The Implementation of Good Governance in Service Provisions: The Case of Yeka Sub-City, Addis Ababa, Ethiopia

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Abstract

Addis Ababa city administration is characterised poorly in the implementation of good governance. The main objective of the study was to assess the implementation of good governance while rendering services to the citizens. The study employed both quantitative and qualitative approaches. SPSS statistic was used for the descriptive analysis. The findings indicate favourable results in meeting the needs of citizens. Although the implementation process has brought tangible results, it is not free from some challenges. Limitations in providing services while balanced interests in a timely, appropriate, and responsive manner; inefficiency and ineffectiveness; limitations in information distribution; and lack of equal opportunities in the decision-making process were the challenges. In conclusion, both achievements and failures were observed. At last, understanding customers' expectations in service provisions; systematizing customers' feedback; and continuous awareness creation to the staff are the recommendations identified for future development.

Keywords: governance, efficiency, effectiveness, transparency, accountability

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Introduction

The concept of good governance was incorporated in the Millennium Development Goals (MDGs) as a major component of the battle against poverty and economic development. Good governance refers to the prevalence of government accountability, transparency in decision making, implementing the rule of law and regulations, early responsiveness to the demand of citizens, equity and inclusiveness among interest groups, effectiveness, and efficiency in resource utilization in service delivery approach (Dibaba, 2015). Governance is also a complex management practice through which citizens and interest groups of the country articulate their expressions and exercise their rights in the decision-making process. Good governance strategy is representative of a successful public sector institutions reform program, its implementation process is complex (Worku, 2013). The concept of public or civil service sector reform and good governance has evolved from isolated occurrences and is now seen largely as a global issue. The practice of governance associated with public sector reform programs has led to the formalization of good governance. The Mo Ibrahim Foundation defines good governance as the service provider in relation to political, social, and economic public goods and services. Each of these contains sub-categories under which they have been organized various indicators that provide quantifiable measures of the overarching dimensions of governance (Kodabux, 2017).

The adoption of the federal system of Government in Ethiopia resulted in open, transparent, and democratic governance that respects the right of all citizens, the adoption of the decentralization process, which gave power to regional governments to implement development policies and strategies and provided the opportunity for residents to participate in development programs (Yirg a, 2010). The Ethiopian government has begun implementing reform in good governance due to service delivery dissatisfaction of citizens of the country and growing consensus that it is the root cause of all-round crises in the public sector (Chanyalew, 2014). The civil service reforms taking place in Ethiopia are meant for building the capacity for the implementation of good governance in the country. To enhance the capacity of public institutions in Ethiopia and to create an ideal environment for investment and economic growth, the public sector has gone through a series of reform processes including the civil service (Atkilt, 1996).

Problem Statement

Ethiopia has faced challenges in implementing good governance in the country. To address the challenges in building good governance, the government developed a multi-sectoral national capacity building strategy. Despite endowed with resources that can help bring about economic miracles for the country, poor governance has contributed to the country's lowest economic and social indicators (Dibaba, 2015). According to Alemu, (2011), the inefficiencies and ineffective processes of organizational structure, management practices, outdated work processes, and procedures affected the governance system of the public sectors in Ethiopia. Addis Ababa City Administration which is the capital city of Ethiopia is providing services to its citizens. Addis Ababa city is also the seat of the Africa Union and various international organisations by organising its Administration institutions' levels in ten sub-cities. Although the achievements of the good governance implementation process in the city administration have been observed, the institutions are not free from the challenges of bad governance (Meretu, 2015).

According to Chanyalew, (2014), the performance of Addis Ababa city administration indicated that there is poor accountability, lack of transparency, poor customer satisfaction, and ill commitment of leaders at all levels of the administration. The poor capacity and absence of skilled staff resulted in poor service delivery processes. The magnitude of the challenges is more described at the *woreda* administration office level where more services are required from citizens of the city. Because of these research facts, it requires more efforts to practice good governance in the government institutions to respond to the needs of the citizens. Therefore, this study attempts to identify the gaps of the prior researches by identifying the performance of the implementation of good governance and the root causes of these problems. The study will also have importance in identifying the current trend and factors hindering the implementation of good governance in public service institutions of Addis Ababa city Administration. The variables treated in the study include effectiveness and efficiency, transparency, accountability, participation, fairness and equity, responsiveness, and rule of law. Based on this background information, the study used the following basic research questions.

Research Questions:

1. What are the implementation performances of each determinant variable?
2. To what extent each determinant factor affects good governance?
3. What extent of effect does the overall bundle of the determinant factors have on the performance of good governance?
4. What challenges did the institutions face in practising good governance?

