

The Impact of Good Governance on the Quality of Public Management Decision Making

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Abstract. Decision-making in public management is a complex and crucial process in carrying out government functions. Appropriate and effective decisions can bring positive changes to society and help achieve development goals. This study aims to analyse the impact of good governance on the quality of public management decision-making. The current research type is qualitative. Data collection techniques include listening and recording important information to conduct data analysis through data reduction, data display, and conclusion drawing. The results of the study state that Good Governance has a significant positive impact on the quality of decision-making in public management. The concept of Good Governance includes transparency, public participation, accountability, rule of law, professionalism, and technology utilisation. The implementation of Good Governance principles brings various benefits, including increased transparency, strengthened public participation, increased bureaucratic efficiency, improved quality of public services, encouraging economic growth, and creating social peace and stability.

Keywords: Good governance, Decision Making, Public Management

1. Introduction

The process of decision-making in public management is a multifaceted and pivotal undertaking in the execution of governmental responsibilities [1]. The implementation of suitable and efficient decisions has the potential to yield favourable transformations within society and contribute to the attainment of developmental objectives [2]. On the contrary, suboptimal choices can yield significant ramifications, resulting in the squandering of resources, instances of corruption, perpetuation of injustice, and erosion of public confidence in governmental institutions.

The concept of Good Governance has garnered significant attention and has become a prominent subject of policy discussions and scholarly investigations across numerous nations. The concept of Good Governance covers a set of principles that pertain to the effectiveness, transparency, accountability, participation, responsiveness, fairness, and adherence to the rule of law within governance systems [3]. The underlying objectives of these principles are to enhance the calibre of public services, mitigate instances of corruption, and foster heightened confidence among the people in governmental institutions [4].

There exists a widespread agreement among scholars and experts that effective governance has the capacity to exert a significant impact on the calibre of decision-making within the realm of public administration. In order to accurately and comprehensively assess its influence, it is important to do research that thoroughly investigates the correlation between Good Governance and the efficacy of decision-making in public management.

Several previous studies have investigated the relationship between good governance and the quality of public management decision-making in various contexts, including both developed and developing countries. [5] conducted a cross-contextual and thorough analysis of the concept of public management and how Good Governance affects the quality of decision-making in various public management contexts. The results of this study show that Good Governance has a positive impact on the quality of public management decision-making in various contexts. Good Governance principles, such as public participation, transparency, accountability, and fairness, play an important role in improving the quality of public management decisions. When government

institutions apply these principles well, the resulting decisions tend to be more rational, effective and responsive to people's needs.

[6] also conducted a study that aims to determine how the application of good governance principles affects the quality of public management decision making in Indonesia. The research method used was a survey with a questionnaire distributed to public management employees in various government agencies in Indonesia. The questionnaire contained questions about the application of the principles of good governance in decision making and the quality of the decisions produced. The results of this study indicate that the application of good governance principles has a positive influence on the quality of public management decision making in Indonesia. Good governance principles such as participation, transparency, accountability, and responsibility are considered important in creating higher quality decision-making. Furthermore, this study also shows that good decision-making will have a positive impact on efficiency, effectiveness, and responsiveness in public services.

Nevertheless, there remains a dearth of comprehension regarding the precise methods and facets of effective governance that exert the most influence on the calibre of decision-making in public administration. Hence, the objective of this study is to investigate this matter through the utilisation of a literature review as the chosen research approach. The literature review will encompass the acquisition of data from scholarly journals and other pertinent sources. The data will undergo a critical analysis and synthesis in order to ascertain the correlation between Good Governance and the quality of decision-making in public administration. Additionally, the elements that exert an influence on this relationship will be identified.

This study is anticipated to yield both theoretical and practical advancements in the realm of public administration and Good Governance. The findings of this study can provide a foundation for governmental bodies and affiliated organisations to formulate enhanced policies and strategies aimed at enhancing the calibre of decision-making processes. Additionally, these results can also serve to promote the implementation of Good Governance concepts across different tiers of government. The study's findings are anticipated to offer valuable insights for decision-makers in the public sector, enabling them to enhance the calibre of their decision-making processes. This, in turn, is projected to yield more substantial advantages for society and contribute to the promotion of sustainable development.

