The Implications of Good Governance of Village Government Office in Sidoarjo

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ABSTRACT

This research examined determinant factors of good governance of a village government office in Sidoarjo. This research used a survey and a cross-section through a questionnaire as the data collection. The unit of analysis was the citizen who worked as a state civil apparatus and had used public services in a village government office. To determine the sample, the researchers used a simple random sampling. The data were analyzed using Structural Equation Modeling (SEM). The results show that the rule of law and responsiveness are dominant indicators to form good governance. However, transparency and good commitment are less dominant indicators in forming good governance. The practical implications of this research are useful for the local government as they need to increase the role of good governance in improving public service performance, especially for village service.

Keywords: good governance, village government office, public service

INTRODUCTION

Good governance is part of a new paradigm that develops and provides enough nuance to color the post-multidimensional crisis, along with the demands of the reform era (Rotberg, 2014). As a developing country with a high demand for reforms, good governance in Indonesia appears as a new transplantation model. It is believed that it can treat political bureaucracy which is full of corruption, bribery, and abuse of power (various violations of human rights). For five years after the start of reforming, the desire to get good governance and the clean government is still far from expectations. There are various obstacles in the form of politic, economic, socio-culture, legal, confusing government, and the emergence of uncertainties. It causes anxiety that endanger the joints of people's lives. The enactment of regional autonomy, based on constitution no. 22 of 1999 and no. 32 of 2004

concerning regional government, changes the system of administering the regional government. In this case, it emphasizes that local governments are fully responsible for implementing the development of living standards in a society (Bukhari, Jabeen, & Jadoon, 2014).

The government that has the function of providing services to the community must emphasize things to prioritize the interests of the community, to simplify the community affairs, to short the implementing community affairs, and to give satisfaction to the community (Katoch *et al.*, 2017). In implementing public services so far, especially the implementation of public services by the government, there has been no specific orientation regarding effectiveness and quality improvement in the provision of public services. This happens because the government still monopolizes public services. Thus, implementing public services so far is running statically. Meanwhile, the demand for

public services is increasingly dynamic with a better level of community life. It is a sign of empowering experienced by the community (Hove & Tarisai, 2017). The number of people who knows about their rights and obligations as citizens in a society, nation, and state is increased. To achieve excellent public service, it needs a qualified government apparatus in providing various services needed by the community, whether in the rules or other services (Ferry, Glennon, & Murphy, 2019). Apparatus' services will be excellent if employees are given adequate compensation, education and training, and the availability of office facilities and infrastructure. If employees receive adequate incentives, they are often included in education and training under their fields of work and the availability of adequate office infrastructure. The service performance of the apparatus may increase (Hayat & Hassan, 2017). After the work performance of employees increases, it will impact the service to the community optimally.

The high level of enthusiasm and positive response of the community over the past few years to the good governance system has fostered the hope of implementing a fair, open, and responsible government (Hayat & Hassan, 2017). This is caused by the non-optimal practice of administering government by the employees in regional government offices. Organizational performance is not even encouraging. In addition, the ineffectiveness of the law and regulations of the regional government is a major concern of academics and practitioners to reform and reorganize the system of government. In carrying out government duties, the regional government as part of the governance system in Indonesia has the determination and spirit of implementing a government system based on good governance. The existence of several district government institutions supports the implementation of the principles of good governance. It is in the form of the commitment of elites or policymakers to support the implementation of good governance principles and the demands of the community, especially in villages for implementing good governance-based governance (Yousaf, Ihsan, & Ellahi, 2016).

However, in reality, it shows that implementing the principles of good governance in government offices, especially for village services, still has weaknesses. For example, the officials in the regional government are not involved in regional decisions. It is still hard for some people to find out information about policies, programs, and activities of the regional government apparatus. The community still considers that the regional government is still slow in responding the community complaints, especially related to the processing of permits (Nurcahyo, Wibowo, & Putra, 2015). Even the community considers that the regional government is less accountable in reporting assets they owned at earlier position. Those weaknesses showed that the implementation of participation, transparency, responsiveness, and accountability principles in the regional government, especially village government office had not met the expectations of the community

(Harrison & Sayogo, 2014).