The general objective of the study is to assess the implementation of good governance while rendering services to the citizens. Public institutions of Addis Ababa city administration have been providing services at each bureau, sub-city, and *woreda* administration office levels. Since it is difficult to investigate all the levels of the city administration, the study focused only on Yeka sub-city. From this sub-city, three *woreda* administration offices were selected for the study. Due to the real unknown number of customers/ service users of the administration offices, the number of respondents was restricted to be selected randomly using the probability approach. The findings of the study will help decision-makers and members of the administration in improving good governance which can lead them to efficiency and effectiveness.

Conceptual Framework of Good Governance

Good governance is defined in different international literature. It stresses the importance of participation of several actors in government affairs that everyone is entitled to an international order in which the rights and freedoms can be fully realized (Legas, A., 2015). Good governance refers to the prevalence of government accountability, transparency in decision making, implementing the rule of law and regulations, early responsiveness to the demand of citizens, equity and inclusiveness among interest groups, effectiveness, and efficiency in resource utilisation in service delivery approach (Dibaba, S.2015). Good governance has to address the interest of stakeholders in policy initiatives (Dayanandan, 2013). Good governance is the mechanisms through which citizens articulate their legal rights, responsibilities, and meet their obligations and mediate their differences. The voices of the poorest, disadvantaged class, and the most vulnerable communities are heard in decision- making

process over the allocation of resources and decisions passed.

Good governance depends on the interaction among stakeholders and leaders and requires the exercise of legal frameworks that are enforced impartially to ensure equity among citizens. In this regard, rules and regulations that are implied should be clear and friendly enough to the public.

The implementation of good governance has eight major elements (UNESCAP, 2014). These are accountability, transparency and openness, early responsive manner, equity and inclusiveness of the interest groups, effectiveness and efficient utilization of resources, applying the rule of law, following participatory approach in the decision-making process, and consensus-oriented among interest groups. On the other hand, according to Khanna (2017), the good governance framework consists of seven basic principles as shown in fig.1 below. Even though different kinds of literature describe a different number of elements of good governance, almost all of them have similar concepts. Thus, according to UNESCAP (2014) and Khanna (2017), the following seven elements or principles and practices would become common tools for improving the service delivery and management strategy for achieving good governance as well as filling gaps that may exist between the current and desired state of governance affairs.

Fig. 1. Conceptual Framework

Source: Adopted from Khanna, 2017

Effectiveness and Efficiency

Effectiveness and efficiency are exclusive performance measures, which entities can use to assess their performance. Efficiency is oriented towards successful input transformation into outputs, where effectiveness measures how outputs interact with the economic and social environment. Good governance requires all concerned institutions to perform effectively and efficiently as per their assigned roles and responsibilities. As such, institutions have to consider relevant factors so as to achieve the strategic goals, objectives, outcomes, and continuous development of the institution. Thus, performance management would play an important role in contributing to exercise good governance and improving institutional outcomes effectively and efficiently. According to Kefela (2011), the horns of Africa countries that are quite similar in terms of their natural resources and social structure have shown strikingly different performance in improving the welfare of their people. Bartuseviciene, & Sakalyte (2013) conducted a study on organizational assessment in effectiveness vs. efficiency. They found that organization revealed inefficient and ineffective and still survive at a high cost. Keeping in mind the findings of previous studies, this study hypothesised that:

H1: There is a positive relationship between effectiveness and efficiency and good governance

H0: There is no positive relationship between effectiveness and efficiency and good governance

Transparency & Openness

Transparency indicates that public information should be accessible in an easily understandable system that should be freely available and directly accessible to stakeholders or citizens who will be affected by the policies, strategies, and practices of

the government. Information relating to the policies, products, and processes should be directly accessible to those citizens and enough information should be provided so as to understand and monitor the governance approach appropriately. The executives in the concerned institution should be as open as possible about all the decisions and actions that they take. The leaders or decision-makers of the government institution should give reasons for their decisions passed and information distributed when the public interests clearly demand. Openness as a leadership quality has many important things in it. When governance becomes open to change stakeholders could get the change that happens and how it will work for them and their institution (Legas, 2015). Transparency has to do with the leadership carrying out government business in an open, easy to understand, and explicit manner such that the rules made by the government, the policies implemented by the government, and the results of government activities are easy to verify by the ordinary citizens. Unfortunately, this is lacking in the public domain Adagbabiri (2015).

H1: There is a positive relationship between transparency and openness and good governance

H0: There is no positive relationship between transparency and openness and good governance

Accountability

Accountability is a fundamental element of the implementation of good governance. Government institutions are accountable to the application of rules of law. According to Addisu (2015), accountability is an important quality for effective leadership. Accountability can be manifested by taking risks for both success and failure factors of the institution. Some scholars have argued that the enhanced performance of governmental agencies in any nation is a product of good governance, accountability,

transparency and trust, which in turn brings about the improvement in the living standard of the people.

