

ADDIS ABABA UNIVERSITY



**AN INQUIRY TO TRANSFORM SERVANT GOVERNANCE IN
ETHIOPIA:
A STRUCTURAL EQUATION MODELING APPROACH**

BY: ADEM IBRAHIM MUSSA

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**A THESIS SUBMITTED IN PARTIAL FULFILMENT OF THE
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**DECEMBER 2020
ADDIS ABABA
ETHIOPIA**

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**ADDIS ABABA UNIVERSITY
SCHOOL OF GRADUATE STUDIES
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF PUBLIC ADMINISTRATION
AND DEVELOPMENT MANAGEMENT**

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Abstract

*A remarked paradigm shift of Public Administration from Traditional Public Administration to New Public Management and recently to Governance approach has occurred. For more than a century the issue of state-society bifurcation, politics-administration dichotomy, and instrumental versus institutional perspectives are still the continued unsolved puzzles. **The purpose of this study is to develop a pragmatic institutionalized ‘servant governance’ model of public administration through reconstructing, re-conceptualizing, and reinterpreting state-society bifurcation, politics-administration dichotomy, and instrumental orientations. Following post-positivist paradigmatic position, this study used Theory-then research theory building approach and Structural Equation modeling analytical tool for verification.** 1200 cross-sectional survey data was used to develop and verify the proposed servant governance model and to examine the level of Government Performance, Citizens’ satisfaction, and Political trust. The model was tested and assured for its fitness towards the diagnostic assumptions, dimensionality, construct validity, and reliability. The study revealed that the overall level of government performance, citizens’ satisfaction, and political trust in Ethiopian public administration was significantly low. Servant Governance as higher order construct composed of nine first order dimensions theoretically sound and empirically validated. The newly constructed Servant Governance Model positively and significantly determine the level of political trust, with a path coefficient of 0.972 (t -value 19.199, $p=0.000$), performance, with a path coefficient of 0.90 (t -value 19.077, $p=0.000$), and satisfaction, with a path coefficient of 0.701 (t -value 16.628, $p=0.000$). The study concluded that the Servant Governance Model significantly explains and captures 94.4% of the variance in Trust; 80% of the variance in Performance and 48.4 percent of the variance in Satisfaction. Based on the findings and conclusions, this research suggests that restructuring governance through the verified ‘Servant Governance Model’ overcomes the limitations in previous governing models and results in high level of political trust, government performance, and citizens’ satisfaction.*

Keywords: *Servant Governance (SG); Traditional Public Administration (TPA); New Public Management (NPM); New Public Service (NPS); Political Trust; Citizens’ Satisfaction; Structural Equation Modeling*

Declaration

I, the undersigned, declare that this study is my original work and has not been presented for a degree in any other university; and that all sources of materials used for the study have been duly acknowledged.

Declared by:

Name_____

Signature_____

Date_____

Certification

This is to certify that this PhD research entitled, “AN INQUIRY TO TRANSFORM SERVANT GOVERNANCE IN ETHIOPIA: A STRUCTURAL EQUATION MODELING APPROACH” is undertaken by Adem Ibrahim under my supervision for the award of a PhD degree in Public Management and Policy at the Department of Public Administration and Development Management, College of Business and Economics, Addis Ababa University.

Tegege Teka (PhD)

ADDIS ABABA UNIVERSITY
SCHOOL OF GRADUATE STUDIES

AN INQUIRY TO TRANSFORM SERVANT GOVERNANCE IN ETHIOPIA:
A STRUCTURAL EQUATION MODELING APPROACH

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Acronyms/Abbreviations

AFI: Absolute Fit Index

AGFI: Adjusted goodness of fit index

AMOS: Analysis of Moment Structures

AVE: Average variance extracted

CFA: Confirmatory Factor Analysis

CFI: Comparative fit index

CSOs: Civil Society Organizations

Df: Degree of freedom

EFA: Exploratory Factor Analysis

GFI: Goodness of fit index

GOF: Goodness -of-fit

IFI: Incremental fit index

IFIs: International Financial Institutions'