Measurement of good governance in this research uses eight indicators of transparency, responsiveness, the rule of law, simple administration, good commitment, vision-mission, participation, and accountability. Transparency is an openness that covers all aspects of activities involving the public interest from the decision-making process, the use of public funds, to the evaluation stage (Da Cruz, Tavares, Marques, Jorge, & De Sousa, 2016). The principle of transparency creates mutual trust between the government and the community through the provision of information and guarantees convenience in getting accurate and adequate information. It builds transparency on the free flow of information. All government processes, institutions, and information need to be accessible to interested parties. The available information must be understood and monitored. So, it can increase the insight and knowledge of the community towards the government. It can also increase public trust in government and the number of people taking part in the development. In addition, it can reduce violations of laws and regulations (Jannah, Handajani, & Firmansyah, 2018).

Next, it is responsiveness as a logical consequence of openness. Every component involved in the development process of good governance must have responsiveness to the desires or complaints of shareholders. The efforts are to increase responsiveness aiming at the public sector, which is closed and power-oriented (Buss & Shackelford, 2008). To find out people's satisfaction with the services provided by the public sector, surveys need to be done periodically. It can determine the level of customer satisfaction. Community participation in the political process and public policy formulations requires a system and legal rules. In connection with that and in realizing the ideals of good governance, a commitment must be a balance to uphold the rule of law with the characteristics of the supremacy of law, legal certainty, responsive law, consistent and non-discriminatory law enforcement, and independence of the judiciary. The legal framework must enforce the laws relating to human rights indiscriminately (Buss & Shackelford, 2008).

The simplicity of administration, the activities of the three domains, and good governance must prioritize effectiveness and efficiency in every activity. Thus, the service process of public administration becomes better (Buss & Shackelford, 2008). It primarily aims at the pressure of the need for effectiveness and efficiency at the public sector because this sector carries out its activities monopolistic and without competition. Thus, there will be no efficiency.

Good commitment includes a commitment to reduce inequality in various fields, (both between the center and the regions and among regions fairly and proportionally). It is a tangible manifestation of the principle of reducing inequality (Permarupan, Saufi, Kasim, & Balakrishnan, 2013). This also includes efforts to create equity in the law and reduce various discriminatory treatments. It creates

a gap between men and women in community life. Commitment to environmental protection is about the carrying decreased capacity of the environment because of uncontrolled utilization. The obligation to plan an analysis of the consequent environmental impact, consistent enforcement of environmental law, activation of environmental control institutions, and sustainable management of natural resources are the examples of the realization of commitment to the environment. The commitment to fair market has proven that government interference in economic activities is often excessive, so it eventually burdens the budget and destroys the market. Efforts to link community economic activities with markets within regions and between regions are examples of tangible manifestations of commitment to the market.

Strategic vision and mission are to face the future. Leaders and communities have a broad and far-reaching perspective on good governance and human development. This needs sensitivity to realize these developments (Allen, Kern, Vella-Brodrick, & Waters, 2018). In addition, they must also understand the historical, cultural, and social complexities that form the basis of that perspective. Every citizen has the right and obligation to take part in the state's process, government, and society. This participation can be directly or through intermediary institutions by encouraging each citizen to use the right to express opinions in the decision-making process. It concerns the interests of the community directly and indirectly.

Accountability is the responsibility of public officials for the community, which gives them the authority to take care of their interests (Wu, Liu, Jin, & Sing, 2016). Decision-makers in the government, private sector, and community organizations are responsible to the community and interested institutions. The form of responsibility differs from one to another, depending on the organization concerned. The basic instrument of accountability is the existing legislation with a political commitment to accountability and accountability mechanisms. Meanwhile, the supporting instruments are behavioral guidelines and monitoring systems for performing government administration with clear and firm sanctions (Spence & Rinaldi, 2014).

Kock and Gaskins (2014) researched comparative national studies in the fiscal domain by exploring the relationship between the conditions and concepts of socio-culture, politic, and economic for open governance. This research showed that democracy, human resources, and disclosure of budget documents were significantly related to increasing transparency, accountability, and the involvement of the Supreme Audit Authority with the public. E-participation and commitment to the open government partnership were each interconnected with certain transparency and accountability measures.