1.1 Good Governance

Good Governance refers to the methods and principles applied in the management and implementation of government policies [7]. The concept of Good Governance emphasises efficiency, transparency, participation, accountability, responsiveness, applicable laws and rules, and equality in the decision-making process and policy implementation [8]. Some of the main elements of good governance include:

1. **Transparency:** The principle of transparency means that governments should operate openly, access relevant information, and provide access to information to the public. Transparency helps prevent corrupt practices, enables public participation in decision-making processes, and increases the accountability of government institutions.
2. **Participation:** Good governance encourages active participation of citizens in decision-making processes and governance. Public participation allows people's aspirations and interests to be heard and accommodated, so that the resulting policies take into account the needs and expectations of the people.
3. **Accountability:** The principle of accountability demands that government officials and state institutions are responsible for their actions and decisions. This includes accountability for the use of budgets, the implementation of programmes, and the outcomes of policies implemented.
4. **Responsiveness:** Good governance demands that government be responsive to the needs and problems faced by society. Responsiveness includes the government's ability to respond to complaints, provide efficient public services, and address environmental changes in a timely manner.
5. **Fairness:** The principle of justice emphasises equal and fair treatment for all citizens. Good governance aims to avoid discriminatory practices or granting privileges to certain groups, as well as ensuring equitable access to public resources and services.
6. **Law-oriented:** This principle demands that all government activities are conducted in accordance with applicable laws and rules. This is important to create legal certainty, avoid abuse of power, and create a stable and predictable environment.

Good governance is important because it contributes to the effectiveness and efficiency of government, reduces the level of corruption, increases public participation, and strengthens the trust and legitimacy of government in the eyes of the people. Through the implementation of Good Governance principles, the government is expected to produce better quality policies and programmes, support sustainable development, and improve the quality of life for all citizens.

1.2 Decision-making

Decision-making is the mental process and human behaviour of choosing one action or alternative from several available options to achieve a goal or address a particular problem [9]. Every day, individuals and organisations, including governments, companies, and other institutions, are faced with various situations that require decisions [10]. The decision-making process involves analysing, evaluating, and determining the best course of action or option that is deemed most adequate based on available information and considerations [11]. Some of the key elements involved in the decision-making process are as follows:

1. **Problem Identification:** The process begins with identifying and formulating the problem or goal to be achieved. In some cases, the decision may also pertain to opportunities or options that must be considered.
2. **Information Gathering:** Once the problem or option is identified, the next step is to gather relevant and necessary information to make an informed decision. This information can be in the form of data, facts, analyses, research, or views from various sources.
3. **Analysis and Evaluation:** The information gathered is then analysed and evaluated to understand the implications of each option or alternative. Analysis can involve comparing the advantages and disadvantages of each option, as well as taking into account the risks and impacts.
4. **Identification of Alternatives:** In many cases, there is more than one way or alternative to respond to a problem or achieve a goal. The decision-making process involves identifying possible and relevant options.
5. **Decision Selection:** Once the analyses and evaluations are complete, the next step is to select the best alternative based on the results of the deliberations. This decision is expected to be the step or action that best suits the objectives to be achieved.
6. **Implementation:** Once a decision has been made, the next step is to carry out or implement the decision. Implementation requires good planning and appropriate steps to achieve the expected results.
7. **Evaluation of Results:** The decision-making process does not end with implementation. It is important to evaluate the outcome of the decision to assess its effectiveness and impact. If the results are not as expected, it is likely that corrective measures or adjustments are required.

Decision-making can be influenced by various factors, such as available information, personal values, time constraints, and environmental pressures. In addition, some types of decisions may require a more rational and analytical approach, while others may rely more on intuition and judgement based on experience. The ability to make good and effective decisions is essential in many aspects of life, whether at a personal, professional or governmental level. Good decision-making processes enable individuals and organisations to achieve their goals more efficiently and support sustainable development.