However, Gberevbie, Oyeyemi, & Excellence-Oluye (2014) found that manifestation of unethical behavior amongst public officials is the major challenge hindering development in the country. It, therefore, recommends among others the need for the government to strengthen the existing anti-corruption agencies to enable them to enforce the proper ethical standard.

H1: There is a positive relationship between accountability and good governance

H0: There is no positive relationship between accountability and good governance

Participation

Participation is a process whereby leaders invite the public or stakeholders on issues of citizens. This can happen in several ways. Community members have to have access to information, ask for their opinion, given the opportunity to make recommendations, and be part of the decision-making process. This will improve the overall governance implementation process, economic efficiency, and effectiveness and the overall development of the country as a whole. All players of governance in the institution would set an example of a good collective participation approach. Government officials would work in close association with each other for the overall development and smooth operation of the institution concerned. In other words, everyone concerned would have an opportunity to participate freely in the governance of the institution. As a result, such good participation would help the administrative management in creating an environment of good governance. Shehu, Dollani, & Gjuta (2013) found that the level of participation and community mobilization in the Kukes

Region is not satisfactory, being mainly at low levels. The reasons for such a thing are numerous. Lack of tradition of participation, lack of information about the importance of participation, and the unwillingness of state institutions to community involvement were the major problems identified.

H1: There is a positive relationship between participation and good governance

H0: There is no positive relationship between participation and good governance

Fairness and Equity

The institutional framework that prescribes the procedures and policies of the concerned organization would be fair and enforced effectively so as to create an environment of good governance, whereas equity implies being fair and just to all concerned. It refers to material resources, specific power status, and environment that enable the institutions to achieve the desired goals and services. So far as the requirement for equity is concerned, all the institutional managers in the organization would have an equal status in discussions and have collective responsibility for its decisions. Thereby compliance with legal requirements that involve equal opportunities and anti-discrimination would be achieved. All interest groups, men or women have opportunities to improve their well-being (Legas, 2015). Jones (2009) found that recent decades have seen rising inequality and inequities in developing countries. The government is raising inequity that can and should be tackled by the development community and should be more firmly on the agenda.

H1: There is a positive relationship between fairness and equity; and good governance

H0: There is no positive relationship between fairness and equity and good governance

Responsiveness

A government institution has to respond to the needs of its citizens. Understanding the government's responsiveness to its citizens needs is a key issue while providing services to its citizens. Early responses in the decision-making process add special value to the prevalence of good governance Timothy (2002). Wijaya, Glasbergen, Leroy, & Darmastuti (2018) conducted research focusing on the performance of the institution and their action to solve and serve the people of Indonesia. Good responsiveness is still hard to apply inside their government. They suggested that recovery during disasters/issues, recovery in all aspects to healing. Responsiveness of government to supply people's needs during issues, re-identified the problem, choose what most important is and that is good responsiveness to handle and solve environmental issues.

H1: There is a positive relationship between responsiveness and good governance

H0: There is no positive relationship between responsiveness and good governance

Follows the Rule of Law

Rule of law means the decisions that are consistent with the legislation. Good governance requires government institutions to process, design, and implements the service delivery approach to serve the best interests of stakeholders within a reasonable quality and time frame. The consistency of decisions made in consonance with the rule of law is the legal competence of decision making government bodies. Johnston, M. (2006) found that avoiding excessive legislation and regulation, giving politics its place in good governance, building broad-

based support for reform, and paying close attention to incentives for leaders and citizens were the major problems.

H1: There is a positive relationship between rule of law and good governance

H0: There is no positive relationship between rule of law and good governance

Materials and Methods

Research Design

The study deals with the assessment of the implementation process of good governance while rendering services to the citizens. This type of assessment favors the use of an explanatory type of research. This study used two types of data collection methods, quantitative and qualitative, with the closed and open-ended questionnaire, interviews, and focus group discussions to capture in-depth and wider data for the analysis.

Although the result of the research might highly be dependent on the primary data that were gathered through the questionnaire, interviews, and focus group discussions, document reviews were also important to clearly understand the concepts and results of the implementation. Instead of concentrating only on the response to the structured questionnaire, the researcher triangulates the data gathered from the different sources. The importance of collecting and considering primary and secondary as well as qualitative and quantitative data is used to triangulate and supplement the diverse data generated from different sources which in return is used to make the research findings reliable.

Data quality was assured using appropriate data collection process techniques such as giving orientation to data collectors about the contents of the questionnaire and frequent supervisions; data collectors assisting the respondents in case of difficulties; the researcher's reporting problems encountered at the time of data collection immediately;

and taking appropriate measures. Questionnaires were checked for missing values and inconsistency. Those found to have lots of missing values and inconsistencies were excluded from the study and considered as non-respondent. Finally, data coding and entry were made by the principal investigator with the help of data entry professionals.