Next, according to Harrison and Sayogo (2014), Gross Domestic Product is negatively related to certain transparency and accountability measures. Only democracy is related to public participation in budget discussions with the executive and has little effect. The research on transparent government (parliamentary and legal accountability in information) aims to assess what the most prominent and sufficient factor in current structure and organization. It is to support transparency for accountability from some open government portal. The results show that open data portal does not have structural and organizational elements needed to support ordinary citizens fully involved in public accountability efforts.

The study about good governance measurement and its implication are still rarely done, particularly on the public service sector. This study is to measure what indicators can form good governance holistically and simultaneously. Some previous researches only discuss the indicators related to good governance measurement. The research about rule of law, accountability, and transparency aiming to apply good governance, becomes the main challenge to block the reform effort. For example, the success of good governance efforts and the steps of action increase the participation and institution. Rule of law, accountability, and transparency are technical and law problem to some government level. However, interactively, it can result in legal and effective government and supported by wider community. The strong and open and competent civil society play strong and positive role in politics and governance (Johnston, 2006).

The principle of good governance implementation is an important aspect of supporting the achievement of the objectives of the regional government. The existence of these weaknesses drives this research. This study measures the implications of the factors that shape good governance in village government public services. The practical implications of this research are expected to be useful for the local government. They need to increase the role of good governance in improving public service performance, especially for village government office.

METHODS

The method of data collection in this research uses questionnaires and direct interviews with the citizen who works as a state civil apparatus and has used public services in village government office. The reason for choosing the research location in the village service is because the village office is a vital part of the central government policy and has government services related to public administration. The population in this study is Sidoarjo villagers with the criteria of working as state civil apparatus, aging between 20-50 years, having education at least graduated from the high school/vocational school, and using public services in the village office. The location of this study is at the local government in Sidoarjo as one of the largest regions in East Java. Moreover, the fixed income of the civil servants there is the second largest in Indonesia so that the level of welfare of the state civil apparatus, especially in village services is

quite high. It is expected that each apparatus can carry out the implications of good governance in the local government. The sample in this study is taken from 185 of 200 questionnaires distributed to all villagers in Sidoarjo. These criteria are to limit respondents. It can reflect the people's understanding of government public services and interpretation to all government policies appropriately. Based on these criteria, the sampling method used is probability sampling. The technique of determining the sample unit (respondent) used is simple random sampling. Primary data are collected by researchers directly for this research.

The research instrument includes the validity test and reliability test. It is to test whether the instruments used meet the requirements of measuring instruments that are good or under the standard of research methods. The instruments are considered good when they meet three main requirements. Those are valid or invalid, reliable or unreliable, and practical. For data processing, the researchers use Structural Equation Modeling (SEM). The researchers interpret the assessment of indicators that affect good governance. The recommendations are formulated from a discussion of interpreting SEM data analysis. Figure 1 shows the conceptual framework of the research.
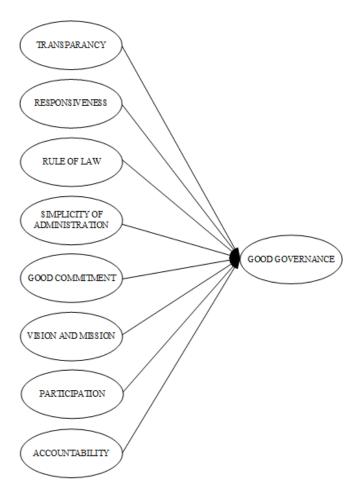

Figure 1 Conceptual Framework

RESULTS AND DISCUSSIONS

This study conducts an instrument test aiming at getting formative indicator measurements from good governance. The evaluation of the measurement model shows the significant value of the outer weight with t-statistics > 1,96. It gets through bootstrapping procedures. This causes that the validity test and constructs reliability are not needed (Ghozali & Kusumadewi, 2016). The outer loading of indicators and items of each indicator are shown in Table 1 and 2 respectively (see Appendices).

