

Evaluating Coordination Practices and Employee Performance in Local Government Organizations: Evidence from Indonesia

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Abstract: Effective coordination is vital for the efficiency of an organization and the improvement of employees' performance in public sector institutions. The objective of this study was to measure the performance of the employees and the coordination practices of the Department of Education and Culture of Indramayu Regency, Indonesia. This study employed descriptive quantitative research design with census of 54 employees as research participants. Data were collected using structured questionnaire and analyzed using descriptive statistics. The research instrument was tested for validity and reliability. The results indicated that coordination practices were generally perceived as good with a mean score of 3.74. Considering the dimensions of coordination, the conferences were rated the highest, and the forums the lowest. This indicates areas for improvement in employee involvement in organizational coordination. The performance of employee was also rated as good with an overall mean score of 4.04 indicating positive performance of employee in terms of indicators of work quality, work quantity, cooperation, initiative and responsibility. The study concludes that within the organization effective coordination mechanisms have been implemented and that the sustainability of participatory coordination practices could promote continuous organizational improvement and improve the quality of public administration. These findings provide baseline evidence that may assist public managers in evaluating organizational coordination and supporting evidence-based organizational improvement initiatives.

Keywords: coordination practices, employee performance, public administration, local government, descriptive study.

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Introduction

Coordination is one of the basic managerial functions performed in organizations, particularly in public sector institutions where the delivery of services is dependent on the integration of multiple organizational units and administrative functions. Local government agencies are expected to deliver public services that are responsive, transparent and accountable against the background of increasing administrative complexity and the rising public expectations for government performance ([Curristine et al., 2007](#); [Schachter, 2015](#)). Good coordination practices help to facilitate communication, define organizational roles and responsibilities, remove duplication of effort and align institutional activities with strategic objectives. These practices help public organizations to synchronize resources, enhance operational efficiency and ensure consistency in policy implementation. In contrast, poor coordination can result in disjointed decision-making, inefficient use of resources, breakdowns in communication and declining employee performance, all of which can lead to a decline in the quality of public services delivered to citizens ([Coggburn & Schneider, 2003](#)). Coordination has gained increasing attention among scholars of public administration research as a strategic factor to improve organizational effectiveness and promote public sector reform. Previous studies have shown that coordination can promote collaboration among organizational units, information sharing, and consistent implementation of organizational policies. Moreover, effective coordination mechanisms can clarify work procedures, enhance employee motivation, organizational responsiveness, and administrative efficiency. These managerial practices have become more important as public organizations continue to adapt to digital transformation, governance reforms, and increasing demands for high quality public services. Accordingly, coordination is broadly seen as an administrative control mechanism and a strategic organizational capability that can promote sustainable organizational performance. Recent studies in public administration have further stressed that effective coordination can improve institutional adaptability, cross-functional collaboration, and organizational resilience during increasingly dynamic governance challenges. Therefore, assessment of coordination practices has become a critical managerial priority for improving organizational effectiveness and sustaining public service performance ([Bourgon, 2007](#); [Widanti, 2022](#)). Another important factor determining the effectiveness of public sector institutions is the performance of their employees. High-performing employees are important contributors to the quality of service, productivity of the organization, and public accountability – all of which are the main goals of government organizations. For this reason, public managers are always in search of management practices that can motivate employees to perform efficiently while complying with company rules, ethical standards, and public service responsibilities. The evaluation of employee performance provides valuable information about the achievements of the

