



**T.C.**

**VAN YUZUNCU YIL UNIVERSITY  
GRADUATE SCHOOL OF SOCIAL SCIENCES**

**PUBLIC ADMINISTRATION DEPARTMENT**

**GOOD GOVERNANCE AS A NEW CONCEPT OF PUBLIC  
ADMINISTRATION: A STUDY IN KRG'S DEPARTMENTS IN  
ERBIL**

**MASTER THESIS**

**Dilshad Mala SAEED**

**VAN-2019**

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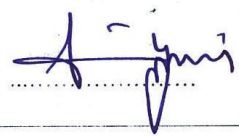
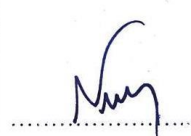


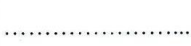
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**Dilshad Mala SAEED**

**SUPERVISOR**

**Doç. Dr. Ferit İZCİ**

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<p>Dilshad Ma'a SAEED tarafından hazırlanan "GOOD GOVERNANCE AS A NEW CONCEPT OF PUBLIC ADMINISTRATION: A STUDY IN KRG'S DEPARTMENTS IN ERBIL" adlı tez çalışması aşağıdaki jüri tarafından OY BİRLİĞİ / OY ÇOKLUĞU ile Yüzüncü Yıl Üniversitesi <b>Kamu Yönetimi</b> Anabilim Dalında <b>YÜKSEK LİSANS TEZİ</b> olarak kabul edilmiştir.</p>	
<p><b>Danışman:</b> Doç. Dr. Ferit İZCİ Kamu Yönetimi, Yönetim Bilimleri Anabilim Dalı, Van Yüzüncü Yıl Üniversitesi Bu tezin, kapsam ve kalite olarak Yüksek Lisans Tezi olduğunu onaylıyorum/onaylamıyorum</p>	
<p><b>Başkan :</b> Prof. Dr. Menaf TURAN Kamu Yönetimi, Kentleşme ve Çevre Sorunları Anabilim Dalı, Van Yüzüncü Yıl Üniversitesi Bu tezin, kapsam ve kalite olarak Yüksek Lisans Tezi olduğunu onaylıyorum/onaylamıyorum</p>	
<p><b>Üye :</b> Dr. Öğr. Üyesi Cemal ÖZTÜRK Kamu Yönetimi, Yönetim Bilimleri Anabilim Dalı, Bitlis Eren Üniversitesi Bu tezin, kapsam ve kalite olarak Yüksek Lisans Tezi olduğunu onaylıyorum/onaylamıyorum</p>	
<p><b>Yedek Üye :</b> Doç. Dr. Seyfettin ASLAN Siyaset Bilimi ve Kamu Yönetimi, Siyaset ve Sosyal Bilimler Anabilim Dalı, Dicle Üniversitesi Bu tezin, kapsam ve kalite olarak Yüksek Lisans Tezi olduğunu onaylıyorum/onaylamıyorum</p>	
<p><b>Yedek Üye :</b> Unvanı Dr. Öğr. Üyesi Barış KANDEĞER Kamu Yönetimi, Siyaset ve Sosyal Bilimler Anabilim Dalı, Van Yüzüncü Yıl Üniversitesi Bu tezin, kapsam ve kalite olarak Yüksek Lisans Tezi olduğunu onaylıyorum/onaylamıyorum</p>	
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Doç. Dr. Bekir KOCALAR  
Sosyal Bilimler Enstitüsü Müdürü



## BİLİMSEL ETİK BİLDİRİMİ

Yüksek Lisans tezi olarak hazırladığım [**GOOD GOVERNANCE AS A NEW CONCEPT OF PUBLIC ADMINISTRATION: A STUDY IN KRG'S DEPARTMENTS IN ERBIL**] adlı çalışmanın öneri aşamasından sonuçlanmasına kadar geçen süreçte bilimsel etiğe ve akademik kurallara özenle uyduğumu, tez içindeki tüm bilgileri bilimsel ahlak ve gelenek çerçevesinde elde ettiğimi, tez yazım kurallarına uygun olarak hazırladığım bu çalışmamda doğrudan veya dolaylı olarak yaptığım her alıntıya kaynak gösterdiğimi ve yararlandığım eserlerin kaynakçada gösterilenlerden oluştuğunu beyan ederim.

İmza

Dilshad Mala SAEED

.../.../ 2019

## **DECLARATION OF ORIGINAL AUTHORSHIP**

I affirm that the Master Thesis titled [**GOOD GOVERNANCE AS A NEW CONCEPT OF PUBLIC ADMINISTRATION: A STUDY IN KRG'S DEPARTMENTS IN ERBIL**] is my inventive work, and hereby certify that unless sources stated, all work contained within this master thesis is my independent research effort and has not submitted for the award of any other degree at any institution, except where due acknowledgment is made in the text.



Signature

Dilshad Mala SAEED

.../.../ 2019

## DEDICATION

I dedicated this master thesis to my family associates, generally to my father and my much-loved mother, so, your life teachings and constant support always appreciated.

I also dedicated to my friends Dr. Khalid Mala, Rebaz Yousif, Shorsh Khalid, Shorsh Mohammed, and Azhi Khalil; you are the pillars that I will always lean on. Thank you for your beautiful and lovely presence, thank you for giving meaning to life.



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## ÖZET

### YENİ BİR KAMU YÖNETİMİ ANLAYIŞI OLARAK İYİ YÖNETİŞİM: ERBİL'DE KRG'S DEPARTMANLARI ÜZERİNDE BİR UYGULAMA

Dilshad Mala SAEED

Danışman: Doç. Dr. Ferit IZCI

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Bu çalışmanın amacı, iyi yönetişimin anlayışının ve iyi yönetişim bileşenlerinin ve KRG'nin Erbil kentinde planlama bakanlığının hizmet birimlerinin performansı üzerindeki etkisini incelemektir. İyi yönetişim, devlet ve vatandaşlar arasındaki işbirliğine dayanan entegrasyonu ve uzun vadeli bir stratejinin varlığını gerektirir. Vatandaş ve kamu kurumlarının katılımı üzerine bine edilen yönetişim, hesap verebilirlik ve şeffaflık gibi konularda yasal düzenleme yapmayı gerekli kılmakla birlikte, vatandaşlar tarafından meşruiyeti kabul edilen, etkili ve oldukça güçlendirilmiş bir devletin şeffaf bir siyaset yapma yeteneğine sahip olmayı da gerektirir. Bu nedenle, bu çalışma iyi yönetişim hedeflerini, reform çabalarıyla karşı karşıya kalınan temel zorlukları, başarılı iyi yönetişim çabalarının örneklerini ve hem katılımı hem de kurumları iyileştirmeye yönelik eylem adımlarını ele almaktadır.

Kamu yönetimi ve süreçlere katılım konuları, kalkınma sorunlarının planlanması ve giderilmesinde hayati bir role sahiptir. Aynı şekilde, hükümetin siyasi vaatlerini yerine getirme ve belirli fonksiyonları yapma kapasitesine sahip olması devletin meşruiyeti için belirleyicidirler. Kamu yönetiminde iyi yönetişim bu sorumluluğun önemli bir kolaylaştırıcısıdır. Yerel düzeylerde yürürlüğe giren mekanizmalar ve bu sistemleri içeren yöneticiler, politikanın harekete geçtiği ve devletin işlev ve hizmetlerinin tahsis edildiği kanaldır.

Katılım, devlet ile vatandaş arasında müzakere edici bir ilişki kurmak için hayati öneme sahiptir. Bununla birlikte, paydaşıktan kastedilen, kritik konularda destekçilik rollerinin vurugulanmasıdır. Tabii ki, en önemli aktör kamu yönetimi, olduğu için kamu yönetimini örgütsel bir yapı, bir sistem, bir işlev, bir kurumsal yapı, prosedürler ve süreçler veya kamu otoritesinin kullanılmasındaki rollerinin kavramsal çerçevesinin belirlenmesi mgerekir.

Bu çalışma, iyi yönetim anlayışının kamu sektöründe görev yapan yönetici ve personelce nasıl algılandığı konusunu analiz etmektedir. Amaç, iyi yönetim algısının kamu hizmetlerindeki performansa yansımaları ortaya çıkarmaktır. Elde edilen sonuçlara dayanarak, iyi yönetim uygulamasıyla, özellikle KRG'de topluma hizmet sunumunda etkili olan kamu kurumlarının performansı belirlenmiş olacaktır.

Yapılan çalışmada, kamu hizmetinin toplumun talep ve beklentilerini başarıyla karşılayabilmesi için yöneticiler, çalışanlar ve vatandaşlar gibi tüm katılımcıların yoğun çaba ve işbirliğine ihtiyacı olduğu ortaya çıkmıştır.

Buna karşılık, katılımcıların iyi yönetime dair sorulara verdikleri yanıtlar, bağımsız değişkenin tüm bileşenlerinin Erbil'de planlama bakanlığında kamu idaresinin hizmet performansına etki ettiğini göstermektedir. Bununla birlikte, şeffaflık ve hesap verilebilirlik kamu yönetimi hizmeti performansı üzerindeki etkilere ilham veren kritik bileşenlerdir. Katılım ise bu iki bileşene kıyasla daha düşük bir etkiye sahiptir.

Bu, tanımlayıcı istatistiklerin sonuçlarının Erbil kentinde planlama bakanlığının birimlerinde sosyal ağları ve sosyal medyayı içeren birçok bilgi kaynağı olduğunu doğruladığı anlamına gelir. Medya bir propaganda aracı olarak kullanılmazken, medya ücretsizdir ve hükümet tarafından yönetilmez; insanlar kendiliğinden bilgi edinirler.

Erbil kentinde planlama bakanlığının birimlerindeki liderlik dikkate alınırken, yetkililer ve politikacıların yanı sıra, hükümetin halka hizmet etmesi de hesaba katılır. Burada önemli olan uyum ve fikir birliğidir, bu da doğrudan hatalar hakkında konuşmayı gerektirir. Bu bağlamda, elde edilen sonuçlar kamu yönetiminde iyi yönetimin uygulanmasının bakanlık birimlerinde etik olduğunu göstermektedir. Erbil kentindeki planlama bakanlığı birimlerinde iyi yönetim uygulamaları konusunda yüksek düzeyde bir farkındalığın bulunmasının yanı sıra, iyi yönetim konusunda katılım sağlayan çalışanların hak ve görev bilinci yüksek aynı zamanda kendi birimlerinde etkin hizmetlerde bulunan kişiler olduğu gözlemlenmiştir.

Bununla birlikte, birim çalışanları, en üst ya da güçlü organlarının kim olduğu hakkındaki farkındalıkları yüksek düzeydedir. Erbil kentinde planlama

bakanlığının birimlerinde çalışan yönetim kurulu üyeleri görev ve sorumluluklarını bilmektedir. Ayrıca, yönetim kurulu üyeleri Erbil kentinde planlama bakanlığı bölümlerindeki üyelere ve Erbil halkına karşı şeffaftır. Sonuçlar günlük kamu yönetimi faaliyetlerine, birim üyelerinin oldukça iyi bir katılım sağladıklarını göstermiştir. Bununla birlikte, liderler ve bölüm çalışanları genel kurul toplantılarına düzenli olarak katılım sağladıkları tespit edilmiştir.

Varyans analizi (ANOVA) testi, anket örneklerinin özelliklerine göre, anket örnekleriyle iyi yönetişime ve kamu idaresine verilen cevaplar arasında önemli bir fark olmadığını göstermiştir. Çalışma aynı zamanda iyi yönetişim ile kamu yönetimi arasındaki pozitif ve anlamlı korelasyonu ortaya çıkarmıştır, ancak sonuçlar şeffaflık ve katılımın değişken kamu yönetimi ile yüksek pozitif ve anlamlı korelasyonu olduğunu netleştirirken, hesap verebilirliğin kamu yönetimi ile karşılaştırıldığında daha düşük korelasyona sahip olduğunu göstermiştir.

Ayrıca, regresyon analizi sonuçları istatistiksel olarak iyi yönetişimin ve tüm bileşenlerinin kamu yönetimi hizmeti performansındaki önemli etkilerinin olduğunu, ancak şeffaflığın ve katılımın yüksek etkilerinin olduğunu ortaya koymuştur, düşük olan ise iyi yönetişimin bileşenleri arasındaki hizmet sorumluluğu idi. Sonra, varılan sonuçlar, çalışanların, iyi yönetişim üzerinde hemfikir olduklarını ve iyi yönetişim bileşenlerinin kamu idaresinin ilgi çekici performansına ulaşmada dinamik bir etkiye sahip olduğunu kabul ettiklerini ortaya koymuştur. Kamu yönetimindeki liderlerin veya yöneticilerin, çoğu zaman kamu hizmetindeki müşteri memnuniyeti üzerinde daha fazla önem kazandıkları görülmektedir.

Frontline kamu çalışanlarının devlet daireleri veya bakanlıklar içindeki rolü, bakanlıkların vatandaşa bakan yüzünü gösterdikleri için oldukça önemlidir. Bu nedenle vatandaşların kamu çalışanlarınca doğru tür davranışlar görmeleri için iyi yönetim uygulamaları, bu departmanların insan kaynakları yönetimi etrafında inşa edilmesi gerekmektedir. Bununla birlikte, iyi yönetim şeffaflık, hesap verebilirlik ve katılım gibi özelliklere odaklanmalıdır.

Bu çalışma, kamu yöneticilerinin görevlerini yerine getirmede aktif olmalarını önermektedir. Bu nedenle, kamu kurumlarının günlük faaliyetlerini planlamalı ve kontrol etmeli ve eylemlerinin hesabını veren yönetim hesapları ve

raporları hazırlamalıdır. Memurlar ve politikacılar aracılığıyla hükümet halka etkili bir şekilde hizmet etmeli, yetkilileri ve politikacıları sorumlu tutmak için etkili bir mekanizma benimsenmeli, bunun yanı sıra mükemmel bir uyum sağlanmalı ve yapılan hatalar hakkında doğrudan konuşulmalıdır.

Araştırmacı ayrıca, KRG'deki kamu departmanları için kamu hizmetlerinin güvenilirliğine ve farkındalığına yardımcı olacak reform kurallarının var olması, sürdürülebilir ve sürekli kullanıma imkan vermesinin kritik önemde olduğunu ifade etmektedir. Kamu yöneticileri aracılığıyla kamu hizmetlerini doğru bir şekilde tamamlamak için departman ve kullanıcılar hakkında doğru bilgiler edinmenin yanı sıra, doğrudan talepler ve hizmetlerin zamanında yapılması da oldukça önemlidir. Bu nedenle, iyi yönetim uygulamaları, kamu hizmeti yetkililerinin günlük rutin işleri haline gelmelidir. Zaten iyi yönetim, kabul edilebilir bir yönetim ve hizmet sunumu sürecini kolaylaştırmak için bağımsız değerlerin talep edilmesiyle ilgilidir.

Araştırmacı, KBY'nin kamu bakanlıklarının veya bakanlıklarının kamu personeli için eğitim programlarını geliştirmelerini, bu programların kamu yönetiminin öncü kültür ve normları hakkındaki bilinci arttırmayı ve bilgiye dayalı bir eylem planının hazırlanmasını hedeflemektedir. Aynı şekilde, bu çalışma kamu kuruluşlarına rehberlik edecek ülke kanunlarının, yönergelerinin, kurallarının ve düzenlemelerinin kamu mal ve hizmetleri sunmak için ne yapması gerektiğini tasarlamak için uygun araçların neler olduğunu açıklamaktadır. Ayrıca, iyi yönetim uygulamalarının, kişilerin görev ve sorumluluklarını insanların çıkarlarına en uygun şekilde yerine getirmenin yanı sıra, insanları ilk sıraya koyma algılarını da artırdığını ortaya koymaktadır. Ayrıca, şeffaflık, hesap verebilirlik ve katılım iyi yönetim uygulamalarının ve dolayısıyla etkin ve verimli kamu hizmeti performansının önemli bileşenleridir.

