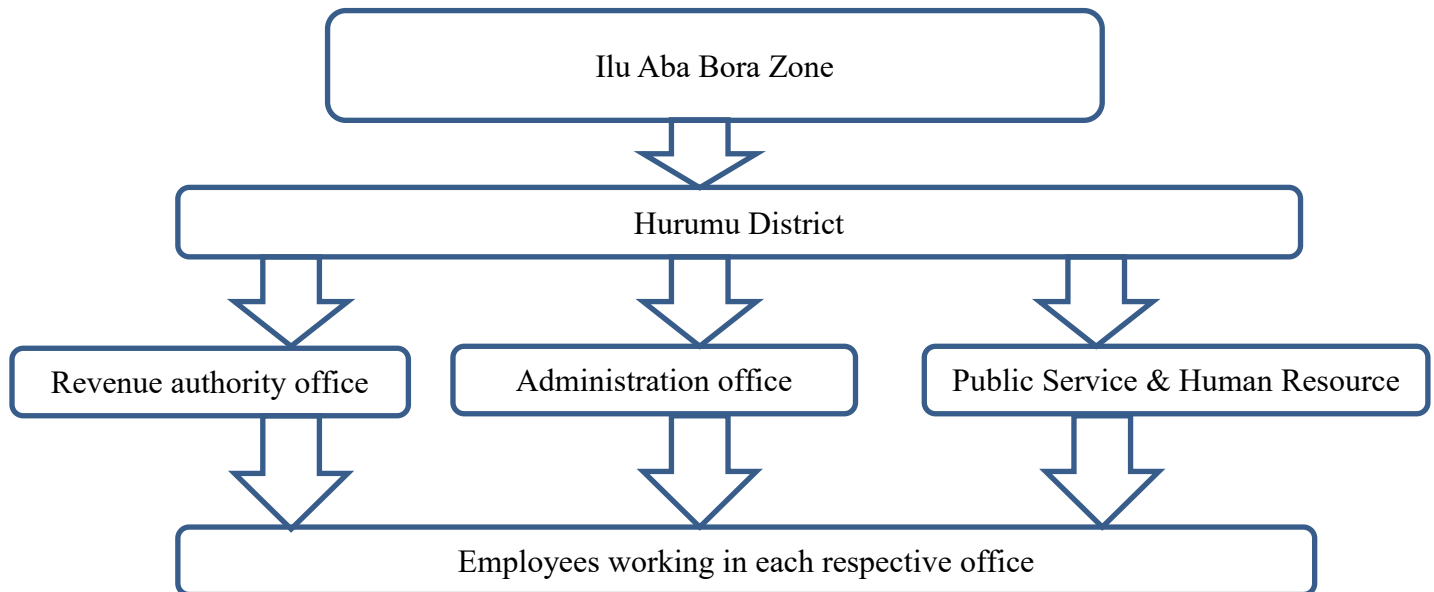


Fig. 2: A multi stage sampling technique

In order to select respondents (employees of the organization), simple random sampling technique proportional to the total number of employees were used. To determine sample size, a formula developed by Yamane (1967), was applied as follows

$$n = \frac{N}{1 + N(e)^2}$$

Where n=sample, N=population, e=error term

$$n = \frac{107}{1+107(0.05)^2} = \mathbf{84}$$

The distribution of the sample size across the sector was proportionate to their relative share of the total sampling frame (target population, employees) and thus 30 employees from Revenue authority office, 34 employees from administration office and 20 employees from water, mining and energy office totaling 84 employees were selected randomly (Table-1).

Table-1: Study Populations and samples drawn from population using two stage proportional random sampling technique

District	Public sectors						Total
	Revenue authority office		Administration office		Public Service & Human Resource		
	Population	Sample	Population	Sample	Population	Sample	
Hurumu	38	$\frac{38}{107} * 84 = \mathbf{30}$	44	$\frac{44}{107} * 84 = \mathbf{34}$	25	$\frac{25}{107} * 84 = \mathbf{20}$	84

Source: from respective sectors, 2023

3.4. Source and Type of Data

Both primary and secondary data are going to be blended in this study. The primary data was obtained directly from respondents through structured questioner. The questionnaires are provided in appendix. The secondary data was a documented information on the theme obtained from journal, proceedings, books, and unpublished official reports.