organization, effectiveness of its management, and opportunities for continuous improvement. As governments continue to implement bureaucratic reforms aimed at strengthening governance and improving the delivery of public services, understanding organizational practices related to employee performance has become increasingly important for researchers, practitioners, and policymakers. Although coordination has been widely discussed in public administration literature, most previous studies have primarily focused on examining causal relationships between coordination and organizational outcomes using regression-based, structural equation modeling, or other inferential analytical approaches. Comparatively limited attention has been devoted to descriptive organizational evaluations that systematically assess the implementation of coordination practices across multiple managerial dimensions while simultaneously portraying the current condition of employee performance. Descriptive evaluations offer a useful baseline for organizational diagnoses, enabling managers to recognize organizational strengths, weaknesses and priorities before any strategic interventions are made. Also, existing studies have predominantly concentrated on hypothesis testing instead of comprehensive organizational evaluations that can be used as a diagnostic tool for managerial decision-making and ongoing organizational improvement (Hall et al., 2016; Rebollar et al., 2020). Additionally, empirical evidence on coordination practices in Indonesian local government organizations is comparatively scarce in the international literature, although administrative reforms are still ongoing with an emphasis on organizational effectiveness, quality of governance and excellence in public service. This gap points to the need for empirical studies to comprehensively evaluate coordination practices within local government institutions from an organizational management perspective (Hartley et al., 2002). To address this research gap, this study examines coordination practices and employee performance in one of the Indonesian local government organizations. Coordination practices are measured by five managerial dimensions including authority, consensus, work guidelines, forums and conferences, while employee performance is measured by the indicators of work quality, work quantity, cooperation, initiative and responsibility. Different from previous studies that mainly focus on causal relationship between variables, this study uses descriptive organizational evaluation approach to provide a holistic assessment of the existing coordination practices and employee performance without testing the causal effect (Siddique et al., 2019). This approach provides a broader understanding of organizational conditions and provides an evidence-based foundation for future managerial improvements and subsequent analytical investigations. This study therefore places descriptive organizational evaluation as a complementary approach to conventional causal analysis by generating baseline empirical evidence that supports managerial diagnosis, organizational learning and future policy development within the public sector organizations (Engdaw, 2022; Valmohammadi & Ahmadi, 2015).

The findings are expected to contribute to the public administration literature by expanding the empirical evidence of the practice of coordination in Indonesian local government organizations. The study also enhances the understanding of coordination as a multidimensional managerial practice that supports organizational effectiveness in the public sector. From a practical aspect, the findings provide relevant information to public managers and policymakers to evaluate existing coordination mechanisms, to diagnose organizational strengths and weaknesses, and to develop improvement strategies to improve employee performance and quality of public service delivery.

Research Method

This study applied quantitative descriptive design in analyzing the coordination practices and employee performance of a local government organization. The research design was used to obtain a comprehensive organizational assessment through systematic data collection and descriptive statistical analysis. In this section, the research design, research participants, research variables and measurements, data collection procedures, and data analysis techniques used in this study are described.

Research Design

The study used a quantitative descriptive research design to evaluate coordination practices and employee performance in a local government organization. The quantitative approach was selected because it facilitates the systematic collection and analysis of numerical data, which offers an objective view of the organizational conditions as perceived by the respondents. The study aimed to describe the implementation of coordination practices and the current status of employee performance as an evaluation of the organization, rather than to investigate causal relationships between variables ([Adula et al., 2022](#); [McDermott et al., 2019](#)). The study adopted the cross-sectional survey method where data were collected at a single point in time using structured questionnaire. This design is appropriate for assessing organizational practices and identifying existing strengths and areas requiring managerial improvement ([Albright & Lam, 2006](#); [Rhee et al., 2020](#)). The evaluation of coordination practices was based on five managerial dimensions, namely authority, consensus, work guidelines, forums, and conferences. Employee performance was evaluated using five performance indicators consisting of work quality, work quantity, cooperation, initiative, and responsibility ([Arah et al., 2003](#); [Pavlyshyn et al., 2021](#)). This research employs a descriptive research design that provides empirical evidence of coordination practices and employee performance in an Indonesian local government organization. The results are expected to be used as base information for organizational evaluation and support the evidence-based decisions of managers to improve organizational effectiveness and public service performance.

Research Site and Participants

The study was conducted at the Department of Education and Culture of Indramayu Regency, West Java, Indonesia, which is an institution of the local government, which is responsible for the implementation of government affairs in the areas of education and culture. The institution was selected as the research site because coordination among organizational units is essential for supporting administrative activities and achieving organizational objectives in public sector organizations. The population of this study consisted of all employees of the Department of Education and Culture of Indramayu Regency. Given the relatively small number of employees, a census sampling technique was employed, whereby all members of the population were included as research participants. Thus, the entire population of the organization, 54 employees, participated in the study. Primary data were collected through a structured questionnaire which was administered to all the respondents. The questionnaire was designed to capture the perception of the employees regarding coordination practices and employee performance in the organization. The census approach was adopted to ensure the total representation of the organizational conditions and to minimize the sampling bias. The participation was voluntary and the respondents were assured of the confidentiality of all the information, and it will be used only for academic research purpose ([Christensen & Lægveid, 2008](#)).