The results of the analysis is path coefficients able to explain the measurement of good governance. It uses eight indicators, those are transparency, responsiveness, rule of law, simplicity of administration, good commitment, vision-mission, participation, and accountability. The results can be seen in Table 3. The transparency indicator with an outer weight value of 0,088 is significant with CR= 21,602. There are several items in this indicator. The government clarifies the decisions of the institution. The administration provides precise information about procedures. Then, administrative management is easily accessible to users.

Internally, the government democracy that becomes an important issue in the delivery of good government services needs to be developed and improved. The response of government service employees to the practice of transparency needs an understanding concept of transparency; the flexibility of government service programs realization; and quick and straightforward service (Harrison & Sayogo, 2014). The village services need clear information on public service procedures so that it is easy for people who need government services. This can be seen from many instructions in the form of infographics socialized to villagers in Sidoarjo.

Meanwhile, information means every aspect of government policy which the public can access. Information disclosure can cause the good and tolerant political competition and policies made based on public preferences (Meijer, 2003). This principle has two aspects, namely public communication by the government, and people's rights to access information. Both will be very difficult to do if the government does not handle its performance well. Good performance management is the starting point of transparency. Public communication requires an affirmative effort from the government to open and disseminate relevant information and activities. Transparency must be balanced too with the need for institutional confidentiality and information that affects individual privacy rights (Da Cruz et al., 2016). Because the government produces large amounts of data, it needs professional information officers. It is not to make excuses for government decisions, but to disseminate important decisions to the public and explain the reasons for each of these policies. The role of the media is also very important for government

Tabel 3 Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P-Values
Transparency -> Good governance	0,088	0,089	0,004	21,602	0,000
Responsiveness -> Good governance	0,187	0,187	0,006	32,036	0,000
Rule of law -> Good governance	0,202	0,202	0,005	37,705	0,000
Simplicity of administration -> Good governance	0,178	0,177	0,005	36,824	0,000
Good commitment -> Good governance	0,082	0,082	0,002	39,138	0,000
Vision mission -> Good governance	0,166	0,166	0,005	31,191	0,000
Participation -> Good governance	0,092	0,092	0,006	16,735	0,000
Accountability -> Good governance	0,102	0,102	0,004	22,699	0,000

transparency as an opportunity to communicate with the public and explain various relevant information and a "watchdog" for various government actions and deviant behavior from the bureaucratic apparatus. The media cannot carry out this task without the freedom of the press, government intervention, and the influence of business interests. Then, openness has the consequence of excessive society control and even by the mass media. Therefore, the obligation for openness must be balanced with the value of the limitation. It includes clear criteria from the public authorities about what they give. The government's openness for various aspects of public services will ultimately make the government accountable to all stakeholders with interest in processes and activities in the public sector (Valle-Cruz, Sandoval-Almazan, & Gil-Garcia, 2016).

Furthermore, the responsiveness indicator with a value of 0,187 is significant with CR= 32,036. There are several items in this indicator. First, the language in the administrative process is easy for users to understand. Second, the users listen to the problem. Third, there are appropriate procedures to contact the administration if there are complaints. Fourth, the issues are handled on time. Fifth, the government shows involvement in an issue important. Sixth, the mistakes of public officials are corrected without delay. Seventh, the problems are prioritized according to the needs. Last, users' aspirations are the priority of the institution. This indicator is also a dominant indicator of forming good governance. It has the second largest outer weight value after the rule of law indicator. The principle of responsiveness is that the public expects to create harmony between the village government and the community. This principle is very decisive. A government that has low responsiveness has bad performance too (Zubair & Khan, 2014). This principle applies in many public services in the village government office through the public if they need information. Some village services in Sidoarjo have a call center and website to improve the quality of public services to the community. They have provided a call center to facilitate the community. Moreover, the public can also access the provided website. In addition, the village service must overcome the problems on time to what is promised. This can increase people's trust towards government services in the village.

