

# The Influence of Good Government Networking on Organizational Performance in Service Work Units

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## Abstract

*Government administration that is not managed and regulated properly. This gives rise to corruption, collusion and nepotism which are difficult to eradicate. Law enforcement is difficult to carry out, as well as the deteriorating quality of services to the community, making the community demand good governance procedures. However, realizing good governance cannot only be done by the government, a governance network is needed in its implementation. This research aims to determine the effect of the implementation of Good Governance Networking on organizational performance in the Subang Regency Education and Culture Service Work Unit. The population in this study were employees of the Subang Regency Education and Culture Service, using a purposive sampling technique to obtain a total of 52 employees. This research method is verification with an explanatory survey method. Data was tested using SPSS version 26.0 using descriptive statistics, data quality test, classic assumption test with normality test, heteroscedasticity test, simple regression analysis and hypothesis testing, namely the T test coefficient test, R Square test and F test. The research results show Good Governance Networks have a significant effect on Organizational Performance by comparing t count with t table,  $t \text{ count} > t \text{ table}$  ( $7.189 > 2.008$ ) and seen from the significance value of  $0.000 < 0.05$ . The proposed hypothesis is accepted. The magnitude of the influence of governance is*

**Keywords:** *Good Governance, Networking, Performance, Organization, Government*

## 1. INTRODUCTION

The Indonesian state is plagued by persistent issues of inadequate governance mechanisms (Umam, 2021). The impact encompasses a range of grave issues, including corruption, collusion, and nepotism, sometimes referred to as KKN, which provide significant challenges that are highly resistant to resolution (Robertson-Snape, 1999). In addition to that, law enforcement encounters substantial impediments, resulting in a sharp decline in the quality of services provided to the community. KKN, or corruption, collusion, and nepotism, represents a significant peril to the government's integrity, undermining the moral and ethical principles in the administration of the state (Saminen & Ikola-Noobacka, 2010). The endeavor to eliminate corruption, collusion, and nepotism (KKN) is frequently impeded by a multitude of barriers, such as a deficiency in the transparency and accountability of governmental policies and practices. As a result, there has been an increase in public calls for the implementation of good governance principles (Gould, 2019).

The expectation is that effective governance may serve as a driving force for transformation inside the Indonesian government (Thompson, 2004). The concepts of good governance, including openness, justice, and accountability, are regarded as remedies that can transform corrupt governments into more transparent and accountable entities (Pillay, 2004). Through the implementation of effective governance, it is anticipated that the government would be able to enhance the provision of public services, efficiently address the demands of the community, and ensure the proper management of state resources (Goetz & Jenkins, 2005).

Good governance is an optimal government governance system, where the government has the ability to effectively manage and carry out its duties in accordance with the principles of good governance (Lockwood, 2010). The process of implementing and building these principles requires significant time, and the efforts made must be optimal. Apart from that, the implications are that great commitment and optimism is needed from all elements of society, involving the three main pillars of the nation, namely the government sector, the private sector and society, in order to maintain solidarity in efforts to achieve good governance. In this way, it is hoped that quality government performance will be achieved and in accordance with good governance standards (Kardos, 2012).

According to Weiss (2000), the concept of Good Government Governance is a framework that refers to a process of decision making and implementation that can be held accountable together. This concept is the basis for achieving the goals desired by the government, citizens and government administration institutions in a country. According to the definition from the Nag (2018), good governance is defined as good governance. This includes implementing solid and responsible development management, in line with the principles of democracy and

efficient markets. Good governance also involves efforts to prevent corruption, both in political and administrative contexts, avoiding the wrong allocation of investment funds, implementing budget discipline, and creating a legal and political framework for the development of economic and business activities (Drechsler, 2004). Thus, good governance is not just a concept, but also a real implementation in government administration. The principles of good governance include important aspects such as accountability, transparency, community participation, and efficiency in resource management (Gisselquist, 2012).

Good governance is a critical foundation in achieving optimal, clean government performance and in accordance with its function (Andrew, 2008). This concept refers to the principles that encourage government administration that is transparent, accountable, effective and responsive to community needs (Bourgon, 2007). Developing good governance is essential to ensure that the government not only carries out its duties, but also has a significant positive impact on society. the government can ensure that every step it takes will produce a significant positive impact (Hilson & Maconachie, 2008). Therefore, the existence of good governance in a state system is very necessary for all activities in state institutions.