3.5. Data Collection Method

3.5.1. Questionnaires

Data collection was done by distributing questionnaires to respondents (employees). Questionnaires arranged using questions that refer to eight principles of good governance, which are rule of law, integrity, participation, transparency, accountability, responsiveness, equity, effectiveness and efficiency. The questionnaires consisted of three parts, viz. introduction, demographic characteristics of participants, and series of questions related to research objectives. In structured interviews the researcher asks the interviewee a series of mostly close-ended questions (Braun & Clarke 2013). The strengths of structured interviews are that the researcher can get rich detailed data about individual experiences and perspectives and only a small number of interviews are required to generate adequate data. To develop good and sound questionnaires, predetermination of questioner content, developing item to be used, revising and rewriting the final questionnaires was systematically adopted. The answers to questions are arranged using the **Likert scale (five level likert scales)**. The data collected then coded, intervened, and tested the level of validity and reliability.

3.5.2. Key Informant Interview (KII)

Key informant in this study refers those leaders who have been leading the sectors. In this case, three KII were participated.

3.6. Testing for Validity and Reliability

The questionnaire used in this study are standard whose validity and reliability. However, the researcher made the internal consistency test through Cronbach Alpha to re-affirm the reliability of the questionnaire. According to Joseph and Rosemary (2003), when using Likert-type scales, it is imperative to calculate and report Cronbach's Alpha coefficient for internal consistency reliability for any scales or subscales that a study is adopting. The field's acceptable range of Cronbach alpha value is between 0.70 - 0.95

(Tavakol&Dennick, 2011) and the result of the study should be within the acceptable ranges of the field. Therefore, each eight indicators of good governance are going to be checked for their validity and reliability. A total of 50 items were developed for the eight good governance indicators (Annex). Number of items for each indicator are shown as transparency (10items), accountability (11items), effectiveness (7items), efficiency (5items), Participatory (5items), rule of law (4items), integrity (3items) and responsiveness (5items).

3.7. Data Analysis

In this study both parametric and non-parametric method of data analysis was followed. Non-parametric is chi-squared (χ^2) which is used to test whether there is significant difference in implementation of good governance among public sectors involved in the study. Based on intended objectives, the parametric method was further decomposed to descriptive and inferential method of data analysis. Here in descriptive method (like percentage, mean, and standard deviation), data analysis was applied by finding index of each eight principles of good governance and the aggregate of good governance index using Statistical Packages for Social Sciences (SPSS) for windows, version 22. The index of each principle is obtained by dividing each variable per principle with an ideal score per principle and multiplied by one hundred percent. While the good governance index obtained by summing each principle and multiplied by the equal score is 1/8. The results then consulted with range of good governance [<30%=bad, 31-50=poor, 51-70%=good, 71-90%=Very good, >91%=excellent]. Cut of point of 3 was used as principles.

Based on an intended objective, the inferential statistics was used in data analysis. Herein, regression model was employed. The model was used to deal with categorical dependent variables (implementation of good governance, here after abbreviated as IGG). The regression equation for IGG is given as:

$$Y = \beta_0 + \beta X + \mu$$

$$IGG = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 + \beta_8 X_8 + \beta_9 X_9$$

Where;

- ✓ IGG (implementation of good governance) = dependent variable
- ✓ β_0 = constant term
- ✓ $\beta_1, \beta_2, \beta_3, \beta_4, \beta_5, \beta_6, \beta_7, \beta_8,$ and β_9 = coefficients, which shows the magnitude and direction of the independent variables effect on dependent variables
- ✓ $X_1, X_2, X_3, X_4, X_5, X_6, X_7, X_8,$ and X_9 = independent variables involved in the study

So,

$$IGG = \beta_0 + \beta_1(Eval) + \beta_2(Rep) + \beta_3(IntCont) + \beta_4(HumRes) + \beta_5(FinMgt) + \beta_6(Pln) + \beta_7(Modtech) + \beta_8(OrgSt) + \beta_9(Tr)$$

Where;

- Eval*= periodic evaluation
- Rep*= Reporting system
- IntCont*= Internal Control
- HumRes*= Human resource development
- FinMgt*= Financial Management
- Pln*= Planning
- Modtech*= Modern Technology
- OrgSt*= Organizational Structure
- Tr*= Training

CHAPTER FOUR

RESULT AND DISCUSIONS

This part of the research presents the results of the findings obtained from the study and also the discussions resulting from the findings. The study targeted a sample size of 84 employees of Hurumu district public offices. Fortunately, all of them have completely participated and returned the questionnaires properly in the survey together with responses from the interview were analyzed and interpreted, the results of which are as follows. The response rate (also known as completion rate or return rate) usually expressed in the form of a percentage. Therefore, analysis of result was based on those 84 participants.