Population and Sample Size

The target population of this study is all customers receiving services from city administration offices. For the data collection, through purposive sampling, the Yeka sub-city was selected. This type of purposive selection is because of consistency, time, and cost for the study. From this sub-city, three *woreda* administration offices were selected. Kothari R. (2004) advises researchers to take the value of p = 0.5 where n would be the maximum and the sample would yield at least the desired precision. This would be the most conservative sample size assuming a 95% confidence level and P = 50%. Overton, & Stehman (1995) provided a simplified formula to calculate a sample size when information about the population is not available. Here, it is difficult to get information about the total population of the study area who is being served permanently from the institutions.

n = p q z2 / e2

Where n = desired sample size

p = population proportion (0.5)

Z = confidence level (1.96)

q = the value derived (0.5)

e = acceptable error (0.05)

The sample size in this study is 384 respondents and has been calculated drawing on the above formula. To compensate for non-responses, additional (40%) respondents were included in the study. Accordingly, 538 copies of the questionnaire were distributed to the respondents. The respondents were focused on those customers of the institutions that have been served on the particular days of data collection. After collecting and cleaning the data, 520 questionnaires were used for the analysis.

Data Collection Instruments

Primary and secondary data were gathered using data collection instruments. Primary data were collected using data collection instruments that include structured and unstructured questionnaires, interviews, and focused group discussions. The secondary data were gathered from the documents of the institutions and research findings of various scholars on the topic under investigation. In the questionnaire, there were both close-ended and open-ended non-numerical questions. The closed-ended quantitative method was organized using the Likert five scale format (considered on a 1-5 points scale, where 1 represents the lowest level of satisfaction or high disagreement, whereas 5 represents the highest level of satisfaction or high agreement). The points of scale indicate the degree of satisfaction or agreement level of the respondents. It is also used to increase the response rate and response quality along with reducing respondents' frustration level.

Data Analysis Method

After the completion of the data collection process, data screening, coding, entering, and analyzing was made so as to check the consistency and validity of data collected with different tools. Both quantitative and qualitative data were used for the analysis. Data from structured questionnaires are analyzed through both descriptive and inferential statistics using SPSS software version 25. The descriptive statistics (minimum, maximum, mean, and standard deviation) help the study to examine the general level of performance implementation in good governance. The inferential statistics (correlation and regression analysis) is also used to consider the validity and reliability of this study.

Reliability of the Instrument

According to Kothari (2004), a measuring instrument is reliable if it provides consistent results. Cronbach's alpha is a coefficient of reliability. It is commonly used as a measure of the internal consistency or reliability of a psychometric test score for a sample of examinees. Thus, for testing the reliability of the data instrument, Cronbach's Alpha is calculated to test the reliability of the research instrument. The correlation coefficient is a statistical measure of the strength of the relationship between the variables. The values range between -1.0 and 1.0. A calculated number is greater than 1.0 or less than -1. 0 indicates that there was an error in the correlation measurement. A correlation of -1.0 shows a perfect negative correlation, while a correlation of 1.0 shows a perfect positive correlation. A correlation of 0.0 shows no linear relationship between the movements of the two variables.

According to Zikmund & Griffin (2010) scales, coefficient alpha between 0.8 and 0.95 are considered to have very good quality, scales with coefficient alpha between 0.7 and 0.8 are considered to have good reliability, and coefficient alpha between 0.6 and 0.7 indicates fair reliability.

Validity of the Instrument

Content validity involves the degree to which the study is measuring what it is supposed to measure. Linear regression analysis is used to measure the statistical significance of the effect of each individual independent variable on the dependent variable through F and P-value. This measurement is made by inferring the value of R^2 to explain the magnitude of the effect of the independent variables on the dependent variable. In order to measure the effects of the independent variables on the dependent variable, a Multiple Linear Regression Equation is used. The Multiple Linear Regression Equation is described as:

Good Governance = f (EE, TO, AC, PA, FE, RE, and RL)

Y= β0+β1X1+β2X2+β3X3+β4X4+β5X5, β6X6+ β7X7

Where:-

Y = Good governance

X1 = Effectiveness and Efficiency

X2 = Transparent and openness

X3 = Accountability

X4 = Participation

X5 = Fairness and Equity

X6 = Responsiveness

X7=Rule of Law

With the help of the above-given equation, the effects of independent variables on the dependent variable are measured. β 0 is the intercept term that gives the mean effect on the dependent variable of all the variables excluded from the equation, although its mechanical interpretation is the average value of good governance performance when the stated independent variables are set equal to zero. β 1, β2, β3, β4, β5, β6, and β7 refer to the coefficient of their respective independent variable which measures the change in the mean value of good governance performance, per unit change in their respective independent variables.