However, even though the concept of good governance is considered the main foundation for good governance, the reality on the ground shows that there is a mismatch with society's expectations (Grindle, 2010). The rise of issues related to good governance actually creates serious challenges, especially in the context of a decentralized education system which can mislead the public (Hart, 1972). Decentralization, although aimed at giving more authority to regions, sometimes complicates the decision-making process and policy implementation, causing confusion among the public (Smoke, 2015).

Furthermore, the increasing level of corruption is a negative impact of this misalignment. Although good governance is supposed to reduce corrupt practices, in reality, its implementation often leaves gaps for corrupt behavior, hampering the government's efforts to create a clean and trustworthy system (Caiden, 1997). The absence of a joint commitment to improving service quality, which should be a measure of government performance, further complicates this condition. Without collaboration and understanding between all parties, including the government, private and public sectors, efforts to improve the quality of public services will be difficult to realize (Torfing, 2016). This creates a gap between people's expectations of the government and the reality of the services provided.

The development of network governance theory has emerged as a promising new paradigm in the delivery of public services. This paradigm is expected to be able to overcome the complexity and dynamics of problem solving which often involves various parties and

sectors in society (Stoker, 2006). Governance network theory has not only become a conceptual framework, but has experienced growth into a comprehensive theoretical perspective, supported by mature organizational and managerial practices (Koliba et al., 2018).

By adopting network theory, the government can understand that public services are not isolated things, but are the result of cross-sector collaboration and involvement. This theory places a focus on inter-organizational relationships, both inside and outside government, so that they can respond more effectively to the increasingly complex needs of society (Dunleavy et al., 2006). Apart from that, governance network theory also has a positive impact in overcoming organizational and managerial challenges. By designing an adaptive and flexible organizational structure, the government can be more responsive to change and facilitate more efficient cooperation between various parties (Jones et al., 1997). Mature managerial practices also support the smooth implementation of this network theory, ensuring that collaboration is not just a concept but is actually realized in daily practice.

## **2. LITERATURE REVIEW**

### **2.1. Good governance**

According to Graham et al. (2003), good governance refers to the methods employed by a country to oversee economic and social resources with the aim of promoting community development and achieving effective governance. Huther & Shah (2005) provide a definition of Good Governance as the means by which a government manages the responsibilities of committees, directors, stakeholders, and other shareholders. Transparently conducting a process to establish government objectives, evaluate performance, and measure accomplishments is sometimes referred to as clean and effective government governance. The World Bank, as stated in Crawford (2005), prioritizes the government's management of social and economic resources to promote societal development. Based on various perspectives, the author concludes that effective government governance entails regulating the government and establishing a harmonious and productive relationship between the state, economy, and politics. This is achieved by adhering to the principles of good governance and striving to enhance the well-being of the community (Janssen & Estévez, 2013).

### **2.2. Governance Network**

Sauvée (2002), stated that government networks encompass organizational design elements, such as the distribution of decision-making authority and methods among

organizations. These networks serve as institutional structures that facilitate a swift adaptation process. According to Bever and Rhodes (2007), a government network is a self-organizing network that connects different organizations. A government network can be described as an intricate collection of institutions and their interconnections, which are characterized by social roles and functions. A governance network refers to a mutually dependent connection among individuals who possess autonomy and hold positions of power in the public, private, and social sectors. These individuals collaborate with one another to accomplish the objectives of a network organization (Torfing, 2005). Networks are a mechanism that brings together multiple individuals to collaborate and interact in order to accomplish shared objectives (Klijn & Koppenjan, 2016). The notion of government networks is derived from the disciplines of political science, organization science, and public administration. It explores the patterns of interconnectedness among networks within the government.