4.1. Demographic Profile of Respondents

Descriptive statistics presented in table-1 shows that of the total respondents 76.2% are males and only 23.8% respondents are females. So, it can be concluded that most of the employees of the public sector in the study area are dominated by the male employees. Table-1 also shows that in relation to respondent's age 35.7% were found in the age group of 25-35, 52.4% in 36-45 and other 11.9% in the age group of above 46. From this, it can be said that majority of the employees of the public sectors are dominated by those who are in the age group of 36-45. Table-1 further shows the education level of study participants. Result revealed that 3.57% have certificate, 2.38% diploma holders, 65.47% first degree and the rest 29.76% are post-graduate. Therefore, the conclusion is that the employees of the public sectors in Hurumu district are qualified and have capacity to fit the position. Majority (48.8%) of employees in the public sector of Hurumu district had an experience of 10-15 years. Others, 38.2% and 13.1% had experience of <10 years and >15 years respectively. This indicates, study participant have plenty of know how about their organization especially in terms of adoption of good governance in their organization.

Table-1: Demographic characteristics of study participants (N=84)

Demographics	Descriptions	Frequency	Percentage
Gender	Male	64	76.2
	Female	20	23.6
Age	<25	-	-
	26-35	44	52.4
	36-45	30	35.7
	>46	10	11.9
Education	Certificate and less	3	3.57
	College diploma	2	2.38
	First degree	55	65.47
	Second degree and above	24	29.76
Experience in that organization	<10years	32	38.2
	10-15years	41	48.8
	>15years	11	13.1

Source: Own survey, 2023

4.2. Good Governance Practices in Public Sector of Hurumu District

Respondent's responses to 11 statements regarding accountability, about 26.7% respondents were strongly disagree, 31.3% disagree, 2.3% strongly agree and 26.7% agree while the remaining 13.0% were neutral. Here the arithmetic mean for this individual item is 2.47 which are below the cutoff point of three. This shows that accountability hasn't been well practiced as good governance principle in the public organizations in the study area.

Those respondents who responded strongly disagree to 7 statements showing effectiveness as one of principles of good governance indicator were 48.1%, while 23.2% responded disagree. In the contrary 8.1% strongly agreed and 20.6% agreed to the statement. Here the arithmetic mean for this individual item is 2.84 which are below the cutoff point of three.

Employees were asked if efficiency is properly adopted in their organization having 5 questions. Their response was strongly disagreed by 58.8% of the respondents, 32.8%

disagreed, leaving the rest 8.4% neutral. Here the arithmetic mean for this individual item is 2.56 which is below the cutoff point of three. This shows that efficiency isn't well practiced.

With regards to 5 statements showing participatory, 18.4% of the respondents strongly disagreed, 30.0% disagreed, 20.1% strongly agreed, 21.9% agreed and the rest 9.6% were neutral. Here the arithmetic mean for this individual item is 2.65 which are below the cutoff point of three. This shows that participation isn't ensured in implementation of good governance.

When looking at employees' level of agreement to 4 statements showing rule of law, 14.2% responded strongly disagree to the statement while 23.2% disagreed, 8.1% strongly agreed and 44.1% agreed and the rest 10.4% were neutral to the statement. Here the arithmetic mean for this individual item is 3.09 which are above the cutoff point of three. This shows that rule of law is implemented in good governance.

Respondents who strongly disagreed to the 3 statements showing integrity 65.4% responded strongly disagree and those who disagreed were 25.6% whereas 9% neutral. Here the arithmetic mean for this individual item is 2.55 which are below the cutoff point of three. This shows that integrity is low in public organization of Hurumu district.

Respondents level of agreement to 5 statements indicating responsiveness in their organization. Strongly disagreeing by the majority of the respondents (44.3%), disagree by 33.5% of the respondents while 4.1% strongly agreed and 11.0% agreed leaving the rest 8.1% neutral. Here the arithmetic mean for this individual item is 1.98 which is below the cutoff point of three. This can imply that responsiveness from leaders and employees is a major problem in public organizations in the study area.