**Anahtar Kelimeler: İyi Yönetişim, Şeffaflık, Katılım, Sorumluluk, Kamu Yönetimi ve Kamu Hizmetleri**

**ABSTRACT**  
**GOOD GOVERNANCE AS A NEW CONCEPT OF PUBLIC  
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Dilshad Mala SAEED  
Master Thesis  
Supervisor: Prof. Dr. Ferit IZCI  
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The purpose of this study is to examine the relational effect of the good governance, and its components as a new concept of public administration on the public services performance of the departments of the KRG's ministry of planning in Erbil city. While good governance needs an integrated, long-term strategy built upon cooperation between government and citizens, it comprises both participation and institutions, accountability, and transparency are procedural and legal issues at some levels, nevertheless interactive to produce government that is legitimate, effective, and widely reinforced by citizens, as well as a civil society that is stable, open, and capable of playing a decisive role in politics and government. Thus, this study considers goals for good governance, key challenges confronting efforts at reform, examples of successful good-governance efforts, and action steps for improving both participation and institutions.

Public administration topic is realized and participate in planning for a vital role in overall development issues. It is critical to the legitimacy of the State that lies in its ability to fulfill its promises and political performance of specific functions. Good governance in public administration is a crucial facilitator of this responsibility. The mechanisms that are applied at the local officials who composed of these systems is the channel through which the policy becomes action; the State allocates any functions and services. Participation is vital to facilitate the political relationship between the State and citizens.

Nevertheless, if we talk about participation, the critical element is to highlight who must be the promoter. Besides of course the most substantive part is the public administration, the best representative. So, conceptualizing public administration as an organizational structure, a system, a function, an institutional construct, procedures, and processes or just a set of practices in the exercise of public authority.

This study tested the correlation between good governance and the public administration through gaining perspectives from a survey sample of the leaders and public employees. Consequently, the researcher applied the effect of good governance in this correlation to aid in achieving the effective public services performance of the public administration. Based on the results the good governance practice is an essential factor that effects are achieving the effective public administration performance particularly in service delivery to society in KRI. While, for public service to successfully meet the demands and expectations of society it needs concentrated efforts and cooperation of all participants like leaders, employees, and citizens.

Conversely, the responses on good governance explained that all components of the independent variable would effect on service performance of the public administration in the ministry of planning in Erbil. Nevertheless, transparency and accountability, respectively the critical components that are inspiring to the effect on public administration service performance, then, the participation has the lowest effect compared to the other two components. So, it means that the results of descriptive statistics confirm that there are many information sources which include social networks and social media in the departments of the ministry of planning in Erbil city. While the media not used as an instrument of propaganda, the media is free and not managed by the government; people spontaneously obtain information.

While the leadership in the departments of the ministry of planning in Erbil city takes on the account, besides the officials and politicians usually, account for the government to serve the people. The most significantly harmony and consensus is essential and requires to talk directly about mistakes. In this regard, the results of good governance practice in public administration that the implement of good governance ethical in departments. As well as a high level of awareness on good governance practices in the departments, besides good governance in this public department practiced by the rule of law, however, the good governance participants' awareness of rights and duties in their efficient service in the departments of the ministry of planning in Erbil city.

However, awareness of departments members about who is their supreme or powerful organ. While the governance board members' awareness of their duties and

responsibilities in the departments of the ministry of planning in Erbil city. Besides, the good governance board members are transparent to members and the public in the departments of the ministry of planning in Erbil city. Consequently, the results showed good participation of members in the daily public administration activities. Although, leaders and departmental members attend general assembly meetings.

The variances analysis (ANOVA) test indicated that there aren't significant differences between the survey sample replies toward good governance and the public administration, according to the survey sample's characteristics. The study also found the positive and significant correlation among good governance and the public administration, however, the results clarify that transparency and participation have high positive and significant correlations with the variable public administration, whereas accountability has the lower correlation with public administration, compared to the other two components.

**Keywords: Good Governance, Transparency, Participation, Accountability, Public Administration, and Public Services**

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## ABBREVIATION AND SYMBOLS

<b><u>Abbreviation</u></b>	<b><u>Explanation</u></b>
<b>WEO</b>	: World Economic Outlook
<b>IMF</b>	: International Monetary Fund
<b>UNDP</b>	: United Nations Development Program
<b>WGI</b>	: Global Governance Indicators
<b>RCPAR</b>	: Regional Centre for Public Administration Reform
<b>NPA</b>	: New Public Administration
<b>DS</b>	: Descriptive Analysis
<b>R</b>	: Correlation
<b>R<sup>2</sup></b>	: R Square
<b>MLRA</b>	: Multiple Linear Regression Analysis
<b>F</b>	: ANOVA Test
<b>DF</b>	: Degree of Freedom

# **CHAPTER ONE**

## **AN INTRODUCTION TO THE STUDY**

### **1. GENERAL INTRODUCTION**

The critical role of good governance in public administration is an excellent subject to debate and academic analysis. While the current global reconsideration of state functions, government officials and civil servants arises from two primary sources; the first is globalization and its effects on what governments should do to adapt. Besides, respond to economic, social and political trends and the rapidly changing international technology; the other is the growing dissatisfaction among citizens in many countries government functions and services provided by public administrations.

However, the improvement of governance requires a long-term integrated strategy based on collaboration among the government and citizens and includes all of the participating institutions. The rule of law, accountability, and transparency are the technical and legal issues on some levels, nevertheless cooperating to yield a real government, valid and widely supported by the citizens, in addition to a vibrant civil society, open and able to play a decisive role in politics and Governance. So, this is the primary study targets for good governance and reform efforts facing crucial contests, and examples of successful good governance efforts and action step to improve participation and institutions. Moreover, good governance comprises much more than the power of the State or the political willpower. The rule of law, transparency, and accountability are just technical questions regarding administrative procedures or institutional design. They are the results of democratization processes driven not only with committed leadership, but also the contribution of groups and interests in social processes, and debate among themselves, which are most effective when and abide by legitimate and effective institutions.

However, the study tested the correlation between good governance and the public administration through gaining perspectives from a survey sample of the leaders and public employees. Consequently, the study applied the effect of good governance in this correlation to aid in achieving the effective public services

performance of the public administration. Based on the results the good governance practice is an essential factor that affects public administration performance particularly in service delivery to society in KRI. While, for public service to successfully meet the demands and expectations of society it needs concentrated efforts and cooperation of all participants like leaders, employees, and citizens.

Conversely, the responses on good governance explained that all components of the independent variable would effect on service performance of the public administration in the ministry of planning in Erbil. Nevertheless, transparency and accountability, respectively the critical components that are inspiring to the effect on public administration service performance, then, the participation has the lowest effect compared to the other two components. So, it means that the results of descriptive statistics confirm that there are many information sources which include social networks and social media in the departments of the ministry of planning in Erbil city. While the media not used as an instrument of propaganda, the media is free and not managed by the government; people spontaneously obtain information.

While the leadership in the departments of the ministry of planning in Erbil city takes on the account, besides the officials and politicians usually, account for the government to serve the people. The most significantly harmony and consensus is essential and requires to talk directly about mistakes. In this regard, the results of good governance practice in public administration that the implement of good governance ethical in departments. As well as a high level of awareness on good governance practices in the departments, besides good governance in this public department practiced by the rule of law, however, the good governance participants' awareness of rights and duties in their efficient service in the departments of the ministry of planning in Erbil city.

However, awareness of departments members about who is their supreme or powerful organ. While the governance board members' awareness of their duties and responsibilities in the departments of the ministry of planning in Erbil city. Besides, the good governance board members are transparent to members and the public in the departments of the ministry of planning in Erbil city. Consequently, the results showed good participation of members in the daily public administration activities. Although, leaders and departmental members attend general assembly meetings.

The variances analysis (ANOVA) test indicated that there aren't significant differences between the survey sample replies toward good governance and the public administration, according to the survey sample's characteristics. The study also found the positive and significant correlation among good governance and the public administration, however, the results clarify that transparency and participation have high positive and significant correlations with the variable public administration, whereas accountability has the lower correlation with public administration, compared to the other two components.

Furthermore, the regression analysis results found that statistically there are significant effects of good governance and all its components in the public administration service performance, but the high effects of the transparency and participation, while the lower one was service accountability between components of good governance. Then, the conclusions agree on that good governance, and its components play a dynamic effect in achieving public administration's compelling performance.

This study will divide into four chapters: Chapter one address the background of the study, the problem statement, the study purpose, importance of the study, the study questions, the conceptual study model, hypothesis, and the study limitation. While, chapter two discusses the concept and definition of governance and good governance, the principles of good governance, the characteristics of good governance, and the elements of good governance.

Moreover, chapter three focus on the study methodology that contained the study approach and design, the study population, the study sampling, data collection procedures, data analysis, and factor analysis. While, chapter four addresses the analysis and findings, the conclusions of the results presented along with recommendations, and implications.

### **1.1. The Background of the Study**

Keping (2018) in this study the researcher aimed to examine the governance and good governance: Aa a new framework for political analysis. While the researcher mentioned, that good governance theory is attractive the critical public



administration and political theory in response to the change, the ethics backing the discourse and texts constant with them have assisted review the theory of government in typical politics and were approved upon by global politicians, researchers, administrators, and entrepreneurs.

Bala (2017), this study is about to examine the role of public administration in governance and local development as the country's ability to provide public goods and services in a genuine and reliable approach is one of the critical variables to distinguish between prosperous and unproductive communities. Though, the public administration reform, leading to good governance and transforming the state, not a fundamental objective, while applied inconsistent from State to State. The term good governance is therefore widely discussed and used by all Western Balkans to formulate and implement public reforms and strategies on the road to the EU. The researcher pointed out that it is a broad term that includes values and practices such as originality, justice, trust in laws, institutions, efficiency, responsible budgeting, human resources management, and crisis management.

Katsamunska (2016) in this research analysis the concept of governance and public governance theories, as the researcher mentioned that this research examines the diversity of significances and different approaches to governance, however its principal focus is on the ability of government to make and implement policy, or, in short, just to direct society. Accordingly, thinking about governance is thinking about how to direct the economy and society, and how to reach common goals.

Dayanandan (2013) attempted to analysis the good governance practice for the better performance of community establishments. While the researcher mentioned that the public establishments efficiency depend on the presence of good governance supports like transparency, contribution, accountability, and the rule of law, however, the active contribution of public staffs in their institutions confirms the awareness, which is critical to creating a sense of responsibility between the public administration leaders and the employees. Consequently, this research purposed to measuring the governance practice and its effect on the performance of the community establishments in Halaba district, Ethiopia. So, to reach the research purpose, 125 survey sample from eight first institutions have selected through

balanced random sampling procedure to collect required data by using a survey questionnaire. The survey data examined using SPSS, besides descriptive statistics such as mean, percentages and chi-square test used to obtain results. Also, the binary logistic regression model applied to find the factors responsible for governance practice and the performance of establishments. The results show that the low participation of companies, reducing the response, lack of awareness about administration, not consensus, fraud, low sense of ownership, and lack of attention, were found that it causes poor performance. Nevertheless, the logistic regression model results show that there are significant impact dual four predictive variables such as transparency, participation and accountability and the rule of law on cooperative performance.

Van (2012) this study is about to observe the local government on the way to good governance the case of Hanoi and Berlin. The researcher argues that bad governance or sordid caused economic and social problems and progressive environmental and in various developing countries. Although good governance promoted by the international development community and backed into developing countries has become more extensive over time. While developing states have approved some improvements that have supported in achieving good governance. Also, this study reached some findings, good governance in Hanoi and Berlin exemplify the two excesses of the balance, whereas governance in Berlin practically at the top of the scale, governance in Hanoi at the bottom. However, good governance in Hanoi is still far from achieved.

Rieseneder (2008) in this study the researcher aimed to analyze the good governance: features, methods, and Austrian examples, the research describes the term governance and explores its characteristics such as justice, contribution, transparency, efficacy, and accountability. Besides, this research contains the explanation of different methods such as management corporate process re-engineering, public and private partnership, new public administration or the reform of public administration. Also, the research indicates measures and trends in Austria, for example, the institution of E-Government containing its legislation and improvements of the state infrastructure.

Rhodes (2000) this research is about to analysis the governance and public administration. While it is a purpose to classifies some uses of the governance in public administration namely the good governance, corporate governance, the new public administration, and international interdependence. So, this research shows governance in action by two sections of what governance looks like from the top administration and the bottom users. However, it uses these sections to recognize and illustrate five problems posed by governance for public administration such as disintegration and coordination, directing, accountability, marketizing ethics, and indirect administration.

### **1.1.1. The Problem Statement**

Nowadays governments, local governments, and organizations are working in shifting and complex conditions, given the incredible progress in knowledge and expertise besides the resulting economic, social and cultural modifications, which needs either adaptation to these challenges or failures. To cope with this change it needs the governments to have good governance and administrative creativity with high capabilities to solve problems, find appropriate solutions, ideas, plans and programmes had never queried before.

While good governance realized as a process through which others unleash interest and direct it in the desired direction the success of the leader depends primarily on adequate and effective leadership style used to working under his/her supervision. There is a consensus among the researchers and specialists in the field of good governance that personal leadership influences the abilities of creative public employees. Leaders can contribute to the creative development of their staffs by encouraging them to solve problems, address them and present their solutions openly.

### **1.1.2. The Study Purpose**

The primary aim of this thesis is to analyze the good governance as a new concept of public administration in the governmental departments in the Erbil city. Also, the current study pursues to achieve the following purposes:

- a) Analysis of the visions and directions of the heads of the government departments to identify their orientation, motivations, and desires to implement the features of good governance.
- b) Describe good governance as a new concept of public administration.
- c) Determine the good critical governance among leaders and public employees.
- d) Determine the level of good governance in the governmental departments in the Erbil city.
- e) Examine the correlation and effect of good governance in public administration.

### **1.1.3. Importance of the Study**

As a result of the comprehensive development witnessed in all fields, including the examination of good governance as a new concept of public administration was the subject of interest of many researchers, particularly in developed countries. However, various societies, mainly industrialized countries, have realized the positive consequences of applying the good governance approach to the individual, the organization and the community in general.

### **1.1.4. The Study Questions**

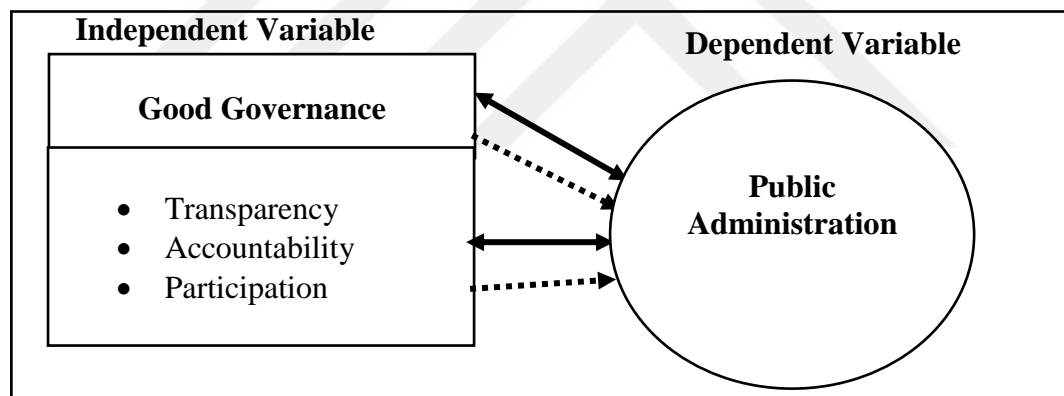
Through appraising the previous research, papers and studies that related to the study variables good governance and public administration, however, to structure the present study problem and classify the proper approaches to promote the positive impacts of the relationship among the variables of the study. Besides, to find applicable solutions to their adverse aspects and reduce them to the active practice of good governance as a new concept of public administration, hence the researcher can categorize the critical study questions as follows:

1. What are the levels of good governance practice in the surveyed ministry of planning in Erbil city?
2. Do good governance dimensions present expressively surveyed ministry of planning in Erbil city?