### **2.3. Performance of Public Sector Organizations**

Seashore & Yuchtman (1967) define organizational performance as the collective outcome of work accomplished by an organization. The attainment of organizational objectives refers to the extent to which an organization can accomplish goals that have been set in advance. Kanter and Brinkerhoff (1981), argue that the performance of a public organization can be assessed based on its primary objective and mission, which is to fulfill the needs and interests of the public. Therefore, the success of a public organization can only be determined if it effectively achieves its goals and mission. Performance assessment is a crucial aspect in organizations as it enables the comparison of the organization's performance over different time periods and aids in devising strategies to accomplish the organization's vision and goal (Goh, 2011). The performance assessment system serves as a means of organizational control, as it is enhanced via the implementation of a system of rewards and punishments (Siti Nabihah & Jurnal, 2020). The performance of the organizational sector is multifaceted, making it impossible to rely on a single indicator to fully capture it. Unlike the private sector, the public sector primarily produces intangible output. Therefore, relying just on financial measurements is inadequate for assessing the success of the public sector (Verbeeten, 2008). Hence, it is imperative to establish non-monetary indicators of performance.

## **3. RESEARCH METHOD**

The type of research carried out to process and analyze this research is descriptive method research, so this research is classified as causative research with a quantitative approach. The

population or unit of analysis in this research is all employees of the Subang Regency Education Office, totaling 108 people. The technique used in sampling is purposive sampling, that is, samples are taken with a specific aim or purpose. The sample in this study consisted of 52 people. Sampling was carried out by distributing questionnaires with the help of Google Form. The data analysis technique is quantitative descriptive data analysis, with validity tests, reliability tests, classical assumption tests. Next, it was analyzed using descriptive analysis, simple regression tests and hypothesis testing.

#### 4. RESULTS AND DISCUSSION

##### 4.1. Validity test

Validity tests are used to show the level of validity and validity of a measuring tool or research instrument . An instrument is declared valid if the calculated r correlation is greater at the significance level of 0.05% or 5%. With a total of 52 respondents, employees of the Subang Regency Education Office . If the validity coefficient value obtained is  $>$  the critical point 0.273, then the statement is declared valid. Good Governance Networks Test Results (Salminen & Ikola-Norrbacka, 2010).

**Table 1.** Governance Networks Validity Test Results

Indicator	R Count	R table	Conclusion
Item 1	0.704	0.273	Valid
Item 2	0.693	0.273	Valid
Item 3	0.630	0.273	Valid
Item 4	0.808	0.273	Valid
Item 5	0.707	0.273	Valid
Item 6	0.677	0.273	Valid
Item 7	0.607	0.273	Valid
Item 8	0.670	0.273	Valid
Item 9	0.714	0.273	Valid
Item 10	0.660	0.273	Valid

**Source:** Prepared by the author, (2024)

In Table 1, the results of calculating questionnaire data that have been processed via SPSS show that each statement corresponds to the respective indicators given to 52 respondents with

10 statement items having a positive value, showing that  $r \text{ count} > r \text{ table}$  at the 5% level. Thus, it can be concluded that the results of this test show that all statement items for the Good Governance Networks (X) variable are valid and suitable for use as measuring tools for research and can be used in further analysis.

**Table 2.** Validity Test of Organizational Performance

Indicator	R Count	R table	Conclusion
Item 1	0.765	0.273	Valid
Item 2	0.681	0.273	Valid
Item 3	0.747	0.273	Valid
Item 4	0.752	0.273	Valid
Item 5	0.691	0.273	Valid
Item 6	0.780	0.273	Valid
Item 7	0.763	0.273	Valid
Item 8	0.695	0.273	Valid

**Source:** Prepared by the author, (2024)

In Table 2, the results of calculating the questionnaire data which have been processed via SPSS show that each statement corresponds to the respective indicator given to 52 respondents with statement items with each statement item totaling 8 with a positive value, showing that  $r \text{ count} > r \text{ table}$  at level 5 %. Thus, it can be concluded that the results of this test show that all statement items for the Subang Regency Education and Culture Service Organizational Performance variable are valid and suitable for use as measuring tools for research and can be used in further analysis.

#### 4.2. Reliability Test

Once it is known that each question item is valid, it is continued with a reliability analysis to find out whether the instrument is consistent enough to measure the same symptoms in repeated measurements.