Table-2: Employee's level of agreements about principles of good governance in Hurumu district

Principle of Good governance	Number of items	Level of Agreement in percent (N=84)					Mean	St. Dev.
		Strongly disagree	Disagree	Undecided	Agree	Strongly agree		
Transparency	10	37.2	41.0	6.8	15	-	2.42	5.8
accountability	11	26.7	31.3	13.0	26.7	2.3	2.47	13.2
effectiveness	7	48.1	23.2	-	20.6	8.1	2.84	4.1
efficiency	5	58.8	32.8	8.4	-	-	2.56	6.5
Participatory	5	18.4	30.0	9.6	21.9	20.1	2.65	5.5
rule of law	4	23.2	8.1	10.4	41.1	23	3.20	0.7
integrity	3	65.4	25.6	9	-	-	2.55	2.6
responsiveness	5	43.3	33.5	8.1	11	4.1	1.98	3.8

Source: Own survey, 2023

4.3. Major Challenges Hindering Effective Implementation of Good Local Governance

Currently, Public sectors in all level have been facing problems in implementation of good governance. The scope and nature of the problems are varying. Some scholars (e.g. Ram, 2017; Tesema, 2018; Wasihun and Fikre, 2020) revealed that there are problems in the context of public administration at every level in Ethiopia.

Table-3: Major challenges of Local governance

List of challenges	Participants response				Rank
	YES		NO		
	frequency	percentage	frequency	percentage	
Resistance from public servants	57	67.85	27	32.15	4 th
Limited skill and knowledge of public servant on the existing reform	62	73.81	22	26.19	3 rd
Limited Leadership focus	81	96.43	3	3.57	1 st
Poor Participation of Communities in Good governance affairs	76	90.47	8	9.53	2 nd

4.3.1. Resistance from public servants

Resistance from public servant was ranked fourth as challenge of local governance in ensuring good governance in the study area. This was confirmed by 67.85% of respondents said "yes". It is obvious that all reforms encounter resistance, especially when they have to do with long-term budgeting practices that impact on the whole of government. Motivating key actors to move away from traditional and familiar budget practices proves to be difficult.

4.3.2. Limited skill and knowledge of public servant on the existing reform

Limited skill and knowledge was ranked third in order of importance, as 73.81% of respondents said yes, 26.19% said "No". while Key informants addressed that the Balanced Scorecard (BSC), were not simple to comprehend; some civil servants seemed to lack knowledge about how to develop and performance targets and performance analysis skills; and reward systems seemed to be controversial in terms of the eligibility of individuals to receive rewards, fairness of reward allocation in an organization, and limited budgeting processes and allocation of rewards

4.3.3. Limited Leadership focus

Limited leadership focus was rated as the first challenge in hindering the implementation of good governance in the study area as the majority of respondents, 96.43% claimed that this challenge was found to be prominent. The Office of the Public Service and human Resource (PSHR) was the main central agency that propelled the implementation of exiting reform. Key informants reported that in most cases leaders entirely focus on political circumstances than coaching their sector for which they are accountable in accordance with the reform. According to Sathornkich, (2010), leaders have the prime responsibility to shape and guide any reform in the way indicated in the platform.

4.3.4. Poor Participation of Communities in Good governance affairs

The communities were not participated in plan preparation, according to key informant interviews. This is because leaders didn't invite the community in plan preparation. This was evidenced in the response of study participant that 90.47% of them were suggested as this challenge is rated as second order. The overall conclusion is that at the leaders of the public sectors, there is absence of people's participation in planning strategies. Many of the principles of good governance are inter-related and all principles are necessary in order to achieve good governance, but some have more relevance in a particular content than others. Inclusive and equality play critical role in the provision of basic services to reduce and eventually eradicate poverty. Inclusiveness and equality encompass political process i.e. inclusion in the process of decision making in development and recognitions of contribution by the poor to development and their sharing in the benefit of development process. Ensuring participation in planning, its implementation, monitoring and evaluating development projects and public services is very important. Similar finding has been reported by Ram, (2017) that poor community participation in planning, monitoring and evaluation process in Bure town, Ethiopia.

4.4. Factors determining effective implementation of good governance in public sector of Hurumu District.

4.4.1. Econometric analysis

According to Joseph and Rosemary (2003), when using Likert-type scales, it is imperative to calculate and report Cronbach's Alpha coefficient for internal consistency reliability for any scales or subscales that a study is adopting. The analysis of the data then must use these summated scales or subscales and not individual items. Accordingly, it was revealed that the reliability test for statements for internal control for good governance blended into nine categories, Viz., evaluation, reports, audit, employee motivation, financial management, plan, modern technological, organizational structure and training

those attributed for the realization of good governance was 0.893, 0.861, 0.775, 0.802, 0.62,0.71, 0.58,0.69 and 0.641 respectively. For all good governance dimensions, the Alpha values indicate high reliability of questionnaire instrument and internal consistencies of the five-point Likert-type scales as shown in the following table. Therefore, it can be declared that the instrument is deemed to have said to be reliably enough.