MM: Measurement Model MM

NPA: New Public Administration

NPM: New Public Management

NPV: New Public Value

NPG: New Public Governance

NPS: New Public Service

OECD: Organization for Economic Co-operation and Development

OPA: Old Public Administration

PA: Public Administration

PI: Public institution

PFI: Parsimonious Fit Index

PST: Performance Satisfaction and Trust

PV: Public Value

RMSEA: Root mean square error of approximation

SEM: Structural Equation Modeling

SGM: Servant Governance Model

SG: Servant Governance

TLI: Tucker-Lewis Index

TPA: Traditional Public Administration

TCE: Transaction Cost Economics

UK: United Kingdom

UNDESA: United Nations Department of Economic & Social Affairs

UNDP: United Nations Development Program

UN: United Nations

USA: United States of America

VPA: Values of public administration

WB: World Bank

CHAPTER ONE: INTRODUCTION

1.1 Background to the Study

Managing the public sector and its overall environment is very different from the private sector. The foundation, nature, scope, purpose, complexity, systems of administration (accountability, governance, structure) and many others differentiate the management and administration of public organizations. Public Administration is ‘the heart of human civilization’ and government uses complex structure of administration to address public concern. Unlike its recent emergence as an academic discipline, the practice of public administration was considered to be as old as human civilization (Denhardt, 1984; Rutgers, 2010; Katsamunskaja, 2012). Katsamunskaja (2012) stated that “Public administration has a long history which has been going in parallel with the very notion of government (p.74). Similarly, “While governments have used complex structures of management and organization throughout human history, Public Administration as a self-conscious field of study and practice is generally thought to have begun around the turn of the 20th Century” (Denhardt & Denhardt, 2007, p. 5). Furthermore, even in this modern age, public administration is one of the dominant service sectors that affects the citizens of all nations directly or indirectly (Dobuzinskis, 1997). Accordingly, scholars credited the meaningful contributions of public administration to the entire human civilization (Gladden, 1972; Cloete, 1981).

The study of Public Administration experienced various stages of identity crises since the beginning of the study of co-operative action to achieve common goals (Waldo, 1968; Wald, 1973; Thornhill & Van Dijk, 2010). In this regard, a professor of Public Administration at the University of Amsterdam, Rutgers (2010) stated that the puzzle of studying public administration starts in the very beginning of the term public administration. Apart from the puzzlement, the theoretical development of Public Administration is a recent history that dated from the end of the nineteenth century (Katsamunskaja, 2012). According to Katsamunskaja, theorization began in 1887 with the notable publication of ‘The Study of Administration’ by Woodrow Wilson, who was considered as the father of Public Administration. Thus, the Wilson’s work was marked for the birth of the most influential theory called Traditional Public Administration (ibid).

Afterwards, various theories of public administration have been developed in different time periods; among others 'New Public Administration'(1960s), 'New Public Management' (1970s and 80s), 'Public Value Management' and 'New Public Service' (since 1990s) and New Public Governance or Public Value Governance (1990s) are the notable ones. Using the phrase 'New' in coining Public Administration theory was not uncommon. In line with this argument, Olsen (2004) stated, "the newness of the core ideas of the "new" perspectives is overdone" (P. 7).

Approaches to public administration and public sector reform categorized into three different phases. The transition from the Old Public Administration to the New Public Management and to the recent emerging approaches that appear in various names like: 'New Public Service', 'New Public Governance' or the 'Post-New Public Management' (Boyte 2005; Stoker 2006; Bozeman 2007; Kettl 2008; Alford and Hughes, 2008; Osborne 2006; Talbot 2010; Eaton, Kaiser and Smoke, 2011; Denhardt and Denhardt, 2011; Fisher 2014; Kalambokidis 2014; McCourt 2013; Robinson, 2015).

State-Society bifurcation, Politics-Administration dichotomy, Public-Private separation, Instrumental relationship, and actor centric orientation were the common philosophical, theoretical and conceptual foundation which guided in framing and developing the approaches in public administration. In this regard, public administration marked a paradigm shift within similar foundational and philosophical orientation from Public Administration (PA-statist and bureaucratic) to New Public Management (NPM-competitive and minimalist) and New Public Governance (NPG-plural and pluralist) (Eaton, Kaiser and Smoke, 2011; McCourt 2013; Robinson, 2015). Consequently, for more than a century, the above guiding models of public administration have played significant roles in shaping and guiding the practice and structure of public administration. Accordingly, governments have restructured their public administration in the effort of building more efficient and effective state machinery to meet the various demands of citizens and address complicated societal problems. Nevertheless, in the history of public administration, regardless of the transition from one paradigm to the other and application and usage of governing models, dozens of unsolved political-administrative issues on public governance still continued all over the world.