**Table 3.** Reliability Test Results

Variable	Cronbach Alpha	Information
Governance Networks (X)	0.890	Reliable
Organizational Performance (Y)	0.891	Reliable

**Source:** Prepared by the author, (2024)

Based on table 3 above, it shows that the alpha or Cronbach's Alpha of the Governance Networks variable (X) is 0.890 and the Work Performance variable (Y) is 0.902, meaning it is greater than the minimum limit, namely 0.6. So it can be concluded that all the statements submitted in forming Governance Networks (X) and Organizational Performance (Y) show its reliability or can be said to be reliable.

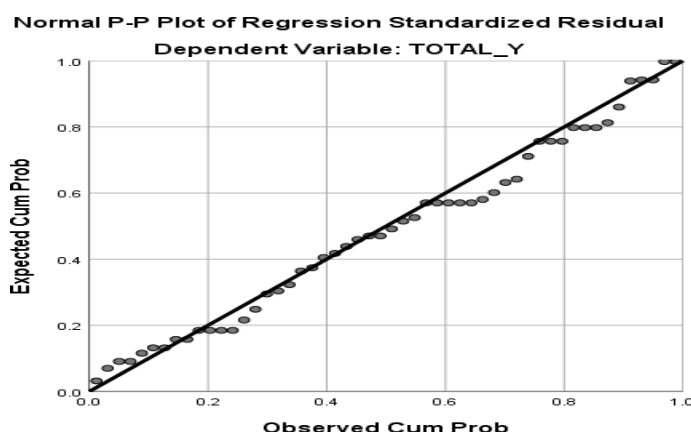
### 4.3. Classic assumption test

Simple Regression Analysis requires testing of classical assumptions consisting of normality and heteroscedasticity tests so that the resulting regression estimates are not biased.

#### 4.3.1. Normality test

The normality test aims to test whether in the regression model, the confounding or residual variables have a normal distribution. The t and F tests assume that the residual values follow a normal distribution. The data normality test can be seen through the distribution of points on the diagonal axis of the PP Plot. If the data spreads far from the diagonal or does not follow the direction of the diagonal line, the regression model does not meet the assumption of normality. Vice versa, if the points spread following the direction of the diagonal line, it can be said that the regression model meets the normality assumption. The following is a graphic image for the PP plot.

**Figure 1.** Normality Test Results



In Figure 1, the results show that the dots spread following the direction of the diagonal line. These results indicate that the data is normally distributed, so the regression model in this study meets the normality assumption.



#### 4.4. Heteroscedasticity Test

The Heteroscedasticity Test aims to test whether in regression there is an inequality of variance from the residuals of one observation to another. If the variance from the residual from one observation to another is constant, it is called homoscedasticity and if it is different it is called heteroscedasticity.

**Figure 2.** Heteroscedasticity Test Results

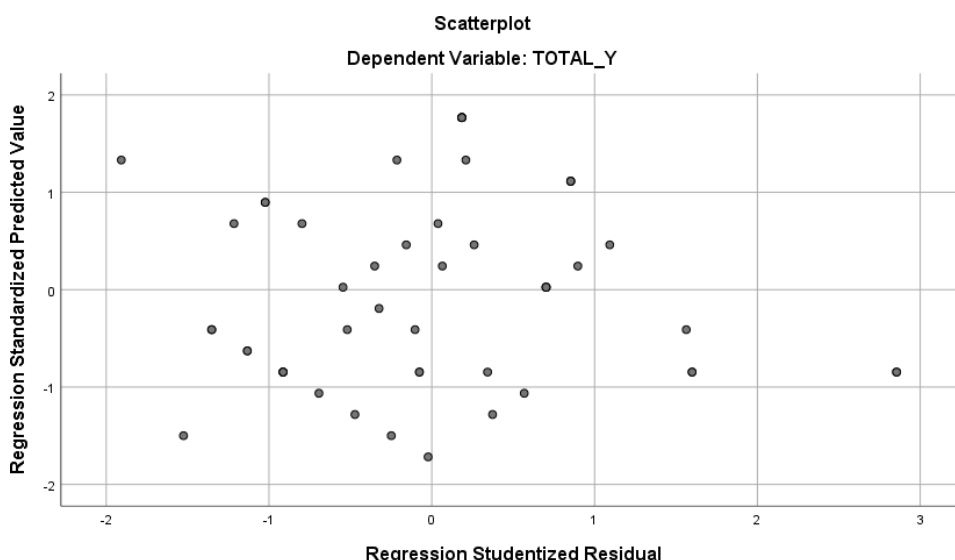


Figure 2 shows the results of heteroscedasticity testing using the scatter plot graphic method. From this figure, it can be seen that the points obtained form an irregular random pattern and spread above and below the number zero (0) on the Y axis, so that in the regression model that will be formed there are no violations of heteroscedasticity, in other words the residual variance is homoscedastic.