Table-4: Reliability testing

Internal control systems	Cronbach's Alpha coefficients
evaluation	0.893
reporting	0.861
auditing	0.775
employee motivation	0.802
financial management	0.625
planning	0.714
modern technology	0.583
organizational structure	0.691
Access to training	0.641
Over all	0.771

Source: Own Computation using SPSS-22

4.4.2. Multicollinearity Test

Verifying model fit (goodness of fit) is very important. Multicollinearity among the variables is examined using different methods. Variance inflation factor (VIF) is used to measure how much the variance of the estimated regression coefficient is inflated if the independent variables are correlated and besides tolerances were assessed for each component. In this study, it is found that the model has no collinearity problem as the VIF on good governance evaluation (2.22), reporting (3.06), auditing (1.86), employee motivation (4.203) and financial management (4.042), planning (2.73), modern technology (1.14), organizational structure (2.94), and Training (2.05). The value of VIF is ranged from 1.14 to 4.20, showing that the variables are moderately correlated, and the

small the value of VIF corresponding to the variables shows that there is no problem of collinearity. Generally, all the VIFs and tolerances were thus found within acceptable threshold level. These findings indicated that multicollinearity did not seem to be a problem.

Table-5: Tests for Existence of Multicollinearity among Variables

Explanatory variables	Collinearity Statistics		
	Tolerance	VIF	R_i
evaluation	0.11	2.22	2.51
reports	0.26	3.04	2.33
audit	0.06	1.86	2.88
employee motivation	0.84	4.20	1.35
financial management	0.03	4.04	2.99
plan	0.66	2.73	1.08
modern technology	0.73	1.14	2.55
organizational structure	0.10	2.94	1.83
training	0.28	2.05	1.53

Dependent variable: Implementation of Good governance

4.4.3. Pearson's Correlation Coefficients test

Pearson's correlation coefficient helps to check the collinearity of independent variables. Table-6 shows the correlation analysis among explanatory variables. The correlation could be classified as low, moderate and high. Evaluation and modern technology, reporting and modern technology, auditing and planning, employee motivation and financial management, employee motivation and planning, financial management and planning, organizational structure and planning, modern technology and organizational structure, organizational structure and training had low correlation ranged from 0.052-0.280. Evaluation and training, reporting and training, auditing and organizational structure, financial management, modern technology, financial management and training, planning and modern technology, planning and training, modern technology and training had highest correlation ranged from 0.601-0.802. Here the absolute value of Pearson correlation coefficient is less than 0.82 it shows collinearity is less likely to exist.

Table-6: Pearson correlation among variables

Variables	EVAL	REPORT	AUD	EMOT.	FINMGT	PLAN	MODTEC	ORGSTR	TRAIN
EVAL	1								
REPORT	0.412***	1							
AUD	0.353***	0.331**	1						
EMOT.	0.431***	0.320*	0.384**	1					
FINMGT	0.399***	0.311*	0.280***	0.208*	1				
PLAN	0.368***	0.495***	0.224**	0.185 ^{ns}	0.246*	1			
MODTEC	0.111**	0.204**	0.538**	0.431***	0.623**	0.720**	1		
ORGSTR	0.491 ^{ns}	0.361 ^{ns}	0.720*	0.305 ^{ns}	0.264*	0.222*	0.105*	1	
TRAIN	0.601 ^{ns}	0.802***	0.508**	0.052 ^{ns}	0.702**	0.681**	0.732*	0.274***	1

Statistical significances are denoted by *** for 1%, ** for 5% and * for 10% significance levels
^{ns} = non-significant

ANOVA Result

The Analysis of Variance (ANOVA) has been used to establish whether there was difference between the independent variables indicated in the study including (evaluation, reports, audit, employee motivation, financial management, plan, modern technological, organizational structure and training) and implementation of good governance. The significance value is 0.04 is <0.05>0.01, thus the model is statistically significant at 5% in predicting how evaluation, reports, audit, employee motivation, financial management, plan, modern technological, organizational structure and training affect the implementation of good governance in public sector of Hurumu district. The F-calculated that obtained by dividing Mean Square of treatments to Mean Square of error, 2.86 to 0.42, is 6.81 which is greater than the F critical (3.86). This shows that the overall model was significant.