Next, the rule of law indicator has the most dominant outer weight in forming good governance with a value of 0,202. It is significant with CR= 37,705. The rule of law consists of several items. Everything is related to legal equality for all people. The application of law is followed by the public policies. The application of law is under the demands of the community. The implementation of the law under the evaluation. Lawmakers represent the citizens. The administration is directly responsible to citizens through several processes. The administration is responsible to several independent organizations. The organizational hierarchy has included several accountability mechanisms. It carries good governance out in the framework of democratizing the life of the nation and state (Graycar & Prenzler, 2016). One condition of democracy is the existence of fair and indiscriminate law enforcement. Without strict law enforcement, there will be no democratic life but anarchy. People try to achieve their own goals freely without caring for the appropriateness of others. Therefore, the first step in creating good governance is connecting an excellent legal system in software, hardware, and human resources (Zubair & Khan, 2014). The village service that needs attention is how the government as the decision maker can be the representative of the community. It should provide solutions to the problems that exist in the village service. This has been a concern in improving village government services in Sidoarjo. The state civil apparatus can always provide solutions to problems expected by the community on time.

The simplicity of administration with an outer weight value of 0,178 is significant with CR= 36,824. It has several items. First, the administration is simple. Second, the instructions on administrative procedures

are available. Third, the application forms are easy to understand. Fourth, the application forms are easily accessible. Fifth, the existing applications require documents. Sixth, the application forms are available on websites. Seventh, the periods of advertising the administration process are correct. By implementing good governance based on the principle of simplicity of administration, it is expected that the government will work on target. Then, the work is carried out appropriately accordingly with what they have planned and used various ways that are the best in carrying out their duties (Ferry *et al.*, 2019). Based on current village service conditions, it shows that this principle is less applied because of the factors of human resources. Thus, if there is an employee leaves, there is no one to replace him/her. The village services, as the spearhead of government services needed by Sidoarjo villagers today, have provided many conveniences with many one-stop public services. This service can be shown by simpler forms to fill out and uncomplicated handling. The supported documents of government administration are also handled simply.

The good commitment indicator with an outer weight value of 0,082 is significant with CR= 39,138. It includes the item of the institution's commitment to reducing inequality in the internal environment, to protecting environment, and to providing good services to the community. This indicator is less dominant in shaping good governance. The lack of commitment from the state civil apparatus in implementing good governance has caused citizen trust to diminish (Yousaf *et al.,* 2016). This factor must be the main concern of village services in maintaining a good commitment. In several villages in Sidoarjo, the waste management is less concerned among the large number of industries that cause air pollution. Sidoarjo government needs to improve public facilities and infrastructure, especially in villages, so that the damaged environmental impact can be reduced and does not harm the community.

The vision mission indicator with an outer weight value of 0,166 is significant with CR= 31,191. There are several items in this indicator. Vision and mission are under the institution's struggle. The institution's vision and mission can describe a good institution in capturing people's hearts. The vision and mission of the institution are easy to understand. The institution's vision and mission has the power of persuasion to express hopes, aspirations, sentiments, and the problems of organizational stakeholders. The institution's vision and mission can express the uniqueness of the organization. Strategic vision mission is a large-scale plan oriented towards a distant future. It is expected to enable an organization to interact effectively with its environment in conditions and to optimize the achievement of the various objectives of the organization (Michels & De Graaf, 2017). Strategic vision mission is the future views that are based on plans to achieve the goal (Rotberg, 2014). Every village government office has a strategic vision mission to improve public services so it can support the implementation of good governance. Every village

service in Sidoarjo is expected to be able to socialize and explain the vision and mission to the community. This socialization is intended to increase public accountability to the government, so that the village development program will get full support from the community.

The participation indicator with an outer weight value of 0,092 is significant with CR= 16,735. It consists of several items. The institutions can help to solve the problems of surrounding communities. The communities can become regular volunteers for institutions. There is active community membership in non-governmental organization. The community participates in fundraising. The implication of participation indicators, in this case, is that all villagers have the right to be involved in decision making, both directly and indirectly, through legitimate representative institutions to represent their interests. Overall participation is built on freedom of association and expressing opinions and capacity to participate constructively (Harrison & Sayogo, 2014). Whereas, community participates in fundraising is the most dominant statement item reflecting indicator participation. This can be proven by the high level of activeness of the village community in fund raising for village activities both for the benefit of the village and social activities in Sidoarjo.