#### 4.5. Simple Regression Analysis

Simple linear regression analysis is an analysis used to see the existence of a relationship and influence between the independent variable (X) on the variable (Y). Based on the results of data processing using SPSS, the following results were obtained:

**Table 4.** Simple Regression Test Results

Coefficients <sup>a</sup>				
Model	Unstandardized Coefficient	Standardized Coefficient	Q	Sig.

	b	Std. error	Beta		
1. Constant	12.627	3.859		3.274	.002
Governance Networks	.533	.074	.714	7.189	.000
a. Dependent Variable: Organizational Performance					

Source: Prepared by the author, (2024)

From the results of the simple linear regression equation above, each variable can be interpreted as follows:

$$Y = 12.627 + 0.533X_1$$

From the results of the simple linear regression equation above, each variable can be interpreted as follows:

- a. The constant of 12.627 indicates that when the implementation of the Good Governance Network (X) is zero (0) and there is no change, then organizational performance is predicted to be 12.627 times.
- b. The variable Good Governance Networks (X) with a regression coefficient of 0.533 indicates that when the implementation of Good Governance Networks increases by one unit, the Organizational Performance (Y) will increase by 0.532. The positive value of the regression coefficient suggests that the direction of the influence of variable X on Y is positive.

#### 4.6. Coefficient of Determination Test (R<sup>2</sup>)

The coefficient of determination (KD) is the square of the correlation coefficient (R) or also known as R-Square. The coefficient of determination functions to find out how much influence each independent variable has on the dependent variable in percentage form. By using SPSS, the coefficient of determination is obtained which can be seen in the following output table:

**Table 5.** Determination Coefficient Test (R<sup>2</sup>)

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.714 <sup>a</sup>	.510	.499	2.431

Source: Prepared by the author, (2024)

Based on the table above, information is obtained that the correlation coefficient or (R) value obtained is 0.713 . Based on the calculation results above, it can be seen that the coefficient of determination obtained is 51.0 % . This shows that the implementation of Good Governance Networks contributes to organizational performance at the Subang Regency Education and Culture Department by 5 1.0 % , while the remaining 49.0 % is a contribution from other variables which were not studied.

#### 4.7. Simultaneous Test (F Test)

Simultaneous Test (F Test) is carried out to find out whether all Independent variables, namely Good Governance Networks (X) have an effect on Organizational Performance (Y)

**Table 6.** F test results

ANOVA <sup>a</sup>					
Model	Sum of Squares	Df	Mean Square	F	Sig
Regression	304.803	1	304.803	51.671	.000 <sup>a</sup>
Residual	294.949	50	5.901		
Total	599.751	51			

**Source:** Prepared by the author, (2024)

In the table above, the results show that the calculated F Test value is 51,671 with a significance level of 0.000 which is smaller than 0.05 ( $0.000 < 0.05$ ). So it can be concluded that Good Governance Networks (X) influences the Organizational Performance (Y) of the Subang Regency Education and Culture Service.

#### 4.8. Partial Test (t test)

Hypothesis testing is carried out as proof of whether the Good Governance Networks Implementation variable (X) has a significant effect on the Organizational Performance variable (Y).