Results and Discussion

Results

Responses of the Respondents

In this section, details are given to the items of the assessment on the implementation of good governance in service provisions to the citizens. The customer perception in the assessment process is used as an instrument for identifying the gap between the desired results and achieved results in the

implementation process of good governance in the institutions. As indicated in the methodology section, 538 questionnaires were distributed to the respondents out of which 520 were correctly filled and returned. In addition to the structured questionnaire, three focused group discussions and nine interviews were conducted. The results in terms of the items of the elements of the implementation results are described as follows.

As can be observed from Table 2, the respondents responded in each item of the independent variables. The responses of the individual items reveal differences among respondents. However, the mean values of all the responses of the items of the determinant factors show above the moderate level (i.e 2.5). This shows that the implementation performances of each determinant variable are well. This implies that the institution's practice is well-accepted performance in

Table 1: The average responses of the overall bundle of the determinant factors

No.	Determinant Factors		Response Level					Total
			Str. disagree	Disagree	Moderate	Agree	Str. agree	
1	Effective and efficient	Frequency	36.75	97.25	185.5	152.5	48	520
2	Transparent and open	Frequency	24.5	88.75	184	173.25	49.5	520
3	Accountability	Frequency	22.75	88.25	188.5	167.5	53.5	520
4	Participation	Frequency	19.75	92.25	191	168.75	48.25	520
5	Fairness and Equity	Frequency	20.75	71.5	187	190.75	50	520
6	Responsive	Frequency	29	104	217	132	38	520
7	Rule of Law	Frequency	30	99	208	143	40	520
	Average of Overall Responses		**26**	**92**	**194**	**161**	**47**	**520**
	Overall Percent (%)		**5**	**18**	**37**	**31**	**9**	**100**

Source: Own survey, 2020

Table 1 shows the respondents' average of the overall responses of each item of the determinant factors. The responses of the individual items are summarized under each determinant factor. Each frequency describes the average responses of each item. Accordingly, 77% of the total respondents responded to a moderate level and above while only 23% of the total respondents show below the moderate level. The result implies that the institutions practice a well-accepted performance in the implementation of good governance.

Table 2: The minimum, maximum, mean, and standard deviation values of the responses

Independent Variables	Min	Max	Mean	Std. Dev
Effective and Efficient	1.00	5.00	3.1776	.92694
Transparent and Open	1.00	5.00	3.2410	.86391
Accountability	1.00	5.00	3.2769	.86798
Participation	1.00	5.00	3.2615	.86931
Fairness and Equity	1.00	5.00	3.3827	.84657
Responsiveness	1.00	5.00	3.1337	.84258
Rules of Law	1.00	5.00	3.2990	.88255

good governance.

Correlation Analysis

The hypotheses discussed in the conceptual framework aimed to investigate the relationship between independent variables and dependent variable Correlation analysis is done to examine this relationship. The Pearson Correlation Coefficient is a statistic that indicates the degree to which two variables are related to one another. The sign of a correlation coefficient (+ or -) indicates the direction of the relationship between -1.00 and +1.00. Variables may be positively or negatively correlated. A positive correlation indicates a direct positive relationship between two variables.

Table 3: Pearson Correlation

Correlation coefficients	Strength of the correlation
From 0.01 up to 0.09	Negligible association
From 0.10 up to 0.29	Low association
From 0.30 up to 0.49	Moderate association
From 0.50 up to 0.69	Substantial association
From 0.70 and above	Very strong association

Source: Joe , Atherton, Williams and Khota (2011).

A negative correlation, on the other hand, indicates an inverse, negative relationship between two variables.

Table 3 clearly shows that the relationship between two variables will be negligible, low, moderate, substantial, or very strong.

Determining the degree of association between the determinant factors and good governance performance is the main purpose of conducting an analysis using Pearson correlation. So, in this section, the hypotheses were tested based on the correlation result summarized in table 4.

Table 4: Pearson Correlation Analysis between Independent variables and dependent Variable

	Good Governance	Effectiveness and Efficient	Transparent and Open	Account ability	Particip ation	Fairness and Equity	Responsive ness	Rules of Law
Good Governance	1.000	.789	.843	.808	.756	.648	.657	.807
Effectiveness and Efficient	.789	1.000	.799	.648	.659	.448	.409	.695
Transparent and Open	.843	.799	1.000	.794	.602	.501	.460	.667
Accountability	.808	.648	.794	1.000	.755	.561	.517	.756
Participation	.756	.659	.602	.755	1.000	.572	.469	.525
Fairness and Equity	.648	.448	.501	.561	.572	1.000	.709	.695
Responsiveness	.657	.409	.460	.517	.469	.709	1.000	.666
Rules of Law	.807	.695	.667	.728	.525	.695	.666	1.000

Correlation is significant at the 0.01 level (1-tailed).