3. Do good governance dimensions vary in their comparative significant across the departments of the surveyed ministry of planning in Erbil city?
4. Is good governance significantly correlated with the elements of public administration in the ministry of planning in Erbil city?
5. What is the influence of good governance in the public administration of the ministry of planning in Erbil city?

## 1.2. The Study Conceptual Model

In accord with the study aims and trend of the study problem, the study has shaped the conceptual scheme, consequently to simplify the impact and relationship between the good governance and the public administration. Successively, to convert the study problem into functional variables, the study established this scheme that relates the good governance and the public administration, as revealed in Figure 1, below.



**Figure 1: The Study Conceptual Scheme**

Source: Developed by Researcher Based on the Literature Reviewed

### 1.2.1. The Study Hypotheses

By the theme of the above study conceptual arrangement, the impact, and relationship between its main variables' good governance and the public administration and their dimensions, the study hypotheses can gain as follows:

**H<sub>1</sub>: There is a positive correlation among good governance and the public administration in the ministry of planning in Erbil city.**

- H<sub>1.1</sub>: There is a positive association among good governance transparency and the public administration in the ministry of planning in Erbil city.
- H<sub>1.2</sub>: There is a positive association among good governance accountability and the public administration in the ministry of planning in Erbil city.
- H<sub>1.3</sub>: There is a positive association among good governance participation and the public administration in the ministry of planning in Erbil city.

**H<sub>2</sub>: There is a statistically significant impact the of good governance in the public administration in the ministry of planning in Erbil city.**

- H<sub>2.1</sub>: There is a significant impact of good governance transparency on the public administration in the ministry of planning in Erbil city.
- H<sub>2.2</sub>: There is a significant impact of good governance accountability on the public administration in the ministry of planning in Erbil city.
- H<sub>2.3</sub>: There is a significant impact of good governance participation on the public administration in the ministry of planning in Erbil city.

**1.2.2. Limitation**

The study limited by spatial, temporal, and human boundaries as follows: Frist, the spatial boundaries, the questionnaire statements has applied on a survey sample of in the public administration in the ministry of planning in Erbil city.

Second, time boundaries: represented by the duration of the study applied to the in ministry of planning in questions, which started by initial visits to classify the study problems and questioning the leader and its public staffs to discuss their observations and ideas about the study and its purposes, moreover distributing the questionnaires forms and then return them back. Lastly, the human boundaries: that include human confines to look at the leader and its public staffs of a survey sample of the ministry of planning in Erbil city.

## **CHAPTER TWO**

### **2. GOOD GOVERNANCE IN PUBLIC ADMINISTRATION**

#### **2.1. THE CONCEPT AND DEFINITION OF GOVERNANCE AND GOOD GOVERNANCE**

##### **2.1.1. The Concept and Definition of Governance**

The term governance gained towards the end of the twentieth century a great interest of contributor agencies, sociologists, and benefactors, and civil society, the source of this popularity is that it can apply to a wide range of issues, relationships, and institutions involved in the management of public and private affairs. The term governance enlarges the scope of what governments must focus, as shown in the figure. In addition to the end of the cold war, the use of the term revives (Keping 2018: 4). The supportive agencies, particularly the World Bank, the International Monetary Fund, Western countries, and the countries of the former Soviet Union, the countries of the developing world to conduct political, economic and administrative reforms and good governance. However, the conceptual nature of the term does not seem consistent and led to the emergence of definitions and various meanings as described below.

Despite the widespread use of the term governance in recent years in several areas, such as economics and politics, no specific definition of governance has emerged, although its fundamental principles have been agreed upon (David, 2009: 134). The basic concept of governance base on changing conditions as a result of the significant expansion of the size of societies and the great diversity in the needs of individuals and organizations, however, when governments are unable to manage their own countries. NGOs, such as the private sector, civil society organizations, and non-profit organizations, should, therefore, be involved in the management of the state and society (Denhardt et al., 2007: 201).

Nevertheless, there is no agreement between the various researchers and interested parties on the concept of this term. Since the concept takes many dimensions and contents, depending on the importance and priorities of the

objectives adopted by international institutions that assume the leading role in development as well as the objectives and convictions of researchers and writers in this field (Frahm et al., 2009: 412).

According to World Economic Outlook WEO (2010: 22) governance refers to the decision-making process and to ways in which decisions can implement, or not implement. In any system, governance is the main factor, as well as other factors that also influence the process, besides containing non-governmental actors, such as spiritual leaders or tribal leaders, civil society, landowners, trade unions, financial institutions, military, and community groups, all of which play a significant role.

The World Bank argues that governance is the set of rules by which power enforced in favor of a particular group, and therefore the government acts for the benefit of individuals and must give them the opportunity to participate in equal decision-making, in a transparent, and credible manner (World Bank Group, 2003: 100). Thus, governance is similar to corporate governance in advocating for transparency and disclosure. Nevertheless, governance also encompasses the way the government functions in managing the affairs of the state, as well as those involved in the decision-making, implementation and monitoring process (Michael et al., 2007: 34).

While Donald (2000: 482) mentioned that the overview of governance principles by governments is a popular and international demand, for instance, international donor institutions, such as the World Bank and the International Monetary Fund (IMF) as well as countries such as the United States of America, require a certain level of governance in recipient countries so that they receive financial and non-financial assistance. In the same regard, Kayed, (2003: 8) defined governance as the way in which officials, organizations, governmental and non-governmental organizations in the formulation of public policies and the provision of services to the public. So, in the sense of governance reflects how the government interacts with other social institutions.

Thus, the governance is a development whereby societies, administrations with important decisions, and determine who is involved in the process, and how the account. Moreover, since it is difficult to observe the process, scientists tend to focus



attention on the management system or framework underlying the process-any agreements or actions, agreements, or policies that determine who gets power, and how decisions are taking and how is accountability (Rieseneder, 2008: 41).

Today's governance is part of the United Nations consensus. While, in 2000 the United Nations Millennium Declaration states that governments of the world will spare no effort to eradicate poverty, promote the principles of dignity, human equality, peace, democracy, and environmental sustainability. The success or failure of any state in the promotion of human development or even the possibility of directing it towards this approach closely linked to the nature and quality of governance (UN, 2002: 45).

### **2.1.2. The Concept and Definition of Good Governance**

According to UNDP (1997: 37), the use of the term good governance began at the beginning of the 1990s when it was extensively used later and became commonly used by management experts, particularly by international organizations, regional, and local organizations. As a mechanism for sustaining economic development, political and administrative in the governmental and social sectors, which led to its members as an idea and a term of more than one meaning as a result of the absence of a single definition on the concept. The concept of good governance is one of the modern visions being promoted as a political mechanism that can secure the right climate for sustainable human development, which is a fundamental criterion, perhaps even the only one of good governance.

According to Keping (2018: 6) the improvement of the concept of good governance has come from the field of the private institution in terms of patterns of coordination and partnership of the market towards the political environment and the transformation of forms of public activity as well as the relations among the state, the market and civil society. In institutions in that public authorities do not always have a monopoly on responsibility, and there are agents of every nature who demand that they are involved in the decision-making course while at the same time proposing new solutions to collective problems.

Good governance means the exercise of political power and its management of social affairs, including the economic and social aspects, and the management of natural and human resources. Besides this means a broader concept of the government, because it includes the work of the official state organs and informal institutions such as civil society organizations and the private sector (David, 2009: 146). While, according to Dayanandan (2013: 13) this concept is defined from the management and practice of political, economic and social authorities at the central and decentralized level, to mechanisms and institutions that participate directly or indirectly in decision-making.

In this context, Mondiale (2004: 17) mentioned that World Bank defined the concept of good governance as the method of managing and exercising political, economic and administrative authority, in order to better conduct public affairs. So, this idea also was taken by the International Monetary Fund (IMF), and its experts defined it as the new framework for the role of the state, which exposed to a conceptual crisis. Initially, it confined to the role of the guardianship, To the nature of the state involved in the sector Economic, and it embodies the role of the state intervening in the economy.

The United Nations defines good governance as the exercise of authority to manage the affairs of the society in a developmental, and progressive manner. They manage the elected political leaders and administrative frameworks that are committed to the development of community resources, and advancement of citizens and improve their quality of life and welfare, through their support and participation. (UN, 2002: 49). Good governance releases new rational space. It introduces a concept allows us to discuss the role of Government in the management of public issues and the impact that other players may have. They give way to the opportunity offered by groups in society other than the Government (for example, community or voluntary sector, you may have to play a stronger role in dealing with problems (Rajkumar, and Swaroop, 2008: 101).

However, good governance defined as guaranteeing the people's arguments at present, and the arguments of the generations in the future, so, this is only by

realizing the necessities of economic development and its effects on people's lives and the stability, harmony, and sovereignty of the country (Karim, 2004: 22).

In this regard, some other terms used to demonstrate good governance, especially in the economic field, such as corporate governance. While good governance often uses in the field of large investment companies, which has emerged as a new issue on the global economic agenda of developing countries and has gained rapid importance in the aftermath of the Asian crisis, and developing countries, particularly the Middle East and North Africa. Therefore, the concept of good governance has become a modern and familiar concept in contemporary writings and reports of international organizations and agencies linking the concepts of development and democracy to determine the quality of governance. Besides the promotion and marketing of this term is growing. (Singh, 2004: 7).

Katsamunskaja (2016: 138) argued that the term good governance and its structure defined from different concepts, but ultimately aim to develop a coherent framework for its function. It has taken the concept of modernization in the field of methods of management, and also taken from the logic of political choices and ensuring effective public service — for instance, the relationship between goals and results. So, effectiveness means coordination between resources achieved and objectives. If simple objectives are achieving with high potentials, we have achieved effectiveness, but we have not been effective because the resources achieved exceed the value of the results achieved.

According to Akhbar and Celti (2006: 13), good governance is a set of ambitious rules designed to help and assist managers in transparently conducting governance and within the objective of accountability based on a bright, non-repetitive and critical basis, with all actors contributing to their governance activities. Optimal requirements in all economic oceans, which do not exclude any element of human activity.

It believes that the good governance on the issue of how society can strengthen itself to endorse equal opportunities, equality, social and economic justice for all citizens. Thus, good governance is a value in itself, but also the most important means of achieving long term goals, and the abolition of extreme poverty

and hunger, completing universal primary education, promoting gender equality, and poverty reduction.

### **2.1.3. The Importance of Good Governance**

According to Farid (2006: 11), the issue of governance has become increasingly important as it has become a priority for decision-makers and those interested in this regard throughout the world. This concern includes three levels — the first concerns how to manage international economic and financial affairs. The second regards good governance at the national level means the total of a state economic policy and how to manage and distribute its resources. Besides the third is the organization and management of institutions within the state, whether these institutions are public or private companies.

The good governance pursues to weaken the idea of a protectionist state and to apply the principle of administrative leadership, mainly in the institution, and more transparency towards beneficiaries of social policies which is the guarantee to provide the necessary conditions for obtaining significant growth benefiting the needy and ensuring the social development of low-income countries (Rieseneder, 2008: 36).

While, Akhbar and Ghalm (2006: 4) mentioned that when the citizen assured that there is a clear law applied to everyone without favoritism, it spends most of his time in development and growth. Besides is not engaged in the search for the wrong ways to be able to win treatment, and this is achieved transparency in dealing with the public. It provides an environment of good attributes, achieves legitimacy and provides freedom to establish civil society organizations, promotes society, promotes positive participation in public life, supports freedom of expression, ensures the existence of stable and fair legal and legislative structures and systems, and adopts transparency.

The good governance of the state brings power to the state. The work is based on clear laws and principles that have no ambiguity, or corruption. Therefore, it is not afraid to establish civil society institutions or even to form supervisory bodies but to exploit these institutions and the experience of their employees in construction and

development. Good governance also provides public debate on the impact of government policies and helps to reduce perverse and erroneous policies through public accountability of politicians and staff (Akhdar and Celti, 2006: 19).

#### **2.1.4. Global Governance Indicators**

According to Weiss (2000: 802) despite the multiple indicators of governance measurement, these indicators differ regarding the quality, accuracy, and comprehensiveness of the measurement. There are also indications of greater acceptance, more use, and higher credibility, than other indicators by users. While, Governance Data, (2006) reported that global governance indicators one of the most comprehensive and reliable indicators of quality of governance compared with the other available indicators. A world bank product, which many experts and users have used to measure governance quality as the most comprehensive measure of governance.

In this context, Kaufmann et al., (2009: 21) argued that for the World Bank, global governance indicators had presented as a comprehensive measure of governance quality, rather than an alternative to other measures. Global governance indicators use the results of other indicators to build comprehensive indicators of governance quality. So, global governance indicators consist of six indicators, that measures a theme of governance.

These indicators are control of corruption, government effectiveness, political stability, quality and application of legislation, the rule of law, participation and accountability (Christiane and Charles, 2006: 13). Several points make global governance indicators one of the best available governance measures. First, compared to other measures that consist of a single governance scale, global governance indicators contain six indicators, each focusing on measuring a governance theme. These include the control of corruption, government effectiveness, political stability, quality and application of legislation, the rule of law, participation and accountability (UNDP, 2011).

Second, each of the global governance indicators was built using 31 data sources and 441 variants, which adds to the overall comprehensiveness of the

indicators, as well as indicators covering 213 countries and territories, making global governance indicators the only measure available to all member states and territories of the United Nations (Kaufmann et al., 2010: 22). Global governance indicators are issued annually from 2004, while biennial indicators issued from the first version in 1996 to 2003. Finally, the credibility and rigor of global governance indicators relative to other governance indicators make global governance indicators used as a measure of the quality of governance on which policymaking and decision-making adopted by international organizations and governments (Smith, 2007: 74).

So, the adaptation of good governance indicators is necessary to move from theoretical to practical mechanisms that gradually allow for the development of governance and good governance, besides raise levels of accountability, participation, and transparency. These include the rule of law, public needs, equality, public interest, responsiveness, and vision: strategy, participation, and balanced separation of power between authorities (Pierre, 2000: 203).

#### **2.1.5. The Principles of Good Governance**

Defining the good governance's principles is difficult and debatable. While, UNDP, (1997) under its report call its governance and sustainable human development, develop a set of principles which, with minor variations, lots of literature. However, there is a strong emphasis on these principles are base on the United Nations development programme has required the world's gratitude. In grouped under five broad themes. Most of the researchers are aware that these principles often join or contradicted by at some point and performance in practice according to actual social context, which associates with complex laws.

According to Regional Centre for Public Administration Reform RCPAR, (2011) core values and principles of good governance and democracy are essential tools to achieve and maintain growth objectives as documented by United Nations Member States in the Millennium Declaration in 2000, include participation; fairness and non-discrimination, comprehensiveness; gender equality rules. Transparency, accountability, and responsiveness.