Research Variables and Measurement

This study examined two organizational constructs namely coordination practices and employee performance. Coordination practices were measured by using the coordination framework proposed by Handyaningrat which consists of five dimensions namely authority, consensus, work guidelines, forums, and conferences. These dimensions are the mechanism to conduct coordination to facilitate communication, integration of organizational activities, and implementation of organizational goals. Employee performance was measured using performance indicators proposed by Robbins, including quality of work, quantity of work, cooperation, initiative, and responsibility ([Pakudu et al., 2022](#)). These indicators provide a comprehensive measurement of employee performance in carrying out their duties and responsibilities in the organization ([Hakim & Tobing, 2019](#)). Data were collected using a structured questionnaire. The coordination practices construct consisted of 12 measurement items distributed across the five dimensions, whereas employee performance was measured using 5 questionnaire items representing the five performance indicators. Questionnaire items for all constructs were measured using a five-point Likert scale with 1 (strongly disagree) and 5 (strongly agree). Higher scores represented better coordination practices and higher employee performance. Before the data analysis, the measurement instrument was tested for

validity and reliability to determine the quality and consistency of the collected data. Table 1 presents the research constructs, their corresponding dimensions or indicators, and the theoretical sources used for measurement in this study.

Table 1 Research Constructs and Measurement

Construct	Dimensions/Indicators	Measurement Scale
Coordination Practices	Authority, Consensus, Work Guidelines, Forums, Conferences	Five-point Likert Scale (1 = Strongly Disagree to 5 = Strongly Agree)
Employee Performance	Work Quality, Work Quantity, Cooperation, Initiative, Responsibility	Five-point Likert Scale (1 = Strongly Disagree to 5 = Strongly Agree)

To allow for systematic and consistent measurement, the constructs of this study were operationalized based on the existing dimensions and indicators as presented in Table 1. The questionnaire items were adapted from the theoretical frameworks of Handayani for coordination practices, and Robbins for employee performance, but the wording was adjusted to fit the organizational context of the Department of Education and Culture of Indramayu Regency. All items were measured using a five-point Likert scale where higher scores indicate better coordination practices and higher employee performance.

Data Collection

Data collection was carried out by distributing a structured questionnaire to all employees of the Department of Education and Culture of Indramayu Regency. The questionnaire was designed according to the operational definitions of the research constructs in Table 1. It consisted of items measuring coordination practices and employee performance with a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The instrument was designed to capture employee's perception on organizational coordination practices and performance in carrying out daily work responsibilities. The primary data were collected by census method by administering the questionnaire directly to all the respondents. To conduct the research, authorization was obtained from the institution before starting the data collection. The purpose of the study was explained to the respondents, and they were assured of the voluntary nature of their participation. They were also told that all responses would be anonymous and confidential and used only for the purpose of academic research. The filled questionnaires were collected, checked for completeness and prepared for statistical analysis.

Data Analysis

Data collected were then analyzed by using descriptive statistical techniques to assess the implementation of coordination practices and employee performance in the Department of Education and Culture Indramayu Regency. To provide an overview of the respondents' perceptions for each dimension of the research constructs, descriptive statistics (frequencies, percentages, mean scores and categorical interpretations) were used. The descriptive approach allows to identify the strengths of the organization and the areas that it needs to improve, without analyzing the causal relationships between the variables. Prior to the descriptive analysis, the quality of the research instrument was tested by validity and reliability tests. The validity of the items was determined by the Product Moment correlation, and the reliability of the instrument was determined through Cronbach's Alpha for the consistency of the measurement instrument. All items of the questionnaire included in the subsequent analysis were valid and reliable. The mean scores for each dimension were classified into qualitative categories using predetermined assessment criteria to aid interpretation. Higher mean scores indicate better implementation of coordination practices and higher employee performance. Then the analytical results were interpreted to offer an empirical evaluation of organizational conditions and to identify areas needing managerial attention for continued organizational improvement.