1.3 Public Management

Public Management refers to the process of planning, organising, implementing, and evaluating policies and programmes carried out by the government to achieve public goals or community interests [12]. The purpose of public management is to create efficiency, effectiveness, and accountability in the delivery of public services, the use of public resources, and the implementation of policies related to the needs and aspirations of the community [13]. Some of the main elements of Public Management include:

1. **Planning:** This is the initial stage of the public management process where government objectives and priorities are set. In planning, public problems are identified, and strategies and tactical measures are formulated to achieve the set goals.
2. **Organisation:** Involves the division of tasks, responsibilities and authorities within the government. This organisation aims to create an efficient and responsive structure, so that government activities can run well and be coordinated.
3. **Implementation:** This is the stage where formulated policies and programmes are implemented. Good implementation requires effective coordination and communication between various parts of the government and related parties.
4. **Evaluation:** After implementation, the next step is to conduct an evaluation to assess the success and effectiveness of the policy or programme. This evaluation includes an analysis of the impact and efficiency of the programme, and can be used to make improvements and further decision-making.
5. **Accountability:** Public Management demands accountability in the actions and decisions taken by the government. This includes accountability for the use of public funds, programme outcomes, and fair and transparent policy implementation.

Public Management deals with the functions and tasks of government in providing public services, managing public resources, and creating policies that impact the lives of citizens. The scope of Public Management covers various sectors, such as education, health, infrastructure, economy, environment, and many more. Challenges in Public Management include the complexity of public issues, the diverse interests and needs

of society, and ongoing environmental and technological changes. Therefore, public management should be based on the principles of Good Governance described earlier, to achieve the goals of sustainable development and justice for all citizens.

2. Method

This study aims to analyse the impact of good governance on the quality of public management decision-making. In this study, researchers conducted library research so that they did not need to go directly to the field during the data collection process, but instead examined various reference sources that supported this research. The literature was obtained from online media and databases from journal portals that are in accordance with the keywords related to this discussion, namely the impact of good governance on the quality of public management decision making. The author does not focus on specific journal portals or online media in determining relevant reference sources such as referring to the Emerald Insight, ResearchGate, and Elsevier journal portals, but is more flexible. In this article, with a focus on the impact of good governance on the quality of public management decision-making, the author makes these keywords the focus of the search so as not to widen the main discussion. The search for journals, articles and publications was mostly in the range of articles published between 2010 and 2023. Not all articles, journals and publications that appear in the search results will be used, but only those related to the impact of good governance on the quality of public management decision making.

This research is a type of qualitative research. Data collection techniques include listening and recording important information to conduct data analysis through data reduction, data display, and conclusion drawing to obtain a picture of the conclusions regarding the literature study that will be developed in this study. Data validation uses triangulation of data sources.

3. Result and Discussion

The subject of good governance has garnered significant interest within the realm of public administration. The notion has multiple dimensions, which encompass transparency, public participation, accountability, and adherence to the rule of law. This narrative aims to examine the favourable influence of effective governance on the calibre of decision-making within the realm of public administration.

Increased transparency is a significant consequence of effective governance on the quality of decision-making in public administration. Transparency facilitates the enhancement of openness and accessibility in decision-making processes for all stakeholders involved [14]. The provision of transparent and readily accessible information serves as a deterrent against corrupt practises and the misuse of authority [15]. Decisions that are characterised by transparency have the potential to be more effectively scrutinised and evaluated by stakeholders [16]. Furthermore, the promotion of good governance also serves to foster increased engagement of the general public in the decision-making processes pertaining to public management. Increased public participation offers a valuable platform for the expression of a wide range of views and viewpoints. When individuals actively participate in the process of decision-making, the resultant policies and programmes are more inclined to accurately address the genuine requirements and ambitions of the individuals concerned. This implies that the judgements made possess enhanced legitimacy and are more adept at addressing the challenges encountered by the community.