Table-7: ANOVA Result

Model	SS (sum of squares)	Degree of freedom (df)	Mean square	F-calculated	Sig.	
1	Regression	13.93	8	2.86	6.81	0.04
	Residual	7.62	34	0.42	-	-
	Total	21.55	39	-	-	-

R-squared (R^2) or coefficient of determination is another statistical measure used to measure model fitness. This simply indicates how well the data fit the regression model (goodness of fit).

The multiple R² value indicated that the variation by all the independent variables under consideration, viz. evaluation, reports, audit, employee motivation, financial management, plan, modern technological, organizational structure and training is 0.757. Indicating, 75.7 % of the variance in implementation of good governance has been significantly explained by nine factors under consideration and the rest variations (24.3%) may be due to other factors or reasons not considered in the present study.

Table-8: Model summary

Model	R	R ²	Adjusted R ²	Std. Error	Durbin Watson
1	0.87a	0.757	0.759	0.672	1.36
^a predictor: evaluation, reports, audit, employee motivation, financial management, plan, modern technological, organizational structure and training ^b dependent variable: implementation of good governance					

The study conducted a multiple regression analysis so as to determine the influence of the independent variables on implementation of good governance. As per the SPSS generated, the equation; $Y = \beta X_1 + \beta X_2 + \beta X_3 + \beta X_4 + \beta X_5 + \beta X_6 + \beta X_7 + \beta X_8 + \beta X_9 + \mu$. Implementation of good governance = β (evaluation) + β (reports) + β (audit) + β (employee motivation) + β (financial management) + β (plan) + β (modern technological) + β (organizational structure) + (training) + μ . Based on regression result displayed in table-7, the values could have been inserted as follows. Implementation of good governance = β (0.11) + β (0.63) + β (0.19) + β (0.47) + β (0.74) + β (0.58) + β (0.73) + β (0.66) + β (0.89) + 0.21. The possible value of “Y” is 0.21 when all independent variables are kept constant. Keeping all variables constant, a unit increase in evaluation will lead to a 0.11 increase in implementation of good governance; a unit increase in reporting will lead to a 0.63 increase in implementation of good governance, a unit increase in auditing will lead to a 0.19 increase in implementation of good governance, a unit increase in employee motivation will lead to 0.47 increase implementation of good governance, a unit increase in financial management will lead to 0.74 increase in implementation of good governance, a unit increase in planning will lead to 0.58 increase in implementation of good governance, a unit increase in adoption of modern technology will lead in 0.73 increase in implementation of good governance, a unit increase in organizational structure will lead in 0.66

increase in implementation of good governance and a unit increase in training will lead in 0.89 increase in implementation of good governance.

In order of their importance, by looking beta coefficients training, financial management, modern technology, organizational structure, reporting system, planning, employee motivation, auditing, and evaluation affected the implementation of good governance in public sectors of Hurumu district.

Table-9: Regression coefficients

List of predictors	Coefficients	Std. Err.	P-value	R ²
Constant	(0.21) [*]	0.33	0.049	0.757
evaluation	(0.11) ^{***}	0.07	0.000	
Reporting system	(0.63) ^{***}	0.06	0.000	
Auditing	(0.19) [*]	0.06	0.054	
employee motivation	(0.47) ^{**}	0.47	0.010	
financial management	(0.74) ^{***}	0.24	0.000	
Planning	(0.58) [*]	1.05	0.032	
modern technology	(0.73) ^{***}	1.23	0.000	
organizational structure	(0.66) [*]	0.77	0.087	
training	(0.89) ^{***}	1.35	0.000	

****, ** and * represents statistically significant at 1%, 5% and 10% respectively*

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1. Summary

This study was conducted to assess good governance practices and associated challenges in Hurumu district. About 84 employees who were selected randomly were participated. Questioner developed with five point likert scale was distributed and key informant interview were used as study instrument.

The result of descriptive statistics reveal that except rule of low, the rest seven indicators of god governance was found to be poorly practiced in the study area. Limited skill and knowledge of public servant on the existing reform, Limited Leadership focus and Poor Participation of Communities in Good governance affairs are major challenges of implementation of good governance. In order of their importance, by looking beta coefficients training, financial management, modern technology, organizational structure, reporting system, planning, employee motivation, auditing, and evaluation affected the implementation of goof governance in public sectors of Hurumu district.

5.2 Conclusion

Based on the present finding, the conclusion for the study includes, good governance in the study area is presumably needed to be addressed in accordance with good governance principles. Key principles of good governance has to be to the standard. There are many determinant factors, training, financial management, modern technology, organizational structure, reporting system, planning, employee motivation, auditing, and evaluation are among others appears to be principal factors.