Table 4 describes the correlation analysis between the independent variables and the dependent variable; and among the independent variables. The result shows that the existing practices of effectiveness and efficiency (r= 0 .789, p<0.01), transparency and openness (r= .0.843, p<0.01), accountability (r= .0.808, p<0.01), participation (r= .0.756, p<0.01) and rule of law (r= .0.807, p<0.01) have very strong association, positive relationship and statistical significant. Fairness and Equity (r=

.0.648, p<0.01) and responsiveness (r= .0.657, p<0.01) have substantial association, positive relationship and statistical significant. Therefore, the entire null hypotheses (H0) are rejected.

Regression Analysis

Regression analysis is a systematic method that is used to investigate the effect of one or more predictor variables on the dependent variable. Regression analysis is a reliable method of identifying which variables have an impact on a topic of interest. The process of performing a regression allows us to confidently determine which factors matter most, which factors can be ignored, and how these factors influence each other. Thus, this multiple regression is used in order to investigate the effect of the overall bundle of selected determinant factors on the dependent variable. The coefficient of determination (denoted by R^2) is a key output of regression analysis. It is interpreted as the proportion of the variance in the dependent variable that is predictable from the independent variable. The coefficient of determination is the square of the correlation (r) between the predicted variable and actual variable; thus, it ranges from 0 to 1.An R^2 between 0 and 1 indicates the extent to which the dependent variable is predictable.

Table 5: Multiple Linear Regression Equation Summaries

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig.
1	.937	.878	.876	.24740	.878	526.050	7		.000

a. Predictors: (Constant), effective and efficient, transparent and open, accountability, participation, fairness and equity, responsiveness, rules of law

b. Dependent Variable: Good Governance

As shown in table 5, the overall bundle of determinant factors explains 87.8 % (R^2 = 0.878) of the dependent variable. This suggests that 87.8 % of good governance level in the institutions clearly depends on the independent variables while the remaining 12.2 % is determined by other

unaccounted factors in the study. If the P-value for the F-test of the overall significance test is less than the significance level, the null hypothesis can be rejected and conclude that the model provides a better fit. The result F= 526.050 which is greater than 1 and P<0.01 indicates that the combination of determinant factors have a positive effect on good governance which is statistically significant at 99%.

Table 6 compares the relative contribution of each independent variable by taking the beta value under the standardised coefficients. The higher the beta value indicates its strongest contribution to the dependent variable. Accordingly, effectiveness and efficiency (Beta=0.187) makes the strongest contribution in explaining the dependent variable in which the results revealed that, a one unit increase in effectiveness and efficiency would lead to a 0.187 unit increase the level of good governance and followed by both transparency and opens; and responsiveness (B=0.185).

participation have a statistically significant contribution (Sig < 0.05) for the prediction of the dependent variable. On the other hand, participation (Sig. = 0.416) shows that statistically less effect to make a significantprediction. The equation of multiple regressions is built on the dependent variable and independent variables. The objective of using the regression equation is to make it more effective at describing and predicting the stated variables based on their contributions to the dependent variable. Therefore, using the result in the regression coefficient described in table 6, the estimated regression model is shown below.

$Y = 0.161 + 0.187 X1 + 0.185X2 + 0.124X3 + 0.022X4 + 0.122X5 + 0.185X6 + 0.107X7$

Good Governance = 0.161 + 0.187 effectiveness and efficiency + 0.185 transparent and openness + 0.124 accountability + 0.022 participation + 0.122 fairness and equity + 0.185 responsiveness + 0.1078 rule of law.

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.161	.053		3.037	.003
	Effectiveness and efficiency	.187	.019	.246	9.911	.000
	Transparent and openness	.185	.031	.227	6.049	.000
	Accountability	.124	.023	.153	5.336	.000
	Participation	.022	.026	.027	.815	.416
	Fairness and equity	.122	.017	.146	7.206	.000
	Responsiveness	.185	.016	.221	11.558	.000
	Rule of law	.107	.032	.134	3.324	.001

N=520, Adjusted R Square = 0.881, F = 551.081, Durbin-Watson= 1.995, overall model significance = 0.000 level

Table 6 shows accountability, fairness and equity; rules of law and participation contribute to the dependent variable with beta values of B= 0.124, B=0.122, B=0.107, and B= 0.022 respectively. The statistical significance of each variable from Table5 also shows that independent variables except

The beta value of the independent variable (effectiveness and efficiency) is 0.187 with t value of 9.911 and a significant level of .000. The beta value of the independent variable (transparent and openness) is 0.185 with a t value of 6.049 and a significant level of .000. The beta value of the independent variable