However, according to John et al., (2004: 9) they are consistent with fundamental human rights values set out in a difference of UN affirmations and agreements, besides can summarize in three core principles such as participation, accountability, the rule of law, equality, and non-discrimination. In the same context, civil society organizations and international human rights organizations also implement good governance principles, such as transparency, participation, and accountability, and finally, governance (as an effective way of managing the state and as an alternative to traditional governance (Rhodes, 1997: 33).

As indicated by Karim (2004: 96) good governance is the group of multiple ways of conducting joint business by individuals and public and private institutions. The principles of good governance in the establishments relates to the accountability of the management of the establishment and the protection of shareholders taking into account the interests' workers, which leads to the development of investment and encourage the flow of new jobs.

#### **2.1.6. The Characteristics of Good Governance**

As the United Nations Development Programme UNDP, (2007: 65) indicated good governance and its characteristics included a public contribution to all citizens, decision-making by law, transparency in the procedures of governing institutions, and awareness of the needs and wishes of citizens. Equality in dealing with citizens, effectiveness, and productivity in the use of public resources, public accountability and the exercise of strategic vision in development planning. While, according to Dennis (2007: 11) the essentials of the United Nations' awareness of good governance, is the need for governments to reinvent themselves to adapt to the essential characteristics of governance and to strengthen their capacity to work effectively with other government institutions in the private sector and civil society organizations.

#### **2.1.7. The Components of Good Governance**

According to UNDP (1997: 45), the components of good governance are transparent, participatory, and accountable. It is also efficient in optimizing the use

of resources, as well as in the principles of justice and equity. It also reinforces the rule of law. UNDP also considers that effective interaction between government, the private sector, and civil society is the basis for good governance.

While, the World Bank (1993) defined governance as a means by which the authority will manage the country's political, economic and social resources for development. Nevertheless, the Bank has focused on consolidating stability and reforming the state; the Bank recognizes that most crises in developing countries are of a governance nature, and contemporary adjustment programs focus on governance issues such as transparency, accountability, and judicial reform. In this context, the Bank has introduced a new approach to governance and governance.

#### **2.1.7.1. Transparency**

According to Katsamunskaja, (2016: 138) transparency is the guarantee of the free flow and exchange of information so that establishments, transactions, and accounts become directly available to stakeholders and that adequate and comprehensive information is provided on the performance of public and private institutions so that they can be monitored and observed.

In this regard, Smith, (2007:88) mentioned that maintain records of the establishment, which are available to beneficiaries and relevant entities, to be informed and up-to-date of the activities implemented, mechanism and timing. Transparency made on the free flow of information, processes, or establishments and information are directly accessible to those concerned with them, and enough information is providing to understand and monitor them (UNDP, 2011: 5).

Transparency promotes precise representativeness through reporting and feedback, transparent processes, methods, behavior, and procedures that power decision-making in a contract. It makes information comprehensible and clear standards available to citizens. Precise complements the continuum of accountability and transparency as it is fundamental to the concept of professional ethics. It is synonymous with integrity or integrity. It requires that a holder of public office does not place herself under financial or other conditions for individuals or organizations



that may affect them in the performance of their official external duties (Dennis and Cheema, 2003).

#### **2.1.7.2. Accountability**

According to Doorenspleet, (2005: 123) accountability is one of the fundamentals of good governance. It entails that elected or appointed officials entrusted with public functions be held accountable for their actions, activities or decisions and are held accountable. The task of accountability of persons holding public office is one of the tasks that civil society must undertake. The objective of accountability is to know who is responsible and what type of responsibility, besides accountability can be grouped into four major types:

- 1) Accountability relates to the notion of accounting, based on the assumption that individuality determines by the individual's position from a structured association.
- 2) Liability, the second form of responsibility, considers individual character as engrained in expectations.
- 3) Accountability links to role-based expectations, which highlight guilt as a basis for shaping and directing one's actions.
- 4) Accountability expectations derived from the place Perceived as an individual in a community in which working titles interfere.

While according to UNDP, (2011: 3) accountability expanded in established democratic systems and increased emphasis on State accountability of citizens and the role of citizens in decision-making processes. Moreover, actors and actors in development recognize that is to strengthen the participation of citizens, and civil society is concerned systems, state, and institutions critical to management response mechanisms, ultimately resulting in more efficient services. According to Rodrik, (2000: 24) good governance accountability is a decision-maker in administration, the private sector and civil society institutions are accountable to the public, as well as to recognized stakeholders. Therefore, accountability varies among organizations and whether the decision is internal or external.

### **2.1.7.3. Participation**

According to David, (2009: 150) participation means the involvement of all members of society in decision-making through institutional channels that enable the society to express its opinion in decision-making, which guarantees the freedom of opinion and expression and basic human rights standards. So, the thing is to make them think with you, in this the increase in visions and a better view of the topics from all directions and problems, and participate through elections that ensure everyone's right to express, and assess the status according to the direction of voters.

In this regard, participation is legitimacy and voice of both men and women, should have a voice in the decision-making process, either publicly or through legitimate intermediary organizations that provide an example of their determination. Such as broad participation based on freedom of association and speech, as well as their constructive participation. Consent to the direction of good governance and facilitate the benefits of the opposition to achieve full consensus on what is in the best concern of the group and, where possible, policies and procedures (Rodrik, 2000: 30).

Participation involved a permit through representation in management and by other means (such as central and local government) to facilitate the free and active participation in decision making processes task (RCPAR, 2011). Some claim that the representational mechanisms such as civic participation in political actions lead to political fluctuations, but the evidence shows that the opposite is often true, although the socio-political conflict and power transfer happens in democracies than dictatorial States, don't bother overall development process as they do in dictatorships (UNDP 2000). Additionally, often participatory political or public administrations for improved development partnership where they yield more prominent institutions best suit local environments for a number of reasons, such as participatory political systems produce unexpected rates of long-term development and has more Stability, the broader range of resolution consequences better and different manufacturers reduce the risk if prevailed with the lack of information (Rodrik, 2000: 33).

## **2.2. THE PUBLIC ADMINISTRATION**

The public administration has numerous definitions, according to some writers, public administration concern with the Institute of government policies and programs and the performance of authorized (not usually elected) officials who are officially responsible for their conduct (Rhodes, 2000: 23). In this regard, the public administration identified as all structures, establishments or organizations, and entities, who hold formal positions and accomplish official roles. While, laws and other rules approved by the legislative, executive and courts (Osborne and Ted, 1993: 122).

Frederickson et al., (2003: 88) emphasize that public administration is using theories and political, legal and administrative structures for the implementation of legislation and enforcement and judicial functions to describe the roles of government regulation and legal services. According to the United Nations development programme (UNDP, 1997), the division of Public Information has two interlinkages:

1. The overall of instruments namely: rules, policies, actions, schemes, organizational structures, and the team which supported by the state budget and managed by the government's exclusive administration and absorbed to the rule's collaboration with stakeholders in the public, society and the external environment.
2. Administrative accomplishments linking to the application of laws, legal systems and decisions implemented by the rule and the administration involving to the provision of public services.

Public management has identified as systems of laws, regulations, judicial decisions and administrative practices that limit the range of goods and services offered and supported by the public sector. So, this definition connects the constitutional institutions and realities of policymaking and public management (Denhardt and Denhardt, 2003: 100). According to UNDP, (2001) new public administration, consistent the earlier trends, while it concentrated on result-oriented partnerships among the public and the private sector to deliver services to citizens. Its main principles were:

- 1) Elasticity to permit managers to familiarize to changes in the national and global environment.
- 2) Authorize citizens to endorse more effective, innovative, outcomes-oriented management, comprising guidance rather than blasphemy.
- 3) New accountability mechanisms that go beyond compliance mechanisms for the search for inventions and outcomes on processes.
- 4) Introduction of business principles in public affairs, comprising subcontracting and contracting
- 5) Promotion of professional ethics in the public domain.
- 6) Management of the Performance and budgeting.

### **2.3. The Theoretical Relationship Between Good Governance and Public Administration**

According to Osborne and Ted, (1993: 130), the term good governance has widely used for modern public administration. Many of the theoreticians in the field believe that the term good governance is an organizational concept to guide managers at a time when administrative practices shift from a bureaucratic state to a so-called structural state.

The active governance is the process of promoting interaction between the actors of civil society, the private sector, and the State. Traditionally, the mistrust and, in many cases, fighting between the public and private sectors to restrict additional procedures on both sides. So, it has affected gradually but dramatically, the role of public administration and the functioning of this role (Bala, 2017: 595).

While, according to Frederickson et al. (2003: 98), good governance refers to new connections among management organizations and in the context of deflation, contrasting the importance of jurisdiction and break up institutions in general. They contend that the administrative State, giving more importance to good governance, are now less bureaucratic and hierarchical, and less dependent on central authority in seeking to take action, accountability for a public business increasingly dependent on performance over here to implement a specific policy objective in the scope of the law.

As indicated by Bala, (2017: 594) the term governance and public administration have gained unprecedented momentum concerning both their endeavors and their use in the nineteenth and twentieth centuries. On the other hand, as we enter the twenty-first century, there seems to be no consensus on what either means. In an environment that is highly dynamic, politically, socially, economically and culturally, these terms have different meanings in different contexts.

In regards, public administration subject to accountability, transparency, and accountability in the first place is the Foundation of good governance which obliges the State, the private sector and civil society to focus on results, clear objectives, and develop effective strategies, performance monitoring and reporting, refer to the retention of the characters and the characters responsible for the performance measurement of the highest possible objectivity. It has three dimensions, so propose financial accountability commitment by individual oversight resources, or a public organization or any another confident attitude, to report on the intended use and actual resources (Dennis, 2007: 9).

Transparency and accountability are interrelated and jointly strengthening. Besides without transparency, unlimited access to information quickly and reliably on decisions and performance, it is difficult to develop public sector entities accountable. Transparency is valuable with accountability, mechanisms for reporting on the use of public resources and the consequences of failure to meet performance goals. The presence of these two elements is a prerequisite for effective and equitable and effective management of public institutions (UNDP, 2004).

In its policy paper prepared in 1997, UNDP defined governance as the economic actives, political and administrative authority to manage a country at all levels. So, this includes mechanisms, processes, and institutions through which citizens and groups articulate their interests and exercise their legal rights and to fulfill their obligations and to resolve their differences.

## **CHAPTER THREE**

### **3. THE STUDY METHODOLOGY**

#### **3.1. THE METHOD**

The primary purpose of this thesis study is to provide an analysis of good governance as a new concept of public administration a study in the ministry of planning in Erbil city. The method adopted by this study is the discussion in the directorates of the public and the bodies of the KRG's departments. This study is descriptive that uses hypothesis testing.

The hypotheses will base on the role presented in the study model. Data collection through the scanning tool will support the cross section. The use of the survey method is the most appropriate way to collect information from the population in a short time and with the lowest budget. The present study will examine good governance in public administration, to analyze the role, research questions will be formulated based on the objectives of the study. Consequently, the section discourses the study approach and design, and data sources.

##### **3.1.1. The Study Approach and Design**

Regarding the study design and approach, this study implemented the quantitative method. So, a quantitative approach reveals suitable for the study is to provide an analysis of good governance as a new concept of public administration a study in the ministry of planning in Erbil city. The quantitative method usually practiced in the study when working with statistical data. The quantitative research includes typically quantities and analytical measures that support explain, describe, search and brighten the relationships among the study topics. Furthermore, the quantifiable study can comprehend as a study process that through statistical and quantified outcomes that establish the actuality attempts to measure the study purpose.

The study design is more appropriate as it permitted respondents to provide their related information on the subject of interest to the study, over survey questionnaire which uses a five-point Likert scale that is more appropriate for data collecting.

### **3.1.2. The Study Population and Sampling**

The population of this study consists of governmental departments the ministry of planning in Erbil city So, the governmental departments selected as the study population, although they are possible to well recall on good governance, as they have knowledge and information on the good governance in public administration.

However, the governmental departments are the authentic targeted population size, where the study pursues to determine their head departments and thoughts on their good governance. Thus, the study sample technique presented as well as the sampling procedure. The persistence of sampling procedures is, by establishing a range of processes. To narrow down a study population to classify the proper sample.

Consequently, to collect data for understanding good governance practice in public administration, a sample of (115) respondents asked to take part in a self-administered survey questionnaire. Hence, the survey sample for the present study is a departmental leader and public employees of the ministry of planning in Erbil city. Moreover, they participated in the survey through answers the survey questions and statements which is self-administered and spread in the ministry of planning in particular. Nevertheless, the analysis data removed (7) questionnaire forms that not analyze due to some inadequate information. Hence, (108) questionnaire forms gained for examines and analysis.

### **3.1.3. The Survey Measurement**

#### **3.1.3.1. The Independent Variable Conceptualization**

According to Rieseneder, (2008: 2) the concept of good governance has used to the reference the procedures through which the public decisions made. Accordingly, Landell and Serageldin, (1991: 3) defined good governance as the use of political power and exercise of control over society and the public administration resources for both social and economic improvement. However, according to Dayanandan, (2013: 3) governance is a significant element of growth, improvement and poverty decrease. So, governance has variously defined as the administration of society through the people.

### 3.1.3.2. Operational Definition of the Independent Variable

From the definitions have clarified the indicators below that will scale the independent variable as good governance and its dimensions such as:

First, Transparency

Second, Accountability

Third, Participation

### 3.1.3.3. Operationalization of Independent Variable (Good Governance)

The showed indicators would measure the components of good governance in the ministry of planing in Erbil-Iraq. By using statistical (quantitative analysis) and expending the following indicators. However, for each of the indicator restrained with the five-points Lecrt scale, so, one indicates as "strongly disagree", two indicates as "disagree", three indicates as "un-decided", four indicates as "agree", and five indicates as "strongly agree".

1. The first indicator is the good governance transparency that measured by asking the following questions.

**Table 1: Good Governance Transparency Indicators of Survey Data**

Transparency	1. Media is free and not managed by the government; people spontaneously obtain information.
	2. Media is not used as an instrument of propaganda.
	3. Hierarchy does not constrain information. Hence there is an openness to information.
	4. There are many information sources which include social networks and social media.

2. The second indicator is the good governance accountability that measured by asking the following questions.

**Table 2: Good Governance Accountability Indicators of Survey Data**

Accountability	5. The officials and politicians usually account for the government to serve the people.
	6. The leadership takes on the account.
	7. Harmony and consensus is essential and requires to talk directly about mistakes
	8. There is an effective mechanism to hold office and politicians accountable.
	9. There is no habit of hiding the negative and showing only the positive.
	10. There are meaningful consents because authorities do function independently.

3. The third indicator of good governance participation and producing measured by asking the following questions.



**Table 3: Good Governance Participation Indicators of Survey Data**

<b>Participation</b>	11. The leaders in KRI are willing to discuss openly to find solutions to problems.
	12. There is a tradition of participation.
	13. There is a real channel to participate.
	14. There is enough information to participate.
	15. Leaders and public employees want to involve complicated issues.
	16. Leaders and public employees' harmony is more valued than diversity.

#### **3.1.3.4. The Study Dependent Variable Conceptualization**

According to Toksöz, (2008: 13), good governance at the public level depends on the capacity of country structures and public service establishments to inspire participation. Good governance in public administration also depends on a constant, apparent, and accountable public administration that confirms the fairness and effectiveness of decisions and their implementation.

The public administration is the executive organ subject to the will of the state and is therefore related to the governmental policies adopted and mechanisms to achieve them and implement them to meet the needs of citizens and ensure the continuation of the State functions and functions. Thus, the public administration takes care of the public welfare and community service through its intervention in all economic, social and cultural affairs (Al-Arifa, 2013: 5).