The accountability indicator with a value outer weight of 0,102 is significant with CR= 22,699. The items are how the judicial process is independent; institutions cannot be bribed; reliable institution; and the institution works independently. Public officials synergize with the subordinates in carrying out their duties in government public services. The accountability of public officials can be seen from planning, organizing, implementing, monitoring, and controlling (Johnston, 2006). Public services in village government must be reliable because they are the spearhead of overall government services. Efforts by the central government are to provide training that supports the improvement of service quality and welfare in the state civil apparatus, especially in village services.

Related to the results of previous studies, a critical analysis on the impact of good governance on sustainable development by accessing the "one size fits all" approach, and many significant problems have occurred in the implementation of the sector of reforming public. It leads to the ineffectiveness of development assistance and limited financial expenditure resources without achieving sustainable development goals (Stojanović, Ateljević, & Stević, 2016). Furthermore, the previous research states that good governance is the key to success for any country because it can contribute positively to economic improvement. After a thorough analysis, hypotheses formulated political instability and accountability are accepted according to the discussion in the literature review section. The results explained that the correlation between the rule of law and control of corruption is rejected. Moreover, the results related

to the rule of law have no coherence with the general perception that the rule of law and economic growth are positively related (Zubair & Khan, 2014).

According to Meijer (2003), electronic government performance is in a harmful situation. The decline performance of these organizations may have negative effects on accountability. However, a case study in the Netherlands highlights the positive effects of the use of information and communication technology for parliamentary and legal accountability. The increase of transparency is an unintentional effect from the efforts to increase support and management of business processes. Moreover, Harrison and Sayogo (2014) discussed the fiscal domain. They explored the relationship between socio-culture, politic, economic, and essential conditions and concepts for open government. For example, there are budget transparency, participation in the budget process, and responsibility information. They found that democracy, human resources, and disclosure of budget documents are consistently related to transparency, accountability, and the involvement of the Supreme Audit Authority with the public. Furthermore, the e-participation and commitment to the open government partnership are each related to certain transparency and accountability measures. The results show that all indicators have a positive influence on good governance, whereas, in previous studies, only partial indicators are measured that influence good governance.

CONCLUSIONS

This study aims to measure how the influence of indicators in forming good governance in village government office. The results of the data analysis show that the rule of law indicators and responsiveness are dominant in forming good governance. Meanwhile, good commitment and transparency are the less dominant indicator in forming good governance. The rule of law means implementing good governance to fair and indiscriminate law enforcement. The responsiveness is as a logical consequence of openness. Every component involved in the process of good governance development must have responsiveness to shareholders' wishes or complaints. The efforts to increase the responsiveness aim at the public sector, which has been closed and power-oriented.

This research contributes to the concept of public services by examining the factors that influence the implications of good governance of the village government office. The results of this research can help to provide analysis as the recommendations for improving village government office and the basis for central government decision-making in improving public services.

Limitation of this study is on the implications of good governance in the village government office. As a complement to this research, further research can be carried out on the central government and the national private sector. In addition, future researchers can add

several indicators related to the implications of good governance, such as citizen's trust and unethical action.