(accountability) is 0.124 with a t value of 5.336 and a significant level of .000. The beta value of the independent variable (participation) is 0.002 with a t value of 0.815 and a significant level of .416. The beta value of the independent variable (fairness and equity are 0.122 with a t value of 7.206 and a significant level of .000. the beta value of the independent variable (responsiveness) is 0.185 with a t value of 11.558 and a significant level of .000. the beta value of the independent variable (rule of law is 0.107 with t value 3.324 and a significant level of .001. This beta value indicates the amount of change in the dependent variable due to changes in independent variables. All independent variables have a positive and strong impact on good governance. Though participation has a positive relationship with the dependent variable, it has a weak impact.

Discussion
Performance – Effectiveness and Efficiency

Good governance requires all concerned institutions to perform effectively and efficiently as per their assigned functions, operations, roles, and responsibilities assigned. Good governance implies the processes implemented by the organisation to produce favorable results meet the needs of its stakeholders while making the best use of resources – human, technological, financial, natural, and environmental. According to Hailu (2018), Abuhay (2015), and Alemu (2011), the inefficiencies and ineffective processes of organisational structure and management practices affected the governance system of the public sectors in Ethiopia. Despite the endowed resources of the country that can bring about economic miracles and development in the country, due to poor governance, the country is one of the lowest in any of the economic and social indicators (Dibaba, 2015).

However, the findings of this study indicate that customers get favorable results. The

institutions' performance in effectiveness and efficiency is well which is acceptable. The institutions work effectively as per the customers' demand; use public resources effectively; provide quality services to their customers and have follow-up and supporting systems. Though the performance shows favorable results, the variable is not free from some limitations. Lack of infrastructures; low awareness in the system of resource utilization; low commitment of service provisions; lack of service quality; and lack of basic necessary knowledge, skills, and attitude of service providers were the major limitations.

Transparency

Transparency indicates that public information should be accessible in an easily understandable system that should be freely available and directly accessible to stakeholders or citizens who will be affected by the policies, strategies, and practices of the government. The institution should also evaluate the progress of the implementation made towards the targets and disclose it along with other relevant information as required by the citizens. The executives in the concerned institution should be as open as possible about all the decisions and actions that they take. Openness as a leadership quality has many important things in it. The first and important quality of openness is a change or new idea acceptance by leadership (Legas, 2015). According to Hailu (2015), the institutions have not been found perfectly effective in transparency. This study found different results. The institutions have policies and strategies; distribute all information openly and timely to the public. However, lack of openness and transparency in decision-making processes; lack of trustworthiness, and shortage of information accessibility were the major problems identified.

Accountability

Government institutions are accountable to the applicable rules of law. According to Legas, (2015), accountability is an important quality for effective leadership. Though the implementation of accountability is representative of a successful public sector institution reform program, its implementation process is complex (Worku, 2013). According to Bekele (2013), the autocratic or patron-client relations in the political process, the involvement of public servants in private business, poor service conditions, the decline of professionalism, and ethnicity contributed to the deterioration of accountability in Ethiopia. However, this study reveals a different result. The findings of the study indicate favorable results in terms of accountability. Weak accountability in decision-making processes; high level of corruption and discrimination; and misunderstanding as they are accountable to their customers are the major problems identified.

Participation

Participation refers to a process whereby leaders engage citizens or stakeholders on their issues. Citizens have to have access to information, ask for their opinion, given the opportunity to make recommendations, and be part of the decision-making process. This will improve the overall development of the country. In other words, everyone concerned would have an opportunity to participate freely in the governance of the institution. As a result, such good participation would help the administrative management in creating an environment of good governance (Khanna, 2017). Hailu (2018), and Legs (2015) found that the societal participation is in progress but the participants of women and youth is constrained by harmful traditional practices. However, the findings of the study indicate favorable results in terms of participation. The institutions involve all customers while making core decisions; listen to the voice or ideas of the customers; the customers have the practical right to express their ideas freely. However, weak accountability in decision-making processes and unfair opportunities in participation were the major problems identified.

Leadership direction and strategic vision: - Leadership is about setting the directions, developing the culture of the organization, determining its principles and values, and motivating the people in the organization to commit themselves to those principles and values. Leaders would plan and direct an appropriate strategy. They would also make effective arrangements to ensure that a good management system, including a decision-making system, is in place for the satisfactory operation and management of the institution (Oziegbe, 2015). According to Chanyalew (2014), the performance of Addis Ababa city administration indicated that there is an ill commitment of leaders at all levels of the administration. The poor capacity and absence of skilled staff resulted in poor service delivery processes. The magnitude of the challenges is more prescribed at the Woreda administration office level where more services are required from citizens of the city. Lack of effective leadership is the main cause of Africa's lagging behind from the rest of the world (Hasen, 2013). The findings of the study indicate favorable results in terms of leadership style with some limitations. The institutions have work commitment; have leadership skills; have an institutional vision; treat all customers equally. Lack of leaders' administrative skills and knowledge; lack of implementing policies directed from the regional government; weak interaction and relationship between people and leaders; Low awareness in understanding the vision of the institutions; and lack of strategic planning for the implementation processes were the major problems identified.