Accountability is a fundamental principle within the realm of Good Governance, which exerts a beneficial influence on the calibre of decision-making processes [17]. In the field of public management, accountability refers to the principle that government leaders and officials bear the responsibility for their actions and decisions. Government personnel are mandated to fulfil their responsibilities in alignment with the public interest and efficiently administer the resources at their disposal, thanks to the implementation of robust accountability procedures [18]. If the judgements made are deemed incorrect or if corruption is detected, officials can face prosecution and sanctions in accordance with the relevant legislation [19].

In addition, Good Governance places significant emphasis on the principle of upholding the rule of law. This implies that it is imperative for the law to be maintained and administered in a just and unbiased manner. Within the realm of public management, the rule of law engenders a steadfast and dependable milieu conducive to the process of decision-making. Stakeholders possess a sense of assurance that decisions are grounded in legal principles and remain impervious to the sway of personal or collective interests. Consequently, such decisions are more inclined to yield equitable and impartial consequences for the entirety of society. Furthermore, the promotion of good governance also serves to foster professionalism within the realm of public administration [20]. It is imperative that government leaders and officials possess a high level of skill, expertise,

and integrity in the execution of their responsibilities. Effective and efficient policies can be achieved through decisions that are grounded on reliable assessments and data, and are comprehensively understood by leaders.

Furthermore, the promotion of good governance also fosters the utilisation of technology and innovation within the realm of public administration. In the current era characterised by rapid advancements in information technology, the adoption and integration of technology can enhance administrative efficiency and bolster public engagement. By effectively implementing technology, the retrieval of data can be expedited and enhanced in terms of accuracy, thereby leading to the enhancement of public services. The adoption of Good Governance in public management has a substantial and favourable influence on the quality of decision-making [21]. The incorporation of transparency, public engagement, accountability, rule of law, professionalism, and utilisation of technology constitutes fundamental components that contribute to enhanced decision-making processes and the formulation of more efficient policies [22]. Furthermore, it is worth noting that Good Governance plays a pivotal role in enhancing public confidence in governmental institutions, fostering an environment that is conducive to long-term and sustainable growth, and ultimately enhancing the overall well-being of society as a whole. Hence, it may be argued that Good Governance is not merely an abstract notion, but rather a fundamental principle that should underpin the implementation of public administration, with a focus on the well-being and interests of the community.

The integration of sound governance practises within the realm of public administration not only yields the aforementioned effects, but also serves to enhance the operational efficiency and overall efficacy of governmental entities [23]. Transparent, participatory, and accountable decision-making processes have been shown to effectively mitigate superfluous bureaucracy and enhance government responsiveness to the requirements of the populace. Enhancements in bureaucratic efficiency and decision-making procedures have the potential to yield resource and budgetary economies, so enabling governments to enhance their efficacy in providing public services and executing development initiatives.

Furthermore, it is worth noting that effective governance also exerts a favourable influence on the process of economic development and progress. The presence of openness and accountability in governmental operations instills a heightened sense of confidence among investors and entrepreneurs, hence fostering an environment conducive to increased investment in a given country. This phenomenon fosters a favourable investment environment, hence potentially leading to enhanced economic expansion, job creation, and alleviation of poverty. Public management decisions that are grounded in the principles of Good Governance have the potential to facilitate the formation of advantageous public-private partnerships, hence enhancing infrastructure development and the provision of public services [24]. In addition, it is worth noting that Good Governance holds significant significance in the advancement of sustainable development. In the field of public management, decisions that are oriented towards Good Governance typically prioritise the assessment of long-term implications and the sustainability of policies and initiatives. These decisions aim to mitigate adverse effects on the environment and society while striving to enhance the well-being of present and future generations. Governments may effectively tackle pressing issues such as climate change, environmental degradation, and the economic crisis by adhering to the principles of good governance.

One additional consequence of effective government is the establishment of societal harmony and stability. Communities have a greater sense of empowerment and respect when decision-making processes are characterised by fairness and inclusivity, and when government leaders are held accountable for their actions [25]. This has the potential to mitigate conflict and alleviate social tension, as individuals perceive a sense of value and acknowledgment for their respective interests. Moreover, the enhancement of trust and legitimacy within a government can be facilitated by the transparent and accountable exercise of governmental authority, so fostering political stability.