5.2. Recommendations

- Training should be provided for public servants so as to facilitate proper implementation of good governance in public sector of Hurumu district.
- Leaders of public service in the study area should coach each and every activity in the lenses of principles of good governance
- The public sector in Hurumu district should invite local communities in planning, monitoring and evaluation steps of good governance principles.
- The written principles of the good governance should be translated to actual practice, so that good governance is ensured, stakeholder's interest is realized.
- In the future similar study should be conducted taking the local community as target population and other public sectors in the district and neighboring too.

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ANNEX

MATTU UNIVERSITY
SCHOOL OF GRADUATE STUDIES
COLLEGE OF SOCIAL SCIENCE AND HUMANITIES
DEPARTMENT OF CIVIC AND ETHICAL STUDIES

Self-administered Questionnaire to be filled by employees of public sectors at district level

Dear Sir/Madam;

My name is **BirhanuOfgaha**. I'm post graduate student at Mattu University and conducting MA thesis research on Practices of Good governance, existing challenges hindering the implementation of good governance and major factors determining the implementation of good governance in some selected public sector of Hurumu district. The aim of the study is to examine current status of good governance implementation, existing challenges and major determinants of GG in some selected public sectors of Hurumu district. I kindly request you to spare some time and to honestly respond to all the questions. Your participation will help me to find more about good governance in your office/sector. This information will be used for further policy actions and design of appropriate development and research intervention in the future. Your participation in this research is completely voluntary. Your answer will be used only for academic purposes. Any information I obtained from you will be kept strictly confidential.

Please put your sign in blank space as sign of agreement:

I have willingly agreed to fill this questioner. _____Date_____

Thank You for allocating your precious time!!!

General instruction:

1. No need of writing your name
2. Use an "x" mark to select the option that best represent your response
3. You have fill the questionnaires by your own
4. If you need an additional information and further clarification regarding the questioner, please don't hesitate to use my cell phone number of 0910-149556

1. Name of the organization you are currently working in

Administration office _____

Revenue authority office _____

Water, Mining and energy office _____

2. Your gender: Male _____ Female _____

3. Your age: _____

4. Your Educational background:

Certificate _____

Diploma (10^{+2, 3, 4}) _____

BSc/BA _____

MSc/MA _____

PhD _____

5. Position in the organization _____

6. The number of years you have been working in this organization _____

7. Have you ever worked in other organizations before? YES _____ NO _____

Dear respondent;

8. Does your organization's monthly, quarterly, and annual performance **evaluation** is undertaken based on pre-defined targets tied to the mission and vision?

YES _____ NO _____

9. Does financial and physical **reports** of your organization are presented in a format that is easy to understand and stimulates creative discussion? YES _____ NO _____

10. Does your organization internally and externally **audited** for the past two years?

11. In your organization, are there **employee motivation** and development strategies?

YES _____ NO _____

12. Is there modern **financial management** system in your organization? YES _____ NO _____

13. Does your organization's **plan** is prepared in accordance with the existing potentials, national focus and target, more often integrated with other sectors too? YES _____ NO _____

14. Do you think that this organization is well equipped by **modern technological** packages (communication, software, internet, etc.)? YES_____NO____
15. In your view, do you think that the **structure** of this organization is fit and functional to ensure implementation of good governance? YES_____NO____
16. Have got any **training** opportunity regarding good governance in this organization for the past two years? YES_____NO_____

17. Questions are presented in the following table regarding your organizations vision, mission and core values. Fill accordingly.

SN	Organizations vision, mission and values	Strongly disagree	Disagree	I don't know	Agree	strongly agree
1	Does your organization has a clear, focused and relevant written mission					
2	Does your organization has a clear, focused and relevant written vision					
3	Does your organization has clear, focused and relevant written values					
4	In you organization, does the mission, values and vision drive decision making at all board meetings					
5	The mission, values and vision drive your organization strategies, objectives and action plans					
6	Executors fulfill their leadership role in ensuring achievement of the mission, values and vision of the organization					

18. The following questions are indicators of Transparency one of the indicator of good governance. Read carefully and give your opinion