Result and Discussion

This section presents the results of the descriptive analysis conducted to measure coordination practices and employee performance at the Indramayu Regency Department of Education and Culture. The results are presented in four sections: respondent characteristics, descriptive evaluations of the research constructs, instrument testing and discussion of the findings to provide a full picture of the organizational conditions.

Respondent Characteristics

The population of this research was all employees of the Department of Education and Culture of Indramayu Regency as many as 54 employees. The number of employees was relatively small and therefore a census approach was adopted. All the employees were allowed as respondents. This ensured that the study captured a full spectrum of employee perceptions on coordination practices and employee performance. The composition of the study participants was described based on the occupation level of the respondents. From Table 2, the majority of the respondents were in Rank III followed by Rank II, Rank IV and Rank I. This data distribution shows that the respondents represent employees at different administrative levels

in the organization, thus providing different perspectives on coordination practices and employee performance.

Table 2 Respondent Profile

Employment Rank	Frequency	Percentage (%)
Rank IV	7	12.96
Rank III	31	57.41
Rank II	12	22.22
Rank I	4	7.41
Total	54	100.00

Table 2 shows that the majority of the participants were employees in Rank III, comprising 57.41% of the total respondents, followed by Rank II (22.22%), Rank IV (12.96%) and Rank I (7.41%). The distribution shows that the study has captured the perceptions of employees of various ranks of employment. Thus, the study offers overview of coordination practices and employee performance in the Department of Education and Culture of Indramayu Regency.

Coordination Practices

The coordination practices were measured using five dimensions: authority, consensus, work guidelines, forums and conferences. These dimensions represent the basic mechanisms to align organizational activities towards common objectives. Descriptive statistical analysis was used to determine the perceptions of the employees about each dimension of coordination and to know the overall coordination practices in the Department of Education and Culture of Indramayu Regency. Table 3 summarizes the descriptive results.

Table 3 Descriptive Results of Coordination Practices

Dimension	Mean Score	Percentage (%)	Category
Authority	3.73	75	Good
Consensus	3.69	74	Good
Work Guidelines	3.66	73	Good
Forums	3.54	71	Good
Conferences	4.14	83	Good
Coordination Practices	3.74	75	Good

From the table 3 above, we can see that all dimensions of coordination practice are included in the good category, which means that coordination in the organization is generally well implemented. The results indicate that the employees perceived the coordination mechanisms to be adequate to facilitate communication, implementation of tasks and collaboration among organizational units. However, the different average scores in dimensions suggest that some

dimensions of coordination require more managerial attention to improve organizational effectiveness. Among the dimensions evaluated, the highest score corresponds to the dimension that reflects the aspect of coordination that has been implemented more consistently in the organization, while the dimension with the lowest score is one that highlights opportunities for improvement, but still within the good category. Improved organizational performance could come from improving communication channels, clarifying work procedures, and encouraging greater employee involvement in coordination activities. Generally, the descriptive results indicate that the coordination practices have laid a strong basis for supporting the daily operations of the Department of Education and Culture of Indramayu Regency.

Employee Performance

The work of employees was evaluated based on five indicators: quality of work, quantity of work, co-operation, initiative and responsibility. These indicators are the main aspects of the performance of employees in public sector organizations and were measured through descriptive statistics to determine the level of perceived performance of employees. The descriptive results summary is shown in Table 4.

Table 4 Descriptive Results of Employee Performance

Indicator	Mean Score	Category
Work Quality	3.48	Good
Work Quantity	4.33	Very Good
Cooperation	4.09	Good
Initiative	4.15	Good
Responsibility	4.15	Good
Employee Performance	4.04	Good

As shown in Table 4, the performance of the employees of the Department of Education and Culture of Indramayu Regency is overall categorized as good, with the average score of the overall performance is 4.04. Of the five indicators, work quantity was the highest rated (4.33), indicating that employees were able to efficiently perform their assigned tasks and meet organizational workload expectations. Meanwhile, the mean score of work quality was the lowest (3.48) but it was still in good category. The results indicate a positive perception of employee performance in all indicators evaluated. The findings indicate that the organization has put in place a conducive working environment for the employees to discharge their duties. However, improving the quality of work outputs, along with high levels of productivity, will further enhance organizational performance and contribute to more effective public service delivery.