#### **3.1.3.5. Operationalization of Dependent Variable (Public Administration)**

The indicator below will measure the good governance practice in public administration in Erbil-Iraq. By using statistical (quantitative analysis) and expending the following indicators. However, for each of the indicator restrained with the five-points Lecrt scale, so, one indicates as "strongly disagree", two indicates as "disagree", three indicates as "un-decided", four indicates as "agree", and five indicates as "strongly agree". However, the public administration indicators measured by asking the following questions.

**Table 4: Public Administration Indicators of Survey Data**

Public Administration	Good Governance in this public department practiced by the rule of law.
	Application of good governance ethics in departments.
	Level of awareness on good governance practices in the departments.
	Awareness of cooperative members about who is their supreme or powerful organ.
	The governance board members' awareness of their duties and responsibilities.
	The good governance participants' awareness of rights and duties in their efficient service.
	Leaders and departmental members attend general assembly meetings.
	There is good participation of members in the daily public administration activities.
	The good governance board members are transparent to members and the public.

#### **3.1.4. Data collection procedures**

To address the analytical aspects of the study topic, the researcher collected the primary data by conducting a survey. In order to apply for this survey, a questionnaire was being developed depending on the previous literature, the developed questionnaire considered as a critical data collection instrument to study since this was specifically designed for this purpose and distributed to head departments and public employees in the ministry of planning.

Subsequently, the questionnaire is primarily a set of questions, meaning, and content is determined through goals (hypotheses) to study public administration. The wise survey questionnaire contains composite introductory references to the respondent with a brief explanation of the study topics and procedures for filling out the questionnaire, an essential part of the set of questions that consider for obtaining data from a sample survey one or more of the groups corresponding semantic structure hypothesis Work.

#### **3.1.5. Description of the Data Collection Instrument**

The questionnaire is established dependent on the literature reviewed. The questionnaire scale reflected an essential method of data collection for this study. However, this was precisely designed for this purpose and spread employees in the KRG's ministry of planning. Therefore, governmental departments participate in the service of public interest. Also, the current study uses probability sampling technique using random sampling.

The survey instrument includes three sections. The first section contains different demographic variables. Hence, this section will reach the respondents' information about gender, age, level of education, specialization, and overall job experience while the second section includes the study independent variable good governance and its dimensions namely: transparency, accountability, and participation. While, the third section comprises public administration questions, as shown in Table 8, and see the appendix 1, which reveals the questionnaire form.

**Table 5: The Data Collection Instrument**

Major Variables	Sub- Variables Components	No of Statements	Scale Symbol	Sources
<b>First: Demographical Data</b>	Gender, Age, level of education, specialization and Overall Job Experience	5		By Researcher
<b>Second: Good Governance</b>	Transparency Accountability Participation	4 6 5	X1-X4 X5-X10 X11-X16	Van, (2012)
<b>Third: Public Administration</b>	Nine Questions	9	Y1-Y9	Dayanandan, (2013)

**Sources:**

Van, V.T. (2012). Local Government on the Way to Good Governance the case of Hanoi and Berlin, *Unpublished Ph.D. Dissertation*, Faculty of Economic and Social Science, University of Potsdam.

Dayanandan, R. (2013). Good Governance Practice for Better Performance of Community Organizations - Myths and Realities, *Journal of Power, Politics & Governance*, Vol. (1), No. (1), pp.10-26.

**3.1.6. Scale**

The survey scale formed depends on the published studies as showed above. The first study variable is good governance that has three dimensions as transparency, accountability, and participation. Besides, this scale adapted from Van, (2012). While the second variable is public administration, which has nine questions, was taken from Dayanandan, (2013). Nevertheless, the items in the second and third sections measured through using a five-point of Likert scale ranging from “strongly disagree” one to “strongly agree” five.

**3.2. Data Analysis**

To analysis the study data, we have used some statistical procedures to test the study hypotheses. First, the study runs Cronbach's alpha to examine the survey reliability. Then, the study used factor analysis to find the essential analysts of the

leaders and public staffs' perspectives within the ministry of planning in Erbil-Iraq toward the good governance and public administration indicators. Though, the descriptive statistics involved to quantitatively explain the critical features of the variables by the computing mean, standard deviations, and rate of agreements.

The correlation analysis runs to reveals the relationships between good governance and public administration. Accordingly, multiple linear regression analysis also procedures to test the study hypothesis. Moreover, to explain the effect of the governance in public administration by detecting the consequence of some selection of variables. SPSS V-24 and EViews 9 software are used to analyze, and the properties present using tables and figures.

### 3.2.1. The Reliability Analysis

The result value of Cronbach's alpha test for all indicators of the independent variable which is good governance is (0.747>0.60). Though, the value of all indicator's public of the study dependent variable public administration is (0.632>0.60). While the outcomes of Cronbach's alpha presented a high level of consistency in the total set of questions, so the overall loaded value is (0.790) more than proper and recommended value that is (0.60) by most academics, therefore, the survey questionnaire scale used for collecting data might comprise high reliable, as revealed in Table 9, below.

**Table 6: Reliability Analysis**

<b>Variables</b>	<b>Cronbach's Alpha</b>	<b>No. of Items</b>	<b>N</b>	<b>%</b>
<b>Good Governance</b>	<b>0.747</b>	<b>16</b>	<b>108</b>	<b>100.0</b>
<b>Transparency</b>	0.643	4	<b>108</b>	<b>100.0</b>
<b>Accountability</b>	0.747	6	<b>108</b>	<b>100.0</b>
<b>Participation</b>	0.661	6	<b>108</b>	<b>100.0</b>
<b>Public Administration</b>	<b>0.632</b>	<b>9</b>	<b>108</b>	<b>100.0</b>
<b>Overall</b>	<b>0.790</b>	<b>25</b>	<b>108</b>	<b>100.0</b>

### 3.2.2. Factor Analysis

Factor analysis test is the process of components, or factor reduction that measures the survey sample replies to different variables, nevertheless, their dimensions, and examines them into complex variables, also, identified as factors that make evaluating. Accordingly, the good governance has an overall sixteen questions. Besides, the public administration which is the study dependent variable has nine questions, that is principally multifactorial to take and define the results. Also, to make an additional calculation and inspect quieter the factor analysis test used and the results shown in the following subgroups.

#### 3.2.2.1. The KMO and Bartlett's Test for Good Governance

In this regard, the Kaiser-Meyer-Olkin (KMO) test applied as the first step in factor analysis to exam the weight of factor analysis. Nevertheless, according to this test, the high loading values are between (1.0 and 0.5) although those values classified that the factor analysis is an accurate result. Therefore, the values loaded lower than 0.5 means that the analysis may not appropriate. The KMO result is (0.643), which is highly loaded value and significant at ( $p0.000 < 0.05$ ). However, Bartlett's test of sphericity (Approx. Chi-Square) is (1891.1231) df (120). Consequently, the result confirms that factor analysis appropriates for good governance as presented in Table 7.

**Table 7: The KMO and Bartlett's Test for the Good Governance**

<b>KMO and Bartlett's Test</b>	
	<b>Good Governance</b>
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	<b>0.643</b>
Bartlett's Test of Sphericity (Approx. Chi-Square)	<b>1891.1231</b>
Df	<b>120</b>
Sig.	<b>0.000</b>

#### 3.2.2.2. Rotated Factors Matrix for Good Governance

The factor rotation is required once factor extraction demonstrate proposes two or more factors. Thus, the rotation of factors reproduces the information attained about how factors essentially extracted. Whereas the contrast between each other

additional to issue a precise clarification of which component loads on which factor, nevertheless, the primary purpose is to achieve the molded factors between survey questions. As a result, rotating factors have molded three factors. However, the total formed variable has the factor taking values where the lower score is (0.350) that load on the third-factor question (*Q11*) regarding the leaders in KRI are willing to discuss openly to find solutions to problems. Besides, the higher value is (0.713) on the first-factor question (*Q4*), so this higher value indicated that there are many information sources which include social networks and social media., as shown in Table 8.

**Table 8: Rotated Factors Matrix for Good Governance**

Items	Factors		
	1	2	3
<i>X4</i>	0.713		
<i>X2</i>	0.611		
<i>X3</i>	0.577		
<i>X1</i>	0.547		
<i>X6</i>		0.659	
<i>X5</i>		0.622	
<i>X7</i>		0.620	
<i>X10</i>		0.597	
<i>X9</i>		0.462	
<i>X8</i>		0.374	
<i>X12</i>			0.673
<i>X16</i>			0.531
<i>X15</i>			0.443
<i>X14</i>			0.428
<i>X13</i>			0.427
<i>X11</i>			0.350

Extraction Method: Principal Component Analysis.

### 3.2.2.3. Eigenvalues and Variance Explanations of the Good Governance

According to this test, the variables within the extracted factors for examining that starts with the first factor which infers the most significant percentage of the total variance and ends to the last factor which infers the less of the percentage of the total contrast among the factors. As shown in Table 9, and Figure 2, the percentage of primary eigenvalues take as one and as a result of three factors definite, while the total percentage of eigenvalues and variance clarifications of the good governance are (52.88%).

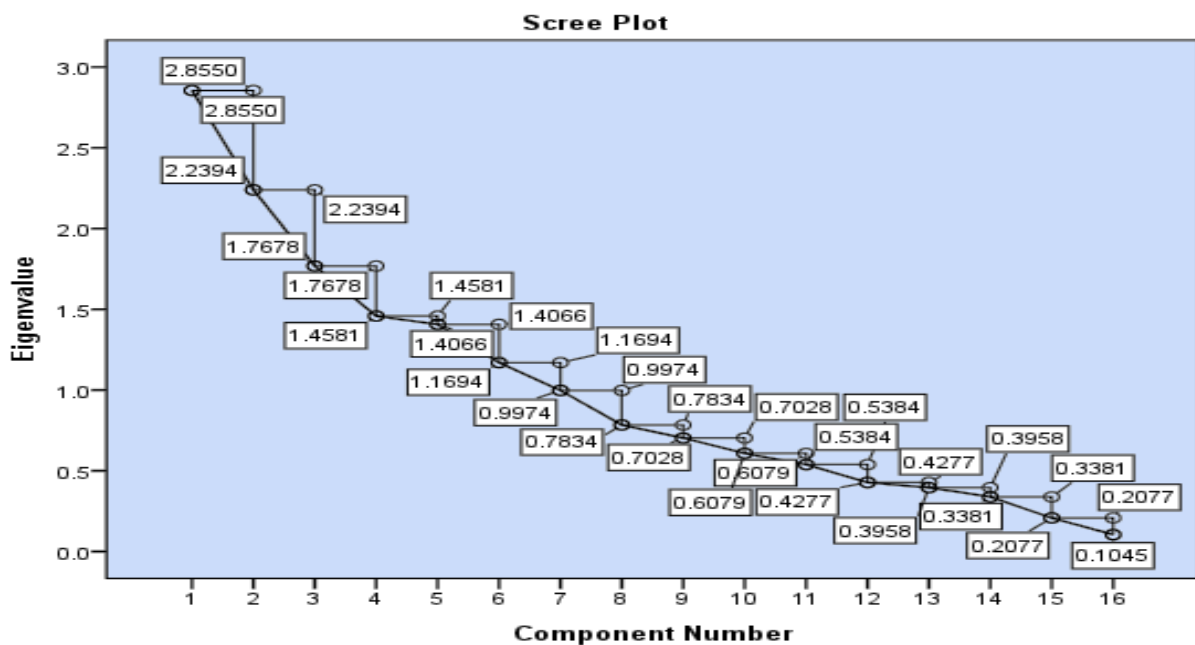
The first factor accounted for the highest variance in the dataset, yet, we recognize that the first factor, which has a significance in the clarification of the variable that explains (27.84%) from the total contrast and contains a set of variables

and affecting the dependent variable. The second factor valued (13.99%) of the overall variance and held moral variables, although the third component explains (11.04%) of the total variance and includes proper variables and affecting the dependent variable. Consequently, the cumulative variance attained at the end of factor analysis. Nevertheless, the higher the rate is, the stronger the factor structure of the scale.

**Table 9: Eigenvalue and Variance Explanations of the Determined Factors for Good Governance**

Factors	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
1	2.855	27.844	27.844
2	2.239	13.996	41.840
3	1.768	11.049	52.889
15	-	-	-
16	.104	.653	100.000

Extraction Method: Principal Component Analysis.



**Figure 2: Load Graph for the Component Numbers of Good Governance**

### 3.2.2.4. Factor Loads of Good Governance Indicators

As revealed in Table 10, all good governance factors are positive values. (A) The first factor, that so-called “**Transparency**” comprises four indicators as

(Q4,2,3, and Q1), although the values loaded of the factors are (0.713, 0.611, 0.577, and 0.547) respectively, whereas all indicators have loaded higher value. It means that there are many information sources which include social networks and social media in the departments of the ministry of planning in Erbil city, while the media not used as an instrument of propaganda. The media is free and not managed by the government; people spontaneously obtain information. The second factor named **“Accountability”** involves six indicators (Q6,5,7,10,9, and Q8), the loading values on these factors are (0.659, 0.622, 0.620, 0.597, 0.462, and 0.374) respectively. Likewise, the total indicators have loaded high values. So, this confirms that the leadership in the departments of the ministry of planning in Erbil city takes on the account.

Besides the officials and politicians usually, account for the government to serve the people. The most significantly harmony and consensus is essential and requires to talk directly about mistakes. The third factor titled **“Participation in Daily Activities”** includes six indicators (Q12,16,15,14, 13, and Q11) were the loaded values on these factors are (0.673, 0.531, 0.443, 0.428, 0.427, and 0.350) respectively, and they have higher loadings. It means that the tradition of participation exist in the departments of the ministry of planning in Erbil city, as well as leaders and public employees’ harmony is more valued than diversity, while leaders and public employees want to involve complicated issues.

**Table 10: Factor Loads of Good Governance Indicators**

Items	Factors	Factor Loads
<b>A First Factor, Transparency</b>		
<i>Q4</i>	There are many information sources which include social networks and social media.	<b>0.713</b>
<i>Q2</i>	Media is not used as an instrument of propaganda.	<b>0.611</b>
<i>Q3</i>	Hierarchy does not constrain information. Hence there is an openness to information.	<b>0.577</b>
<i>Q1</i>	Media is free and not managed by the government; people spontaneously obtain information.	<b>0.547</b>
<b>A Second Factor, Accountability</b>		
<i>Q6</i>	The leadership takes on the account.	<b>0.659</b>
<i>Q5</i>	The officials and politicians usually account for the government to serve the people.	<b>0.622</b>
<i>Q7</i>	Harmony and consensus is essential and requires to talk directly about mistakes	<b>0.620</b>
<i>Q10</i>	There are meaningful consents because authorities do function independently.	<b>0.597</b>
<i>Q9</i>	There is no habit of hiding the negative and showing only the positive.	<b>0.462</b>
<i>Q8</i>	There is an effective mechanism to hold office and politicians accountable.	<b>0.374</b>
<b>A Third Factor, Participation in Daily Activities</b>		
<i>Q12</i>	There is a tradition of participation.	<b>0.673</b>



<b>Q16</b>	Leaders and public employees' harmony more valued than diversity.	<b>0.531</b>
<b>Q15</b>	Leaders and public employees want to involve complicated issues.	<b>0.443</b>
<b>Q14</b>	There is enough information to participate.	<b>0.428</b>
<b>Q13</b>	There is a real channel to participate.	<b>0.427</b>
<b>Q11</b>	The leaders in KRI are willing to discuss openly to find solutions to problems.	<b>0.350</b>

### 3.2.2.5. The KMO and Bartlett's Test for Public Administration

As presented in Table 11, in the same context, the Kaiser-Meyer-Olkin (KMO) test applied as the first step in factor analysis to test the load of factor analysis. However, as previously mentioned that, the high loading values are between (1.0 and 0.5) though those values categorized that the factor analysis is an accurate result. Hence, the values loaded lower than 0.5 means that the analysis may not appropriate. The KMO result is (0.701), which is highly loaded value and significant at ( $p_{0.000} < 0.05$ ). However, Bartlett's test of sphericity (Approx. Chi-Square) is (433.801) df (36). Subsequently, the result confirms that factor analysis appropriate for good governance practice in public administration.