Transparency indicators	I don't know, have no opinion	Applies only slightly	Applies low	Applies good	Applies very good
To ensure public access to information and facilitate understanding of how local public affairs are decided, our organization inform citizens in a good way about important community issues					
management bodies of your organization engaged in genuine dialogue with their stakeholders					
Our organization give progress reports to the community on community projects and programs					
Management bodies of our organization provide clear reasoning for their decisions					
management bodies of our organization have an explicit commitment to openness					
In our organization, budget allocation and utilization is publically posted					
Obtaining any king of information is very much easy in our organization					
procurement procedures in our organization is publicly disclosed					
vacancies announced within the organization are clear, bias free and easily understood					
Staff members in our organization are always informed when important decisions are made					

19. The following questions are indicators of Transparency one of the indicator of good governance. Read carefully and give your opinion

<u>Accountability</u> indicators	I don't know, have no opinion	Applies only slightly	Applies low	Applies good	Applies very good
There is clear and transparent rules for the appointment of organizations' manager to bring about effective realization of organizational goals					
Appropriate safeguarding of public fund and properties from abuse enhance effective resource utilization					
Effective allocation of scarce resources in public project enhance organizational performance					
Community 's have ever got the chance to review the budget of our organization					
Leaders of our organization are committed to improving the quality of life of the nation of the district					
Leaders in our organization put interests of the community before the interests of themselves					
Our organization had clearly defined roles and responsibilities in a written document and the role and responsibilities are consistently adhered to					
In our organization leaders and employees always act with sense of accountability and responsibility					
Leaders in our organization abuse their positions for personal gain					
Confidentially speaking, our organization is corruption free at all					
Our organization has a system for appeal where decisions can be contested through well-defined internal channels specified in its statutes and bye-laws.					

20.

Effectiveness indicators	I don't know, have no opinion	Applies only slightly	Applies low	Applies good	Applies very good
To ensure prudent and productive use of public funds, our organizations' finance plan and spent wisely and the organization is accountable to the public revenue and expenditure					
In our organization activities are achieved timely as per planned					
In our organization service users didn't faced bureaucratic delay and much process during service delivery					
In my view customers are interested on the service we are delivering					
administrative and technical skills of organizations leader and employee are excellent					
Our organization is highly vulnerable to political pressure					
Employees in our organization are competent enough who know their obligations and fulfill them professionally					

21.

Efficiency indicators	I don't know, have no opinion	Applies only slightly	Applies low	Applies good	Applies very good
Utilizing modern technologies to support the organization					
Plans and Reports are managed and communicated with stakeholders and service users electronically					
Data are quite available and organized for external users and the organizational use as well					
There is clear monitoring and evaluation scheme to follow planned					
The organizational structures, rules and regulations are accessible and workable					

22.

participatory indicators	I don't know, have no opinion	Applies only slightly	Applies low	Applies good	Applies very good
In our organization formal meeting on various theme exist for community and stakeholder participation					
In our organization there are terms of reference for meeting with community/stakeholder participation					
Our organization prepare community forum in order to enable the communities to discuss issues that matter them?					
Communities ever consulted by our organization before a program or policy is implemented that concerns them					
In our organization there a mechanism through which communities provide their suggestions, questions, comments and complaints for any service being provided					

23.

Rule of law indicators	I don't know, have no opinion	Applies only slightly	Applies low	Applies good	Applies very good
To ensure fairness, impartiality and predictability in the decisions and actions of those in power, in the activities of our organization are the common interests of the citizens and not personal.					
To ensure that the public interest is placed above personal interests, In our organization all people are treated in the same way, regardless of their connections with municipal officials and councilors					
Our organization provides equal rights to all ethnic, religious and other groups living on its territory					
In our organization there are applicable sanctions and measures for leaders, employees, and others affiliated with the organization who violate ethical principles and values					

<u>Integrity</u> indicators	I don't know, have no opinion	Applies only slightly	Applies low	Applies good	Applies very good
Our organization built customer trust so that customers get full confidence					
Rent seeking behaviors are not observed in our organization					
Our organization has a clear understanding of the most important community needs and issues					

<u>Responsiveness</u> indicators	I don't know, have no opinion	Applies only slightly	Applies low	Applies good	Applies very good
Our organization had a system for receiving public grievances concerning customer service					
In our organization leaders resolves problems effectively, even when the solutions are uncomfortable to implement					
The leader of our organization takes timely and corrective actions if/when objectives are not being met					
In most cases, customers get prompt response against their inquiry					
In our organization shall never enter in to unwanted/unachievable promise for the communities					

KII Guiding questions

1. How is a good governance practice in this public office?
2. What is key factors affecting good governance practices
3. Who are major actors in realizing good governance practice?
4. How if customer satisfaction is going to be rate in your office?