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APPENDICES

Table 1 Outer Loading of Indicators

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics (|O/STDEV|)	P Values
GG11 <- GG1	0,869	0,869	0,015	56,665	0,000
GG11 <- Good Governance	0,746	0,747	0,032	23,004	0,000
GG12 <- GG1	0,932	0,932	0,007	129,541	0,000
GG12 <- Good Governance	0,726	0,727	0,032	22,341	0,000
GG13 <- GG1	0,886	0,886	0,015	58,050	0,000
GG13 <- Good Governance	0,742	0,744	0,035	20,911	0,000
GG21 <- GG2	0,769	0,767	0,033	23,123	0,000
GG21 <- Good Governance	0,744	0,743	0,034	21,785	0,000
GG22 <- GG2	0,769	0,771	0,038	20,404	0,000
GG22 <- Good Governance	0,670	0,674	0,041	16,352	0,000
GG23 <- GG2	0,700	0,697	0,034	20,343	0,000
GG23 <- Good Governance	0,671	0,670	0,037	18,081	0,000
GG24 <- GG2	0,853	0,853	0,018	48,525	0,000
GG24 <- Good Governance	0,754	0,755	0,035	21,755	0,000
GG25 <- GG2	0,594	0,590	0,043	13,930	0,000
GG25 <- Good Governance	0,611	0,610	0,048	12,739	0,000
GG26 <- GG2	0,772	0,771	0,029	26,866	0,000
GG26 <- Good Governance	0,719	0,718	0,035	20,665	0,000
GG27 <- GG2	0,725	0,726	0,032	22,706	0,000
GG27 <- Good Governance	0,717	0,717	0,033	21,512	0,000
GG28 <- GG2	0,788	0,789	0,022	36,341	0,000
GG28 <- Good Governance	0,717	0,716	0,026	27,375	0,000
GG31 <- GG3	0,747	0,747	0,030	24,609	0,000
GG31 <- Good Governance	0,705	0,705	0,033	21,208	0,000
GG32 <- GG3	0,769	0,768	0,024	31,446	0,000
GG32 <- Good Governance	0,736	0,735	0,027	27,003	0,000
GG33 <- GG3	0,720	0,719	0,039	18,573	0,000
GG33 <- Good Governance	0,660	0,660	0,046	14,430	0,000
GG34 <- GG3	0,766	0,765	0,023	33,848	0,000
GG34 <- Good Governance	0,716	0,715	0,028	25,981	0,000
GG35 <- GG3	0,737	0,737	0,021	34,792	0,000
GG35 <- Good Governance	0,743	0,743	0,022	34,116	0,000
GG36 <- GG3	0,701	0,701	0,035	19,739	0,000
GG36 <- Good Governance	0,661	0,660	0,040	16,413	0,000
GG37 <- GG3	0,618	0,615	0,051	12,195	0,000
GG37 <- Good Governance	0,539	0,537	0,053	10,214	0,000
GG38 <- GG3	0,705	0,703	0,042	16,971	0,000
GG38 <- Good Governance	0,673	0,672	0,044	15,129	0,000
GG41 <- GG4	0,729	0,728	0,029	25,257	0,000
GG41 <- Good Governance	0,666	0,665	0,032	20,516	0,000
GG42 <- GG4	0,857	0,857	0,017	51,567	0,000
GG42 <- Good Governance	0,789	0,789	0,025	31,972	0,000

Table 1 Outer Loading of Indicators (Continued)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics (|O/STDEV|)	P Values
GG43 <- GG4	0,835	0,834	0,015	56,457	0,000
GG43 <- Good Governance	0,774	0,773	0,019	39,948	0,000
GG44 <- GG4	0,740	0,739	0,031	23,926	0,000
GG44 <- Good Governance	0,642	0,641	0,044	14,522	0,000
GG45 <- GG4	0,791	0,788	0,025	31,140	0,000
GG45 <- Good Governance	0,706	0,704	0,039	18,167	0,000
GG46 <- GG4	0,792	0,791	0,028	27,882	0,000
GG46 <- Good Governance	0,777	0,776	0,024	32,198	0,000
GG47 <- GG4	0,729	0,730	0,031	23,775	0,000
GG47 <- Good Governance	0,724	0,724	0,028	25,552	0,000
GG51 <- GG5	0,796	0,796	0,031	25,394	0,000
GG51 <- Good Governance	0,733	0,732	0,033	21,959	0,000
GG52 <- GG5	0,855	0,854	0,018	47,479	0,000
GG52 <- Good Governance	0,755	0,754	0,025	30,334	0,000
GG53 <- GG5	0,850	0,848	0,022	39,327	0,000
GG53 <- Good Governance	0,721	0,717	0,034	21,265	0,000
GG61 <- GG6	0,758	0,755	0,032	23,932	0,000
GG61 <- Good Governance	0,677	0,675	0,039	17,189	0,000
GG62 <- GG6	0,824	0,825	0,027	30,118	0,000
GG62 <- Good Governance	0,803	0,803	0,029	27,366	0,000
GG63 <- GG6	0,858	0,858	0,018	47,384	0,000
GG63 <- Good Governance	0,799	0,799	0,026	30,821	0,000
GG64 <- GG6	0,867	0,866	0,016	55,356	0,000
GG64 <- Good Governance	0,800	0,799	0,023	34,433	0,000
GG65 <- GG6	0,797	0,795	0,029	27,840	0,000
GG65 <- Good Governance	0,701	0,700	0,040	17,716	0,000
GG66 <- GG6	0,818	0,821	0,027	29,940	0,000
GG66 <- Good Governance	0,742	0,745	0,038	19,648	0,000
GG71 <- GG7	0,745	0,745	0,042	17,720	0,000
GG71 <- Good Governance	0,562	0,563	0,055	10,237	0,000
GG72 <- GG7	0,822	0,819	0,025	32,900	0,000
GG72 <- Good Governance	0,677	0,677	0,040	16,891	0,000
GG73 <- GG7	0,736	0,735	0,041	17,933	0,000
GG73 <- Good Governance	0,576	0,580	0,053	10,854	0,000
GG74 <- GG7	0,824	0,824	0,021	39,929	0,000
GG74 <- Good Governance	0,811	0,810	0,021	37,968	0,000
GG81 <- GG8	0,797	0,796	0,026	31,222	0,000
GG81 <- Good Governance	0,680	0,679	0,034	19,761	0,000
GG82 <- GG8	0,820	0,818	0,026	31,818	0,000
GG82 <- Good Governance	0,709	0,707	0,034	20,660	0,000
GG83 <- GG8	0,852	0,851	0,021	40,583	0,000
GG83 <- Good Governance	0,741	0,740	0,032	23,072	0,000
GG84 <- GG8	0,776	0,771	0,044	17,836	0,000
GG84 <- Good Governance	0,690	0,685	0,048	14,311	0,000