Nevertheless, the successful implementation of Good Governance in the realm of public management often presents challenges. The successful implementation of these principles necessitates a steadfast dedication and diligent effort on the part of government leaders and officials, alongside the endorsement and backing of the broader population. Furthermore, impediments like as corruption, unfairness, and power asymmetry can pose significant barriers to the attainment of genuine Good Governance.

To attain a substantial and favourable outcome in the realm of good governance, it is imperative to foster collaboration and engagement among diverse stakeholders, encompassing governmental entities, private enterprises, civil society organisations, and the media. The role of civil society in monitoring and overseeing government operations is significant, as it ensures accountability and transparency. Similarly, the media plays a crucial role in disseminating unbiased and evaluative information to the public. Over the course of time, there will be a gradual rise in the recognition of the significance of effective governance and its positive impacts on society. Consequently, an increasing number of nations will strive to consistently and durably adopt such practises.

The deep and favourable impact of Good Governance on the quality of decision-making in public management is evident. By incorporating principles such as transparency, public engagement, accountability, the rule of law, professionalism, and the use of technology, decision-making procedures have the potential to enhance their fairness, productivity, and efficacy. The presence of good governance is known to have a positive impact on various aspects, including economic growth, sustainable development, social stability, and the enhancement of public faith in governmental institutions. Hence, the pursuit of Good Governance in the realm of public management assumes paramount significance as it serves as a crucial catalyst for the advancement and well-being of a nation, ultimately enhancing the overall standard of living for its populace.

4. Conclusion

From the narrative described earlier, it can be concluded that Good Governance has a significant positive impact on the quality of decision-making in public management. The concept of Good Governance includes transparency, public participation, accountability, rule of law, professionalism, and utilisation of technology. The implementation of Good Governance principles brings various benefits, including increased transparency, strengthened public participation, increased bureaucratic efficiency, improved quality of public services, encouraging economic growth, and creating social peace and stability. Good governance also contributes to sustainable development and increases public trust in government. Here are some suggestions to further strengthen the implementation of Good Governance in public management:

1. **Awareness and Education:** Raise awareness about the importance of Good Governance among the public, government officials, and the private sector. In addition, education on the principles of Good Governance should be strengthened in formal and non-formal education curricula.
2. **Improve Laws and Regulations:** Ensure that laws and regulations are in place that support the implementation of Good Governance. This includes strengthening accountability mechanisms and imposing strict sanctions for ethics and integrity violations.
3. **Active Public Participation:** Encourage more active public participation in decision-making processes. The government should open more channels of dialogue and consultation with the public to explore their aspirations and needs.
4. **Technology Utilisation:** Increase the utilisation of technology in public management to improve efficiency, transparency and accessibility of information to the public.
5. **Encourage Media Involvement:** The media has an important role in monitoring and overseeing government performance. Encourage media freedom and an objective and critical approach to journalism.
6. **Strengthening Oversight Institutions:** Ensure that independent oversight institutions function effectively and have the authority to scrutinise and assess government performance.
7. **Engagement of the Private Sector and NGOs:** Engage the private sector and civil society organisations in the oversight and implementation of public programmes to create sustainable partnerships.
8. **Strengthen Leadership Quality:** Ensure that leaders and government officials have competence and integrity in making decisions and managing public resources.
9. **Evaluation and Measurement:** Adopt a measured and open approach in evaluating government performance to understand the impact of good governance implementation.
10. **Improve Bureaucratic Governance:** Improve bureaucratic governance by reducing cumbersome procedures and strengthening efficient and data-driven decision-making processes.

Through the implementation of these suggestions, the application of Good Governance in public management can be strengthened, and its positive impact on the quality of decision-making and public welfare can be further realised. The application of Good Governance principles is key to achieving a more responsive, equitable and public interest orientated government.

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