Fairness and Equity Responsiveness and Following the Rule of Law

The institutional framework that prescribes the procedures and policies of the concerned organization would be fair and enforced effectively so as to create an environment of good governance. Thereby compliance with legal requirements that involve equal opportunities, consensus, and anti-discrimination would be achieved. Consensus oriented decision-making process is a decision system that seeks the agreement of most stakeholders. The consistency of decisions made in consonance with the rule of law is the legal competence of decision making government bodies. According to Chanyalew (2014), Legas (2015), and Hailu (2018), the institutions are characterized by poor performance. However, the findings of the study indicate favorable results in terms of the variables with some limitations. The institutions provide fair decisions to their customers equally; consider gender equality while providing services; consider religious and cultural equality; have the intention to work on consensus-oriented ideas; provide services timely, quality services and less cost response to the questions of the customers; and provide services according to rules and regulations of the institutions.

However, lack of awareness in balancing the needs of all customers and lack of speedy response to the citizens were identified as limitations pinpointed from the open-ended questions, focus group discussions, and interviews. Similarly, limitations in the complaint handling system; lack of empowerment, and lack of continuity in applying the rule and law were also pointed as problems.

Generally, the findings from previous researches and this study revealed different results in the implementation of the elements of good governance. The root causes of each element were different from study to study. It can be said that it is difficult to expect similar findings from different study areas.

Conclusion and Recommendation

The overall practices of good governance in the study area show that the institutions have been found to have well-accepted performance in the light of the elements of good governance. The quantitative performance in the implementation of all the elements of good governance is acceptable. However, the interviews and focus group discussions showed both positive results and limitations. The positive practices dominated the limitations. Although implementation practices of good governance have brought about tangible results, it was not free from some limitations. Challenges such as lack of infrastructures; low awareness in the system of resource utilization; low commitment in service provisions; lack of service quality; weak accountability in decision-making processes; high level of corruption and discrimination; unfair opportunities in participation; lack of service provision skill and knowledge of staffs; low awareness in understanding the vision of the institutions; and lack of continuity in applying the rule of law were tobserved.

Therefore, the institutions should highlight successful parts of the implementation process that should be developed and limitations that should deserve the attention of concerned bodies of the institutions to take corrective measures. Based on the findings and conclusion made, I have come up with the following recommendations.

- To bring effective and efficient performance, the institutions should use resources with commitment and evidence-based strategies for improvement in producing favorable results that meet the needs of the citizens. The institutions should improve efficient and effective service provisions by

creating greater transparency, accountability, and applying resource maximization principles. The institutions' staff should respect the rules and regulations of the institutions without any preconditions. Citizens have to proactively participate in all aspects of the governance process. Participation needs to be informed and organized, including freedom of expression and concern for the best interests of the stakeholders. Public institutions should allocate the citizens' resources fairly and reasonably to all without discrimination based on ethnicity, gender, economic level, and political view.

- To practice transparency and openness, the institutions should build on the free flow of information. The institutions have been obliged to the rights and duties of the governance. The customers have been served with decisions that are consistent with the rules and regulations of the government. The institutions developed the goal congruence among the multicultural of customers and mitigated the objections of the minority to reach a broad consensus of what in the best interest of the citizens. The customers have been responsively provided their basic needs.

- To promote the participation of stakeholders, the institutions should practice community-based organizations. The institutions should have customers' feedback systems. The institutions should listen to customers, collect information, and analyze the data to see any trends in customers' expectations. The stakeholders who directly represent the society can strongly contribute to building good governance in the institutions.

- To provide early and timely responses to citizens, the institutions should automate the organizational structure at a one-stop shopping system. Institutions have to be proactive and quick in giving solutions for complaints of the customer.

According to the Rule of the law of the public institutions, all service providers should be under the law. Government institutions should be abided by the laws of the city administration.

- To upgrade the knowledge, skills, and attitude of employees, institutions should provide continuous capacity building training in the area of good governance to the leaders and staff. Institutions in any of their activities are expected to be active. Institutions should correct delaying and long processes while serving the society or user understanding that customers are hurting.

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Ethics Approval

NA

Availability of Data and Materials

The data along with the surrey questionnaire may be made available and accessible at the University data centre

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