Table 2 Items of Indicator

Indicator	Statement
GG1	**Transparency**
GG11	The decisions of the institution are clarified by the government
GG12	The administration provides precise information about procedures
GG13	The administration is easily accessible
GG2	**Responsiveness**
GG21	The language in the administrative process is easy for the user to understand
GG22	Users listen to the problems
GG23	There are appropriate procedures to contact the administration if there are complaints
GG24	Matters are handled on time
GG25	The government shows involvement in an issue important
GG26	The mistakes of public officials are corrected without delay
GG27	Problems are prioritized according to needs
GG28	Users' aspirations are the priority of the institution
GG3	**Rule of Law**
GG31	Everything is related to legal equality for all people
GG32	The application of laws is followed by public policies
GG33	The application of laws is made under the demands of the community
GG34	The implementation of the law under the evaluation
GG35	Lawmakers representing citizens
GG36	The administration is directly responsible for citizens through several processes
GG37	The administration is responsible for several independent organizations
GG38	The organizational hierarchy has included several accountability mechanisms
GG4	**Simplicity of Administration**
GG41	The administration is simple.
GG42	The instructions on administrative procedures are available.
GG43	The application forms are easy to understand.
GG44	The application forms are easily accessible.
GG45	The existing applications require documents.
GG46	The application forms are available on websites.
GG47	The periods of advertising the administration process are correct.
GG5	**Good Commitment**
GG51	The institution's commitment to reduce inequality in the internal environment.
GG52	The institution's commitment to protecting the environment
GG53	The institution's commitment to providing good services to the community
GG6	**Vision and Mission**
GG61	The vision-mission is under the spirit of the institution's struggle
GG62	The institution's vision and mission can describe a good institution in capturing people's hearts
GG63	The institution's vision can describe institutional goals
GG64	The institution's vision and mission is easy to understand
GG65	The institution's vision and mission has the power of persuasion to express hopes, aspirations, sentiments, and the problems of organizational stakeholders
GG66	The institution's vision and mission can express the uniqueness of the organization
GG7	**Participation**
GG71	The institutions can help solve the problems of surrounding communities
GG72	Communities can become regular volunteers for institutions
GG73	There is active community membership in non-governmental organization

Table 2 Items of Indicator (Continued)

Indicator	Statement
GG74	Community participates in fundraising.
GG8	**Accountability**
GG81	The judicial process is independent
GG82	It cannot bribe the institution
GG83	It can rely on the institution
GG84	The institution works independently