Instrument Evaluation

The validity and reliability of the research instrument was tested before conducting the descriptive analysis. Validity test was done by product moment correlation. Reliability test was done by using the Spearman-Brown split half reliability method. To confirm the appropriateness of the questionnaire items for data collection, both the coordination practices and employee performance instruments were subjected to these procedures.

Table 5 Instrument Validity and Reliability Results

Variable	Number of Items	Valid Items	Reliability	Interpretation
Coordination Practices	13	13	Reliable	Acceptable
Employee Performance	5	5	Reliable	Acceptable

Table 5 shows that all the questionnaire items were valid, meaning that each item could properly measure the construct it was intended to measure. The reliability analysis also showed that both research instruments had acceptable internal consistency, thus indicating the stability of the measurement. Therefore, the instruments were suitable to measure the coordination practices and employee performance in the Department of Education and Culture of Indramayu Regency. The satisfactory validity and reliability results give confidence that the descriptive findings are a true reflection of employees' perceptions of the organizational conditions.

Discussion

The results showed that the coordination practices and the employee performance of the Department of Education and Culture of Indramayu Regency were generally perceived as good by the employees. The general coordination score indicates that the organization has established effective coordination mechanisms through authority, consensus, work guidelines, forums and conferences. These mechanisms allow communication, specify the responsibilities and promote the collaboration of employees in the performance of organizational duties. The highest rating was attributed to conferences, which shows that regular meetings and direct communication between leaders and employees are important for coordinating the activities of the organization. The forums dimension, however, was the least rated, which shows that there is a scope for improvement in terms of employee participation in organizational discussions and collective decision-making. Improving participatory mechanisms of coordination could boost information sharing, teamwork and organizational responsiveness. The descriptive analysis also indicates that the employee's performance was often rated positively. The quality of work, quantity of work, cooperation, initiative and responsibility of employees was satisfactory. The results suggest that the employees have been able to perform

the tasks assigned to them as expected by the organization and work well with their colleagues. Overall, the results indicate a good organizational climate that facilitates employees in achieving their work goals. The findings are consistent with the concept of organizational coordination theory which suggests that effective coordination enhances communication, aligns organizational activities and reduces duplication of work and thus leads to better organizational performance. The findings are also consistent with previous studies that report well-established coordination mechanisms contribute to better employee performance and organizational effectiveness in public sector institutions. The descriptive study did not explain the findings, but the results provide practical evidence that the continued use of effective coordination practices is important to improve performance in the public sector. Finally, some managerial implications can be drawn from the descriptive results. Organizational leaders should continue to strengthen communication channels, encourage greater employee participation in coordination forums, and hold regular coordination meetings to ensure the consistent implementation of organizational objectives. Continuous improvement of these practices of coordination will, it is hoped, lead to sustained improvements in employee performance and in the quality of public service more generally. The study has some limitations. The first limitation is that the evaluation was done in one local government organization and among a small number of respondents. This may limit the generalizability of the findings to other organizations in the public sector. Second, the present study used a descriptive cross-sectional design, which provides a picture of the organizational conditions at one point in time, but does not track changes over time. Nevertheless, the findings provide useful baseline information for organizational evaluation as well as for further research in public administration.

Conclusions

This study aims to analyze the practice of coordination and employee performance in the Department of Education and Culture of Indramayu Regency. The research method used is descriptive quantitative. The results indicate that on average, coordination practices were perceived as good (mean = 3.74). The conferences received the highest assessment, and forums received the lowest score among the evaluated dimensions indicating opportunities to strengthen employee participation in organizational coordination activities. Employee performance was also rated as good with an overall mean score of 4.04. The employees showed positive performance in the indicators of quality of work, quantity of work, cooperation, initiative and responsibility which means that the organizational tasks and responsibilities were generally executed as expected. These findings suggest that strengthening participatory coordination practices while maintaining effective coordination mechanisms may support continuous organizational improvement. Future studies are recommended to consider

explanatory or longitudinal research designs with broader organizational settings to provide greater insight into coordination and employee performance in public sector institutions.

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