**Table 7.** t test results

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficient		Standardized Coefficient	Q	Sig.
	b	Std. error	Beta		

2. Constant	12.627	3.859		3.274	.002
Governance Networks	.533	.074	.714	7/189	.000
b. Dependent Variable: Organizational Performance					

**Source:** Prepared by the author, (2024)

From the calculation results, it is obtained that  $t$  is calculated for the Good Governance Networks variable on Organizational Performance, where if the significance level is  $<0.05$  then  $H_a$  is accepted and  $H_o$  is rejected, whereas if the significance level value is  $>0.05$  then  $H_o$  is accepted and  $H_a$  is rejected. The calculation obtained is that the calculated  $t$  value for the Good Government Governance variable is  $7.189 > t$  table  $2.008$  and gets a significance value (sig) of  $0.000$ , so  $H_1$  is accepted because the sig value is  $<0.05$ , thus it can be concluded that Good Governance Networks has a positive influence and significant to Organizational Performance (Y) at the Subang Regency Education and Culture Office.

## 5. DISCUSSION

The results of hypothesis testing with the  $t$  test showed that the test decision was to reject  $H_o$  and accept  $H_a$ , which means that Good Governance Networks has a significant effect on Organizational Performance by comparing  $t$  count with  $t$  table,  $t$  count  $>$   $t$  table ( $7.189 > 2.008$ ) and seen from the significance value of  $0.000 < 0.05$ . The proposed hypothesis is accepted, namely that Good Governance Networks influence organizational performance at the Subang Regency Education and Culture Service. So it can be concluded based on the analysis that Good Governance Networks has a positive and significant effect on the Organizational Performance of the Subang Regency Education and Culture Service.

Good Governance Network significantly influences the performance of government organizations, bringing positive changes in the execution of their duties and responsibilities. One of its implications is the ability to enforce the law more effectively, especially in the effort to combat Corruption, Collusion, and Nepotism. With the establishment of strong networks among various parties, including the government, the private sector, and the public, a more transparent and accountable system is created. This provides a solid foundation for firm and measured law enforcement (Van Kersbergen & Van Waarden, 2004).

Furthermore, through the Good Governance Network, government organizations can provide better public services. Close collaboration with various stakeholders enables more efficient information exchange, improved coordination, and policy adjustments that are more

responsive to the needs of the public (Jansen & Estevez, 2013). As a result, public services can be organized more effectively and efficiently, meeting higher standards in fulfilling the expectations of citizens. A faster and more effective response to the needs of the public is also a positive outcome of the Good Governance Network. By engaging in networks, government organizations can be more attuned to environmental changes and the aspirations of the public. This creates a dynamic environment where policies and programs can be formulated and implemented more accurately, ensuring that the services provided align with the real needs of the community (Vabo & Røiseland, 2012).

Finally, the Good Governance Network supports more efficient management of national resources. Effective collaboration among government agencies and external partners helps prevent inefficient fund allocations, reduces the risk of corruption, and ensures that national resources are managed optimally. This provides a strong foundation for sustainable economic growth and welfare-oriented development. Thus, the Good Governance Network is not just a theoretical concept but also a tangible instrument that brings positive changes in the performance of government organizations. Effective and accountable collaboration through this network is key to creating a fair, responsive, and efficient government in delivering services to the public.

## **6. CONCLUSION**

Based on the previous description, several conclusions can be drawn regarding the influence of Good Governance Networks on the Organizational Performance of the Subang Regency Education and Culture Service. The results of hypothesis testing show that there is a positive and significant influence between Good Governance Networks and Organizational Performance. This can be explained through several mechanisms, which include adaptation, coordination, joint learning, and creation of added value. The existence of Good Governance Networks gives organizations, in this case the Department of Education and Culture, wider access to information, resources and knowledge. Through collaboration with various stakeholders, organizations can be more adaptive to environmental changes, support better decision making, and reduce uncertainty. Effective coordination within the network also helps organizations align policies and resources with various stakeholders. This increases operational efficiency, avoids overlap, and creates a solid framework for program and project implementation. By engaging in Good Governance Networks, organizations can undergo a collective learning process, enrich their capacities and adopt best practices. This ensures that organizations continue to grow and face challenges with deeper understanding. Furthermore,

the creation of added value through Good Governance Networks is reflected in the organization's ability to utilize diverse resources and access wider networks. This enables organizations to achieve their goals and desired results more effectively. Good Governance Networks is not only a theoretical basis, but also a practical instrument that makes a positive contribution to organizational performance. The success of the Subang Regency Education and Culture Office in building and maintaining a government governance network is a key factor in increasing the effectiveness and quality of services, as well as achieving larger organizational goals.

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