**Table 11: The KMO and Bartlett's Test of the Public Administration**

<b>KMO and Bartlett's Test</b>	
	<b>Public Administration</b>
<b>Kaiser-Meyer-Olkin Measure of Sampling Adequacy.</b>	<b>0.701</b>
<b>Bartlett's Test of Sphericity (Approx. Chi-Square)</b>	<b>433.801</b>
<b>Df</b>	<b>36</b>
<b>Sig.</b>	<b>0.000</b>

### 3.2.2.6. Rotated Factors Matrix for Public Administration

As earlier stated, the factors rotating essentially when factor extraction confirm or suggests two or more factors. Accordingly, the rotation of factors reproduces the evidence gained about how factors principally extracted. Although the difference between each other, additional to issue an accurate clarification of which component loads on which factor, however, the purpose of this test is to achieve the shaped factors between survey questions. So, as a result, the factors rotation test have produced three new variables or factors.

However, the total produced variables have the factor loaded values where the lower value is (0.563) which loaded on the first-factor question (*Q1*) it means that Good Governance in this public department practiced by the rule of law, but not at the required level. Further, the high-value load is (0.938) on the third-factor question (*Q9*), so this high-value load, indicated that the good governance board members are transparent to members and the public, as shown in Table 12.

**Table 12: Rotated Factors Matrix for Public Administration**

Items	Factors		
	1	2	3
<i>Q2</i>	0.925		
<i>Q3</i>	0.860		
<i>Q1</i>	0.563		
<i>Q6</i>		0.792	
<i>Q4</i>		0.786	
<i>Q5</i>		0.613	
<i>Q9</i>			0.938
<i>Q8</i>			0.817
<i>Q7</i>			0.800

Extraction Method: Principal Component Analysis  
 Rotation Method: Varimax with Kaiser Normalization. <sup>a</sup>  
 a. Rotation converged in 6 iterations.

### 3.2.2.7. Eigenvalues and Variance Explanations for the Public Administration

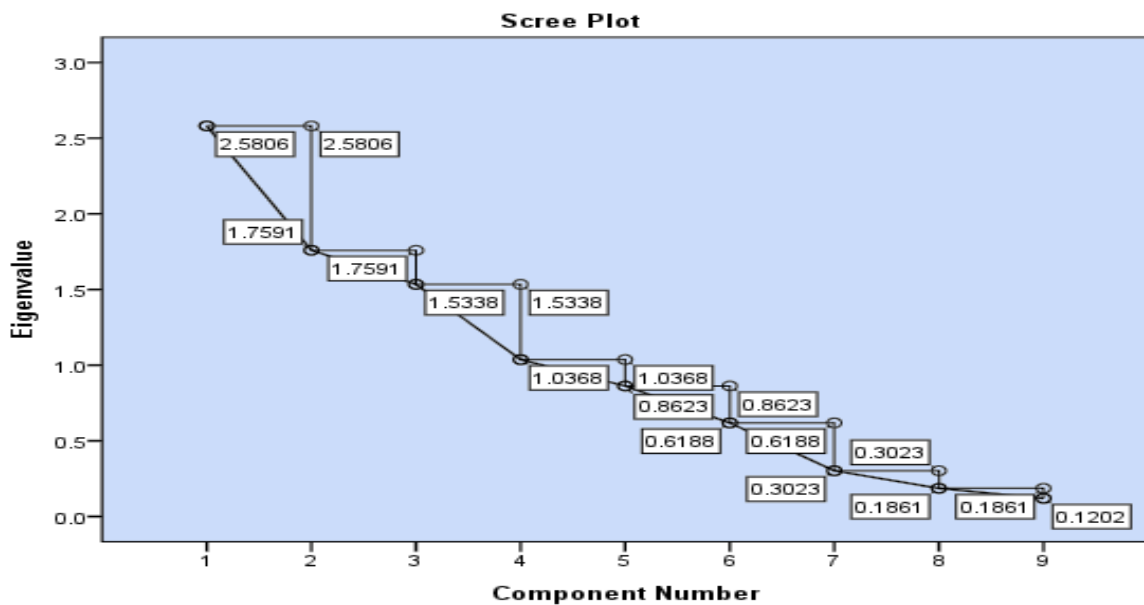
As presented in Table 13, and Figure 3, the percentage of primary eigenvalues take as one and as a result three factors definite, while the total percentage of eigenvalues and variance clarifications of the good governance practice in public administration are (65.26%).

The first factor is accounted for the highest variance in the dataset, yet, we recognize that the first factor, which has a significance in the clarification of the variable that explains (28.67%) from the total contrast and contains a set of variables and affecting the dependent variable. The second factor valued (19.54%) of the overall variance and held moral variables. While the third factor explains (17.04%) of the total variance and includes proper variables and affecting the dependent variable, consequently, the cumulative variance attained at the end of factor analysis. Nevertheless, the higher the rate is, the stronger the factor structure of the scale.

**Table 13: Eigenvalue and Variance Explanations of the Determined Factors for the Public Administration**

Factors	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.581	<b>28.674</b>	28.674	2.034	22.597	22.597
2	1.759	<b>19.545</b>	48.219	1.794	19.936	42.532
3	1.534	<b>17.042</b>	<b>65.262</b>	1.700	18.887	61.419
-	-	-	-			
9	.120	1.335	100.000			

Extraction Method: Principal Component Analysis.



**Figure 3: Load Graph for the Component Numbers of Public Administration**

### 3.2.2.8. Factor Loads of Public Administration Indicators

As revealed in Table 14, all public administration factors are positive values. (B) The first factor, that so-called “**Awareness on Governance**” contains three indicators as (Q2,3, and Q1), while the values loaded on the factors are (0.925, 0.860, and 0.563) respectively, although all indicators have loaded high values. So, it means that the implement of good governance ethical in departments. As well as high level of awareness on good governance practices in the departments. Besides good governance in this public department practiced by the rule of law.

The second factor named “**Participants’ Awareness**” include three indicators (Q6,4, and Q5), the loading values on these factors are (0.792, 0.786, and 0.613) respectively, also, all indicators have loaded high values. So, this confirms

that the good governance participants' awareness of rights and duties in their efficient service in the departments of the ministry of planning in Erbil city. However, awareness of departments members about who is their supreme or powerful organ. While the governance board members' awareness of their duties and responsibilities in the departments of the ministry of planning in Erbil city.

The third factor titled “**Transparent**” includes three indicators (Q9,8, and Q7) were the loaded values on these factors are (0.938, 0.817, and 0.800) respectively, and they have higher loadings, it means that the good governance board members are transparent to members and the public in the departments of the ministry of planning in Erbil city. So, there is good participation of members in the daily public administration activities while leaders and departmental members attend general assembly meetings.

**Table 14: Public Administration Indicators and Factor Loads**

Items	Factors	Factor Loads
<b>B First Factor, Awareness on Governance</b>		
<i>Q2</i>	Application of good governance ethics in departments.	<b>0.925</b>
<i>Q3</i>	Level of awareness on good governance practices in the departments.	<b>0.860</b>
<i>Q1</i>	Good Governance in this public department practiced by the rule of law.	<b>0.563</b>
<b>B Second Factor, Participants' Awareness</b>		
<i>Q6</i>	The good governance participants' awareness of rights and duties in their persuasive service.	<b>0.792</b>
<i>Q4</i>	Awareness of departments members about who is their supreme or powerful organ.	<b>0.786</b>
<i>Q5</i>	The governance board members' awareness of their duties and responsibilities.	<b>0.613</b>
<b>B Third Factor, Transparent</b>		
<i>Q9</i>	The good governance board members are transparent to members and the public.	<b>0.938</b>
<i>Q8</i>	There is good participation of members in the daily public administration activities.	<b>0.817</b>
<i>Q7</i>	Leaders and departmental members attend general assembly meetings.	<b>0.800</b>

## CHAPTER FOUR:

### 4. DATA PRESENTATION AND ANALYSIS

This chapter aims to discuss data then apply the data analysis, which starts with a description of the survey demographic variables collected from the respondents in the departments of the ministry of planning in Erbil city. So, the demographic variables contain frequencies distributions and data percentages. While, the other parts of this chapter includes statistical analysis of the data attained through descriptive statistics tests, variance analysis ANOVA and independent t-test. Besides correlation and regression analyses, collinearity statistics, however, the outcomes of the data analysis shown in Tables and Figures below.

#### 4.1. The Demographic Data

As earlier revealed that the survey demographic variables in this study collected in the departments of the ministry of planning in Erbil city to provide a reliable of the sample in this study. Consequently, the demographic variables below were collected as gender, age, level of education, work specialization and the overall job experience, as displayed in the Tables below:

As the Table 15, showed the frequencies distributions and percentage of gender of a survey sample contributed in the study 63.0 percent, or 68 individuals of the total survey sample, public employees in the departments of the ministry of planning in Erbil city who willingly contributed, are male, whereas 37.0 percent or 40 employees of total survey respondents are female.

**Table 15: Frequencies and Percentages of the Sample's Gender**

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	68	63.0	63.0	63.0
Female	40	37.0	37.0	100.0
<b>Total</b>	<b>150</b>	<b>100.0</b>	<b>100.0</b>	

Regarding the frequencies distributions and percentages of the competitor's ages, 55.6 percent of the overall survey sample or 60 public employees in the

departments of the ministry of planning in Erbil aged from 31-40 years, so, 26.9 percent or 29 employees aged between 41-50 years. While 9.3 percent or 10 employees in the same department were aged fall to 61 and more years, moreover, 8.3 percent of the total survey sample was aged 51-60 years, as shown in Table 16.

**Table 16: Frequencies and Percentages of Age Groups**

Age Groups	Frequency	Percent	Valid Percent	Cumulative Percent
<b>Valid 31-40</b>	60	55.6	55.6	55.6
<b>41-50</b>	29	26.9	26.9	82.4
<b>51-60</b>	9	8.3	8.3	90.7
<b>61 and more</b>	10	9.3	9.3	100.0
<b>Total</b>	<b>108</b>	<b>100.0</b>	<b>100.0</b>	

As Table 17, indicating the frequencies distributions and percentages of the survey sample's level of education, it is verified that of the total participators: 54.6 percent or 59 employees are master degrees; although 42.6 percent or 46 employees in the departments of the ministry of planning in Erbil city are bachelor certificates holders. Nevertheless, those held diploma degrees came at 2.8 percent or three public employees only.

**Table 17: Frequencies and Percentages of the Levels of Education**

Levels of Education	Frequency	Percent	Valid Percent	Cumulative Percent
<b>Valid Master</b>	59	54.6	54.6	54.6
<b>Bachelor</b>	46	42.6	42.6	97.2
<b>Diploma</b>	3	2.8	2.8	100.0
<b>Total</b>	<b>108</b>	<b>100.0</b>	<b>100.0</b>	

As Table 18, indicating the specialization of the survey sample, 37.0 percent or 40 of the total survey contributors specialized in IT. Although, 22.2 percent or 24 of employees' contributors specialized as in human resource, yet, 21.3 percent or 23 of contributors specialized in administration. Consequently, 13.9 percent or 15 employees of the total survey sample specialized in finance and economy. Lastly, 5.6 percent of contributors specialized in law.

**Table 18: Frequencies and Percentages of the Specialization**

Specialization	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Administration	23	21.3	21.3	21.3
Human Resource	24	22.2	22.2	43.5
IT	40	37.0	37.0	80.6
Finance and Economy	15	13.9	13.9	94.4
Law	6	5.6	5.6	100.0
<b>Total</b>	<b>108</b>	<b>100.0</b>	<b>100.0</b>	

As Table 19, revealed that the most public employees in the departments of the ministry of planning in Erbil, their overall job experiences from 5-10 years by 29.6 percent. So, the public employees with experience, 16-20 years came at a rate of 25.0 percent or 27 employees. Furthermore, 24.1 percent experienced 21years and above. Nevertheless, 21.3 percent or 23 respondents of the total sample experienced between 11-15 years.

**Table 19: Frequencies and Percentages of the Sample's Overall Job Experience**

Overall Job Experience	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 5-10	32	29.6	29.6	29.6
11-15	23	21.3	21.3	50.9
16-20	27	25.0	25.0	75.9
21years and above	26	24.1	24.1	100.0
<b>Total</b>	<b>108</b>	<b>100.0</b>	<b>100.0</b>	

#### 4.1.1. Descriptive Statistics

The purpose of this part of the data analysis is to use descriptive statistics for the study variables; although, these specified on contributors' replies to rate the significance of the study variables on five-point Likert Scale. However, descriptive statistics established to quantitatively describe the essential components of the variables by using statistical mean, standard deviations, the rate of agreement and t-test.

While the researchers are obtaining a large of raw data, mean is one of the most useful procedures of shorting data to discover an average of that set of data. However, an average is a measure of the center of the dataset whereas there are three

mutual customs of involving the center of a set of numbers namely statistical mean, the median, and the mode.

Nevertheless, standard deviations are the kind of an average of these deviations from the mean. Though the rate of agreement that has to establish through using the equations below, to measure the significant rate (agree or disagree) of each element from the responses of the survey sample employees in the departments of the ministry of planning in Erbil city. Further, there are five survey indicators (strongly agree, agree, neutral, disagree and strongly disagree) that states as a (100%, 80%, 60%, 40%, and 20%) respectively, also there is five Likert scale means the total is 100% so by using Eq.1. We can realize the rate agree and disagree with the questions from the responds point of view.

$$\text{Rate of Agreement} = \frac{\text{Mean} * 100}{5 \text{ (Five - Point Likert Scale)}}$$

#### **4.1.1.1. Descriptive Analyze of the Good Governance**

As indicated in Table 20, the outcomes of descriptive analysis mean, and standard deviation values of good governance which represent the independent study variable are (3.331, and 0.2741) respectively. Although 66.63 percent of the total survey sample identified that the departments of the ministry of planning in Erbil have a critical good governance practice in their public service, which is held by t (126.286), df (107), at the Sig (0.000).

The result on first good governance component transparency revealed the rate of the agreement was 69.35 percent besides mean, and standard deviation values (3.467, and 0.56276) respectively, so, these results indicate that the departments of the ministry of planning provided transparency. The results indicated that (X<sub>4</sub> and X<sub>3</sub>) reserves this dimension regarding the availability of information sources which include social networks and social media, besides hierarchy does not constrain information. Hence there is an openness to information. In regard the accountability as a second element good governance, although 67.87 percent of the overall survey sample agreed that the authorities affected accountability, that maintained by mean, and standard deviation values (3.39, and 0.55134) respectively. Also, (X<sub>8</sub> and X<sub>9</sub>) riches the accountability regarding the availability of an effective mechanism to hold



office and politicians accountable, moreover, there is no habit of hiding the negative and showing only the positive.”

In the same context, 63.58 percent of the entire survey sample agreed on participation that there is a tradition and a real channel to participate. While mean, and standard deviation values (3.179, and 0.3990) respectively. Further, the result shows that (X<sub>11</sub> and X<sub>12</sub>) riches the third component participation that leaders in KRI are willing to discuss openly to find solutions to problems.

**Table 20: The Results of Descriptive Analysis of the Good Governance**

Variables	Descriptive Statistics			T-test		
	Mean	Std. Deviation	The rate of Agreement	t	df	Sig. (2-tailed)
Good Governance	3.3316	0.2741	66.63%	126.286	107	0.000
Transparency	3.4676	0.56276	69.35%	64.035	107	0.000
Accountability	3.3935	0.55134	67.87%	63.965	107	0.000
Participation	3.1790	0.39905	63.58%	82.789	107	0.000
Variables	Questions	Descriptive Statistics				
		Mean	Std. Deviation	Rate of Agreement		
Higher Values						
Transparency	X4	4.00	0.611	80%		
	X3	3.42	0.866	68.4%		
Accountability	X8	3.63	0.838	72.6%		
	X9	3.53	1.115	70.6%		
Participation	X11	3.38	0.733	67.6%		
	X12	3.26	0.675	65.2%		

#### 4.1.1.2. Descriptive Analyze of the Public Administration

As shown in Table 21, the mean and standard deviation scores for good governance practice in public administration in the departments of the ministry of planning in Erbil are (3.55, and 0.3741) respectively. Although, 71.13% of the overall replies agreed on good governance practiced in public administration in the departments of the ministry of planning in Erbil.

The results showed that (Y<sub>6</sub> and Y<sub>5</sub>) reserves the public administration regarding the good governance participants’ awareness of rights and duties in their persuasive service and the governance board members’ awareness of their duties and responsibilities.” While fewer frequencies compared to others were (X<sub>9</sub> and X<sub>2</sub>) regard the good governance board members are transparent to members and the public, and the implement of good governance ethics in departments.”

However, beyond tables presented the responses on good governance explained that all components of the independent variable would effect on service performance of the public administration in the ministry of planning in Erbil. Nevertheless, transparency and accountability, respectively the critical components that are inspiring to the effect on public administration service performance, then, the participation has the lowest effect compared to the other two components.

**Table 21: The Results of Descriptive Analysis and T-tests of Public Administration**

Variables	Descriptive Statistics			T-test		
	Mean	Std. Deviation	The rate of Agreement	T	df	Sig. (2-tailed)
Public Administration	3.5566	0.37411	71.13%	98.799	107	0.000
Variables	Questions	Descriptive Statistics				
		Mean	Std. Deviation	Rate of Agreement		
Higher Values						
Components	Y6	3.75	0.643	75%		
	Y5	3.69	0.648	73.8%		
Lower Values						
Components	Y9	3.29	0.762	65.8%		
	Y2	3.39	0.759	67.8%		

#### 4.1.2. Variance Analysis

As revealed in Table 22, the variance analysis examined through applying ANOVA and independence t-test to clarify if there are any differences between the replies of the survey samples according to the demographic variables.

Consequently, the independence t-test and ANOVA outcomes established that for all demographic variables in regards the study independent variable good governance ( $p > 0.05$ ), therefore, there isn't variance in the means among male and female employees,  $F(0.881; p0.350 > 0.05)$ . However, for the age groups  $F(1.758; p0.143 > 0.05)$ , likewise, level of education  $F(1.657; p0.196 > 0.05)$ , whereas, specialization  $F(3.011; p0.061 > 0.05)$ , lastly, employees' overall job experience  $F(0.722; p0.541 > 0.05)$ , respectively, therefore, there aren't variances in the means among them, where ( $prob > 0.05$ ).

**Table 22: ANOVA Test Results of Good Governance According to the Demographic Data**

Good Governance	Sum of Squares	DF	Mean Square	F-test	Prob
<i>By Gender</i>					
Equal variances assumed	<i>Levene's Test for Equality of Variances</i>				
				<b>0.881</b>	<b>0.350</b>
<i>By Age Groups</i>					
Between Groups	0.705	3	0.744	<b>1.758</b>	<b>0.143</b>
Within Groups	7.338	104	0.425		
Total	8.043	107			
<i>By Level of Education</i>					
Between Groups	.246	2	0.123	<b>1.657</b>	<b>0.196</b>
Within Groups	7.797	105	0.074		
Total	8.043	107			
<i>By Specialization</i>					
Between Groups	2.867	4	1.039	<b>3.011</b>	<b>0.061</b>
Within Groups	5.176	103	0.399		
Total	8.043	107			
<i>By Overall Job Experience</i>					
Between Groups	0.164	3	0.055	<b>0.722</b>	<b>0.541</b>
Within Groups	7.879	104	0.076		
Total	8.043	107			

As Table 23, indicated the variance analysis also applied for the public administration as the dependent variable in this study, through running ANOVA and independence t-test to simplify if there are differences between the answers of the survey samples employees in the ministry of planning, according to the demographic variables.

Accordingly, the independence t-test and ANOVA outcomes confirmed that for all demographic variables in regards the public administration probability values ( $p > 0.05$ ), it means that there is no difference in the means between male and female public employees, F (1.451;  $p > 0.05$ ). Though, for the age groups F (1.754;  $p > 0.05$ ), moreover, levels of education F (1.765;  $p > 0.05$ ). So, public employees' specialization F (1.533;  $p > 0.05$ ), therefore, there is no variance in the means among survey sample answers based on employees' specialization. Finally, public employees experience F (0.711;  $p > 0.05$ ), consequently, there is no variance between replies according to employees' overall job experience.

**Table 23: ANOVA Test Results of Public Administration According to the Demographic Data**

Public Administration	Sum of Squares	DF	Mean Square	F-test	Sig.
<i>By Gender</i>					
Equal variances assumed	<i>Levene's Test for Equality of Variances</i>				
				<b>1.451</b>	<b>0.231</b>
<i>By Age Groups</i>					
Between Groups	1.342	3	0.740	<b>1.754</b>	<b>0.138</b>
Within Groups	13.634	104	0.425		
Total	14.975	107			
<i>By Level of Education</i>					
Between Groups	0.487	2	0.244	<b>1.765</b>	<b>0.176</b>
Within Groups	14.488	105	0.138		
Total	14.975	107			
<i>By Specialization</i>					
Between Groups	0.841	4	0.210	<b>1.533</b>	<b>0.198</b>
Within Groups	14.134	103	0.137		
Total	14.975	107			
<i>By Overall Job Experience</i>					
Between Groups	3.863	3	0.055	<b>0.711</b>	<b>0.537</b>
Within Groups	11.113	104	0.076		
Total	14.975	107			

#### 4.1.3. Correlation Analysis

According to Tyrrell, (2009), a correlation analysis estimates the influence of the linear connection between the two or more variables, furthermore classifies the trend of the relationship. Though, the correlation coefficient, ( $r$ ), estimates the influence of the linear correlation. The value of ( $r$ ) is between (+1) and (-1):

- Values of ( $r$ ) close to (+1) or (-1) represent a significant linear relation.
- A value of ( $r$ ) close to (0) means that the linear correlation is very weak.
- It could be that there is no relationship at all, or the correlation is non-linear.

In this regard, we have applied correlation analysis to examine the first main hypotheses which state that there is a positive relationship between good governance and the public administration. Hence, to examine the correlation among these variables; Spearman's  $r$  (0.670\*\*) correlation measured, whereas the correlation coefficient for the good governance and the public administration showed that both variables proved the significant positive relationship.

Furthermore, all the good governance components as transparency, accountability, and participation positively linked with the public administration in

the departments of the ministry of planning in Erbil. Further, Table 24, clarifies that transparency and participation, through ( $r=0.511^{**}$ , and  $0.424^{**}$ ) respectively, have high positive and significant correlations with the variable public administration, at the prob values (0.000 and 0.000) respectively. While accountability has a lower correlation with public administration, compared to the other two components, therefore, the hypotheses ( $H_1$ ,  $H_{1.1}$ ,  $H_{1.2}$ , and  $H_{1.3}$ ) accepted.

**Table 24: Correlation of Good Governance its Dimensions and the Public Administration**

Variables		Public Administration
<b>Good Governance</b>	Correlation Coefficient	<b>0.670<sup>**</sup></b>
	Sig. (2-tailed)	<b>0.000</b>
<b>Transparency</b>	Correlation Coefficient	<b>0.511<sup>**</sup></b>
	Sig. (2-tailed)	<b>0.000</b>
<b>Participation</b>	Correlation Coefficient	<b>0.424<sup>**</sup></b>
	Sig. (2-tailed)	<b>0.000</b>
<b>Accountability</b>	Correlation Coefficient	<b>0.352<sup>**</sup></b>
	Sig. (2-tailed)	<b>0.000</b>

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

\* . Correlation is significant at the 0.05 level (2-tailed).

c. Listwise N = 108

#### 4.1.4. Regression Analysis

To examine the effect of good governance in public administration a multiple regression analysis used which is a calculation of bivariate correlation. So, the effect of regression is an intention that illustrates the best estimation of a dependent variable from one or more independent variables that are good government and its components. Though, regression examine will use when independent variables correlated to the dependent variable. Consequently, in the correlation analysis, we establish significant positive relations among the study variables good government and public administration. Therefore, both multiple and simple regression analysis in this study can conduct.

As presented in Table 25, a multiple regression analysis applied to test the effect of the good government on public administration service performance from perspectives of the public employees in the departments of the ministry of planning in Erbil. As the model summary shown in the table below, the coefficient of R Square is (0.511) that shows the variation explained dependent variable due to independent variables. Hence, these sorts that the components of good government

as transparency, accountability, and participation, deduce for 51.1% of the public employees in the departments of the ministry of planning in Erbil city. The same table approves f-test of significance where F (41.201) explains that a significant ( $p < 0.05$ ) which is suitable for the planned model, therefore, the model has it is significant in regarding how the good government and its components effect on public administration service performance, thus the hypotheses ( $H_2$ ) accepted.

**Table 25: Regression Analysis (Model Summary)**

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate	
1	<b>0.670 a</b>	<b>0.511</b>	<b>0.490</b>	<b>0.63477</b>	
Model	Sum of Squares	df	Mean Square	F-test of Significance	Sig.
Regression	4.546	1	4.546	<b>41.201</b>	<b>0.000<sup>b</sup></b>
Residual	10.429	106	0.098		
Total	14.975	107			
<b>a. Dependent Variable: Public Administration</b>					
<b>b. Predictors: (Constant), Good Governance</b>					

As the outcomes shown in Table 26, there is a significant effect of the good government over transparency, accountability, and participation on the public administration service performance. Through an amount of B (0.433, 0.410, and 0.363) respectively, besides as obtained through prob values (0.000, 0.000, and 0.000) respectively. Moreover,  $t(6.797; p < 0.05)$  for good government, that significant and upkeep the outcomes. Accordingly,  $t(6.372, 5.611, \text{ and } 4.740)$  respectively, for transparency, accountability, and participation, then ( $p < 0.05$ ). Therefore, the hypotheses ( $H_{2.1}, H_{2.2}, \text{ and } H_{2.3}$ ) accept.

**Table 26: Regression Coefficients**

Model	Standardized Coefficients	T-Test	
	Beta	t	Prob.
<b>(Constant)</b>		2.845	0.005
Good Governance	0.651	6.797	0.000
Transparency	0.433	6.372	0.000
Participation	0.410	5.611	0.000
Accountability	0.363	4.740	0.000
a. Dependent Variable: Public Administration			

As Table 27, indicates the Breusch-Godfrey Serial Correlation LM test used to classify if there is autocorrelation or serial correlation among independent variables good government and its components namely transparency, accountability, and participation, accordingly, the outcomes endorse that the probability values higher than ( $p > 0.05$ ), it means that there is no autocorrelation. Therefore, the null hypothesis not rejected, which states that there is no autocorrelation among independent variables.

**Table 27: Autocorrelation Test**

<b>Breusch-Godfrey Serial Correlation LM Test:</b>				
F-statistic	1.246886		Prob. F(2,104)	0.2917
Obs*R-squared	2.529044		Prob. Chi-Square(2)	0.2824
Test Equation:				
Dependent Variable: Public Administration				
Method: Least Squares				
Date: 09/17/18 Time: 00:04				
Sample: 1 108				
Included observations: 108				
<b>Presample missing value lagged residuals set to zero.</b>				
Variable	Coefficient	Std. Error	t-Statistic	Prob.
<b>Public Administration</b>	0.015284	0.062728	0.243655	0.8080
<b>C</b>	-0.054812	0.224311	-0.244358	0.8074
<b>RESID(-1)</b>	0.028588	0.100569	0.284266	0.7768
<b>RESID(-2)</b>	-0.154089	0.099756	-1.544657	0.1255

Dependent Variable: Public Administration

While, Heteroskedasticity Test: Breusch-Pagan-Godfrey applied to clarify if there is Heteroscedasticity problem, so the result demonstrates that probability values higher than ( $p > 0.05$ ), it means that there is no Heteroscedasticity problem for the model, as shown in Table 28, below.

**Table 28: Heteroscedasticity Test**

<b>Heteroskedasticity Test: Breusch-Pagan-Godfrey</b>				
F-statistic	0.511012		Prob. F(1,106)	0.4763
Obs*R-squared	0.518155		Prob. Chi-Square(1)	0.4716
Scaled explained SS	0.361601		Prob. Chi-Square(1)	0.5476
Test Equation:				
Dependent Variable: RESID^2				
Method: Least Squares				
Date: 09/17/18 Time: 00:16				
Sample: 1 108				
Included observations: 108				
Variable	Coefficient	Std. Error	t-Statistic	Prob.
<b>C</b>	0.093610	0.058355	1.604164	0.1117
<b>Public Administration</b>	-0.011665	0.016318	-0.714851	0.4763

Dependent Variable: Public Administration

Furthermore, as shown in Figure 4, the normality test also tested, and the effect reveals that there is normality distribution in study remarks regards the effect of the good government on the on public administration service performance. Also, Figure 5, below, shows the linearity test, besides the consequences, recognized that there is a linearity correlation among the good government and public administration.

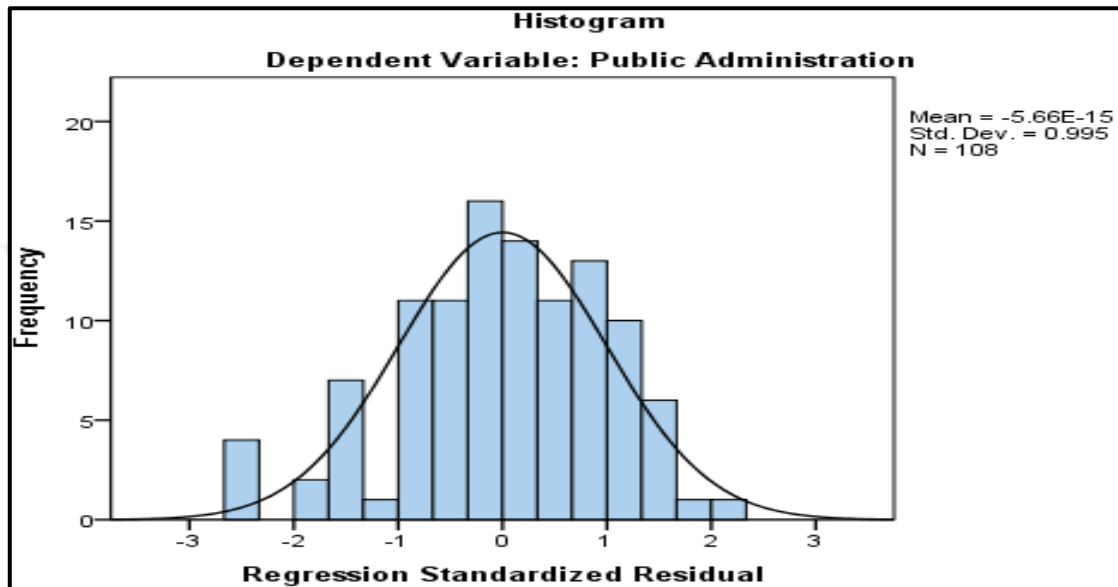


Figure 4: Normality test

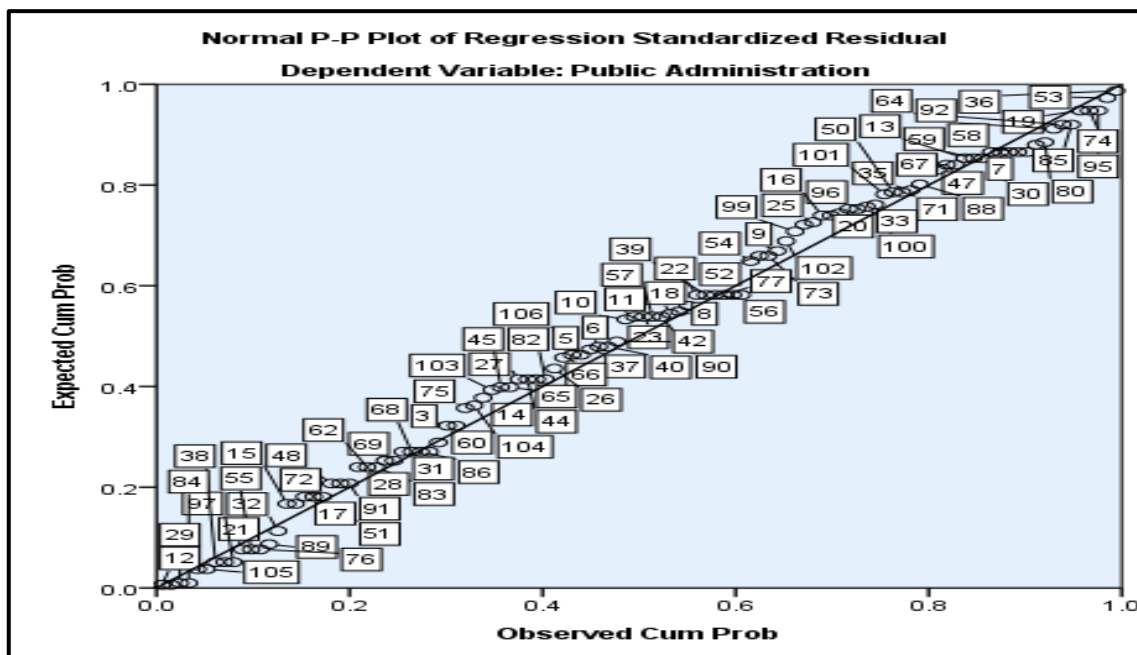


Figure 5: Linearity test



## CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

The purpose of this study is to examine the relational effect of the good governance, and its components as a new concept of public administration on the public services performance of the departments of the KRG's ministry of planning in Erbil city. The study considered the main issues known and argued in the thesis besides analyzing challenges related to good governance and public administration service performance. In this regard, this section made conclusions according to findings, then put forward the right recommendations to develop good governance as a new concept of public administration in KRI. So, it was preserved in this section, that effective public administration's services performance could be delivered by good governance and implements holistic approaches to governance and public administration service delivery to citizens.

So, to examine this as a primary study purpose, we (researcher) tested the correlation between good governance and the public administration through gaining perspectives from a survey sample of the leaders and public employees. Consequently, the researcher applied the effect of good governance in this correlation to aid in achieving the effective public services performance of the public administration.

Based on the results the good governance practice is an essential factor that effects are achieving the effective public administration performance particularly in service delivery to society in KRI. While, for public service to successfully meet the demands and expectations of society it needs concentrated efforts and cooperation of all participants like leaders, employees, and citizens.

Conversely, the responses on good governance explained that all components of the independent variable would effect on service performance of the public administration in the ministry of planning in Erbil. Nevertheless, transparency and accountability, respectively the critical components that are inspiring to the effect on public administration service performance, then, the participation has the lowest effect compared to the other two components. So, it means that the results of

descriptive statistics confirm that there are many information sources which include social networks and social media in the departments of the ministry of planning in Erbil city. While the media not used as an instrument of propaganda, the media is free and not managed by the government; people spontaneously obtain information.

While the leadership in the departments of the ministry of planning in Erbil city takes on the account, besides the officials and politicians usually, account for the government to serve the people. The most significantly harmony and consensus is essential and requires to talk directly about mistakes. In this regard, the results of good governance practice in public administration that the implement of good governance ethical in departments. As well as a high level of awareness on good governance practices in the departments, besides good governance in this public department practiced by the rule of law, however, the good governance participants' awareness of rights and duties in their efficient service in the departments of the ministry of planning in Erbil city.

However, awareness of departments members about who is their supreme or powerful organ. While the governance board members' awareness of their duties and responsibilities in the departments of the ministry of planning in Erbil city. Besides, the good governance board members are transparent to members and the public in the departments of the ministry of planning in Erbil city. Consequently, the results showed good participation of members in the daily public administration activities. Although, leaders and departmental members attend general assembly meetings.

The variances analysis (ANOVA) test indicated that there aren't significant differences between the survey sample replies toward good governance and the public administration, according to the survey sample's characteristics. The study also found the positive and significant correlation among good governance and the public administration, however, the results clarify that transparency and participation have high positive and significant correlations with the variable public administration, whereas accountability has the lower correlation with public administration, compared to the other two components.

Furthermore, the regression analysis results found that statistically there are significant effects of good governance and all its components in the public

administration service performance, but the high effects of the transparency and participation, while the lower one was service accountability between components of good governance. Then, the conclusions agree on that good governance, and its components play a dynamic effect in achieving public administration's compelling performance.

### **Recommendations**

This study recommends that public administrators should be active in carrying out their tasks. So, they should plan and control public establishments' day-to-day activities, and prepare management accounts and reports which give an account of their actions. Through officials and politicians account for the government to serve the people. As well as harmony and talk directly about mistakes, besides by adopting an effective mechanism to hold officials and politicians accountable.

The researcher also recommends that it is critical for public departments in KRI to have sustainable and continual use of advanced and reforms rules which will help public services dependability and awareness. Through the public administrators intense to complete the public services correctly, as well as delivers accurate information about the department and users can reference quickly, besides, interested in direct requests and delivery in time. Thus, good governance practices are the products of public service officials' routine, while it concerns with the request of independent values to facilitate an acceptable process of governance and service delivery.

The researcher recommends that public departments or ministries of the KRG should improve training programs for their public staffs, programs should purpose to improve public administration awareness of pioneering culture, norms and act as a base on knowledge. Likewise, it involves appropriate instruments to carry out what the country's laws, guidelines, rules and regulations that guide public establishments require one to do to deliver public goods and services. Further, this study recommends that good governance practices stimulate the perception of putting the people first besides performing one's duties and responsibilities in the best interest of

the people. Also, the aspects of transparency, accountability, and participation are significant components of good governance practices and consequently effective and efficient public service performance.

### **The Study Administrative Implications**

The leaders' or managers within public administration would provide more significance on their client satisfaction in most public services, further identify that real dependability develops from human interaction, from leaders' or public employees who deliver public services to citizens.

The role of frontline public employees in the governmental departments or ministries has to categorize, as they provide the departments face and they are accountable for turning the citizens loyal to their government. Therefore, citizens' values are the capacity of dynamic competences, and good governance practices should build around the department's human resource management to attain the right kind of behavior out from public employees. Nevertheless, good governance abilities should provide focus on the features, such as transparency, accountability, and participation.

### **Recommendations for Further Studies**

First, this is study narrow dawned in its analysis of the perspectives of the public employees in the departments of the ministry of planning as an essential KRG's ministry in Erbil city, through a particular emphasis on pursuing the observations of leaders and public employees working as a public servant.

Thus, this study recommends that future studies could re-conduct this study in other departments or ministries to define whether the study would produce similar findings by using related and specific purposes. Nevertheless, it would be remarkable to find out whether public employees in different departments or ministries would place related significance to contribute to a survey similar to the current study.

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## APPENDIXES

### Appendix1: Questionnaire Form



**REPUBLIC OF TURKEY**  
**YUZUNCU YIL UNIVERSITY**  
**GRADUATE SCHOOL OF SOCIAL SCIENCES**  
**PUBLIC ADMINISTRATION DEPARTMENT**

Dear all respondent,

I am Dilshad Mala SAEED, master student in the public administration department, a graduate school of social sciences, Yuzuncu Yil University, Turkey. My master study titled “**GOOD GOVERNANCE AS A NEW CONCEPT OF PUBLIC ADMINISTRATION**” It is part of the Requirements for the degree of Masters in the Public Administrative Sciences.

I will appreciate doing a favor by responding to the following questions. Please give it time and understood, as responses will use to reach the results of this study, and unquestionably the result of a survey will use only for educational purpose, and names will not mention on the forms. However, the obtained data will keep confidential.

I am deeply thankful for spending valuable time in replying to the survey questionnaire.

Thanks in advance.

**Supervisor**  
Prof. Dr. Ferit IZCI

**Researcher**  
Dilshad Mala SAEED  
Master Student

**Please Choice the Possibility that Indicates the Best Alternative, Think Proper for the Phrases below:**

**First Section: General Information**

1. **Gender:** Male (    ), Female (    ).
2. **Age:** 21–30 years (    ), 31–40 (    ), 41–50 (    ), 51-60 (    ), 61 and above (    ).
3. **Level of Education:** Ph. D (    ), Master (    ), Bachelor (    ), Diploma (    ).
4. **Specialization:** Administration (    ), Human Resources (    ), IT (    ), Finance and Economy (    ), Law (    ), Other.....
5. **Overall Job Experience:** Less than 5 years (    ), 5-10 (    ), 11-15 (    ), 16-20 years (    ), 21 and over (    ).

**Second Section: The Scale of Good Governance**

The Good Governance components indicated in the following questions; please tick (✓) in the suitable field by your views.

Q	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<b>First Component: Transparency</b>						
1	Media is free and not managed by the government; people spontaneously obtain information.					
2	Media not used as an instrument of propaganda.					
3	Hierarchy does not constrain information. Hence there is an openness to information.					
4	There are many information sources which include social networks and social media.					
<b>Second Component: Accountability</b>						
5	The officials and politicians usually account for the government to serve the people.					
6	The leadership takes on the account.					
7	Harmony and consensus is essential and requires to talk directly about mistakes					
8	There is an effective mechanism to hold office and politicians accountable.					
9	There is no habit of hiding the negative and showing only the positive.					
10	There are meaningful consents because authorities do function independently.					
<b>Third Component: Participation</b>						
11	The leaders in KRI are willing to discuss openly to find solutions to problems.					
12	There is a tradition of participation.					
13	There is a real channel to participate.					

14	There is enough information to participate.					
15	Leaders and public employees want to involve complicated issues.					
16	Leaders and public employees' harmony more valued than diversity.					

**Source:**

Van, V.T. (2012). Local Government on the Way to Good Governance the case of Hanoi and Berlin, *Unpublished Ph.D. Dissertation*, Faculty of Economic and Social Science, University of Potsdam.

**Third Section: The Scale of Good Governance Practice in Public Administration**

Q	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
17	Good Governance in this public department practiced by the rule of law.					
18	Application of good governance ethics in departments.					
19	Level of awareness on good governance practices in the departments.					
20	Awareness of departments members about who is their supreme or powerful organ.					
21	The governance board members' awareness of their duties and responsibilities.					
22	The good governance participants' awareness of rights and duties in their persuasive service.					
23	Leaders and departmental members attend general assembly meetings.					
24	There is good participation of members in the daily public administration activities.					
25	The good governance board members are transparent to members and the public.					

**Source:**

Dayanandan, R. (2013). Good Governance Practice for Better Performance of Community Organizations - Myths and Realities, *Journal of Power, Politics & Governance*, Vol. (1), No. (1), pp.10-26.

## Appendix 2: Curriculum Vitae

<b>CURRICULUM VITAE</b>		
<b>PERSONAL INFORMATION</b>		
<b>Name and Surname</b>	Dilshad Mala SAEED	
<b>Date of birth</b>	1/7/1989	
<b>Address</b>	Erbil, Barzan, Iraq	
<b>Phone (Iraq)</b>	+964 750 435 5592	
<b>E-mail</b>	<a href="mailto:dlshad_mala@yahoo.com">dlshad_mala@yahoo.com</a>	
<b>EDUCATION AND TRAINING</b>		
<b>Degree</b>	<b>Institution</b>	<b>Time Interval</b>
<b>Bachelor of Science</b>	Salahaddin University-Erbil, The College of Economic and Administration, Department of Administration	2013
<b>Master of Science</b>	YUZUNCU YIL UNIVERSITY, Public Administration Department, VAN (TURKEY)	2018
<b>PERSONEL SKILS</b>		
<b>Languages</b>	English/ Good	
	Turkish / Good	
<b>Computer skills</b>	MS Word, MS Excel, and MS PowerPoint.	



T.C  
VAN YÜZÜNCÜ YIL ÜNİVERSİTESİ  
Sosyal Bilimler Enstitüsü

LİSANSÜSTÜ TEZ ORJİNALLİK RAPORU

10/01/2019...

Tez Başlığı / Konusu

**GOOD GOVERNANCE AS A NEW CONCEPT OF PUBLIC ADMINISTRATION: A  
STUDY IN KRG'S DEPARTMENTS IN ERBİL**

Yukarıda başlığı/konusu belirlenen tez çalışmamın Kapak sayfası, Giriş, Ana bölümler ve Sonuç bölümlerinden oluşan toplam .....65..... sayfalık kısmına ilişkin, 15/12/2018 tarihinde şahsım/tez danışmanım tarafından TURNİTİN intihal tespit programından aşağıda belirtilen filtreleme uygulanarak alınmış olan orijinallik raporuna göre, tezim benzerlik oranı % 15 (on beş.) dir.

**Uygulanan Filtreler Aşağıda Verilmiştir:**

- Kabul ve onay sayfası hariç,
- Teşekkür hariç,
- İçindekiler hariç,
- Simge ve kısaltmalar hariç,
- Gereç ve yöntemler hariç,
- Kaynakça hariç,
- Alıntılar hariç,
- Tezden çıkan yayınlar hariç,
- 7 kelmeden daha az örtüşme içeren metin kısımları hariç (Limit match size to 7 words)

Van Yüzüncü Yıl Üniversitesi Lisansüstü Tez Orijinallik Raporu Alınması ve Kullanılmasına İlişkin Yönergeyi İnceledim ve bu yönergede belirtilen azami benzerlik oranlarına göre tez çalışmamın herhangi bir intihal içemediğini; aksinin tespit edileceği muhtemel durumda doğabilecek her türlü hukuki sorumluluğu kabul ettiğimi ve yukarıda vermiş olduğum bilgilerin doğru olduğunu beyan ederim.

Gereğini bilgilerinize arz ederim.

10 / 01 / 2019  
Dilshad Mala SAEED.....

Adı Soyadı : Dilshad Mala SAEED .....  
Öğrenci No :179210018.....  
Anabilim Dalı : KAMU YÖNETİMİ .....  
Programı : .....  
Statüsü : Y. Lisans  Doktora

DANIŞMAN  
Doç. Dr. Ferit İZCİ  
10/01/2019

ENSTİTÜ ONAYI  
B. EY. GÜN'DÜR  
10/01/2019  
Doç. Dr. Bekir KOÇLAR  
Enstitü Müdürü