Olsen stated that “complaints about public administration have not disappeared after decades of reform, suggesting that reformers have not been completely Successful” (Brunsson and Olsen 1993, Bekke, Kickert and Kooiman 1995, Bekke, Perry and Toonen 1996, Frederickson 1996, Olsen and Peters 1996, Peters 1996, Aberbach 2003, Peters and Pierre 2003, Cited in Olsen, 2004). Scholars like Hood (1996) criticized reform programs as “repackaged versions of ideas that have been in public administration since its beginnings”. According to Kettl (1996), “New’ approaches frequently rehash old ideas while the fundamental issues remain remarkably stable.” Moreover, shift from one approach of public administration to the other have significant consequences for the governability, accountability, responsiveness, and legitimacy of governance institutions (Van Kersbergen& Van Waarden, 2004).

In the 21st century, political-administrative system of governance has not only continued with its problems but also with more and more growing public dissatisfaction and public distrust all over the world (Dalton, 2005; Hetherington, 2005; UNDESA, 2006). More importantly, chronic crises in some parts of the world (civil war, bloodshed, instability, poverty, migration, human right violations, injustice, inequality, political scandal etc.) have been common. Overall, despite the development of various approaches and reform initiatives at different periods, the governance system has been challenged to remedy those crises that have widely been circulated in political-administrative system and the demands of citizens in the respective nations. Despite the movement from one paradigm to the other, the deterioration and decline of political trust continued to the present. However, since the 1960s and 70s, theorists have claimed that political trust is fundamentally important for democracy and political order (Schneider, 2016); for the legitimacy and sustainability of political systems (OECD, 2013); and political trust is one of important ingredients for lowering transaction costs in any social, economic, and political relationship (Fukuyama, 1995). Regardless of the adoption by governments, those approaches, and reform initiatives to public administration have not been completely successful. Since the beginning of the new millennium, a new movement is underway and request for a new approach to overcome the crises in public administration and governance (Boyte 2005; Stoker 2006; Bozeman 2007; Kettl 2008; Alford and Hughes, 2008; Osborne 2010; Talbot 2010; Denhardt and Denhardt 2011; Fisher 2014; Moore, 2013; Kalambokidis 2014).

While efficiency was the main concern of Traditional Public Administration, and efficiency and effectiveness are the main concerns of New Public Management, a broader array of values beyond efficiency and effectiveness should be emphasized; especially to values associated with democracy, citizenship, and public interest (Denhardt & Denhardt 2011; Rosenbloom and McCurdy, 2006). According to Yorid and Zeb today, the most important of all the crises and challenges in public administration is overlapping of governmental powers. In explaining this chronic problem, Yorid and Zeb stated that “the concept of separation of power has gradually eroded into a domain where the boundaries of state organs- legislature, executive, and judiciary seem blurred” (Yorid& Zeb, 2014, p. 438).

In addressing modern challenges to public administration and to overcome the crises, Yorid and Zeb stated that “researches in future could be focused on developing a new theory of public administration which resolves discrepancies in public policy and administration, on the one hand, and reconciles competing values of probity, efficiency, effectiveness, equity, and innovation on the other. In other words, a synthesis of managerial, legal, and political approaches to public administration is required in addition to accommodating some of the values of New Public Management” (p. 438).

According to Uwizeyimana and Maphunye (2014), the movement of one theory of public administration to the other since 1880s-to date is not fault of theories, but of the way, those theories were applied in the public sector during each era. Uwizeyimana and Maphunye, added that failure of the theories of public administration to live up to their expectation has been a result of the way they were introduced, interpreted, and applied in the public sector, originally designed to achieve individualistic private business interests and objectives have been transported into the public sector, often without prior experiment (2014). In their full-length research paper entailed “The changing global Public Administration and its theoretical and practical implications for Africa,” Uwizeyimana and Maphunye carefully examined all the theories and concluded the need of new theories to explain the new dynamics within which public administration as a discipline and practice now has to grapple with (2014).

Therefore, it is imperative to study the roots of public administrative practices by searching for viable, pragmatic, practicable and integrated model to public administration to overcome the widely existing problems on the ground, on the one hand, and citizens' dissatisfaction and distrust over the government on the other. Furthermore, the governance system which integrate, govern and serve socio-political and economic values of the general public are better than those approaches to public administration once used and implemented. The kinds of solution we proposed in are Servant Governance. Having its incompleteness and inability, and to a higher degree the absence of interdisciplinary theory this study in Ethiopia was initiated to develop and examine integrated institutionalized governance model that would help to overcome the growing public dissatisfaction and distrust on the governmental system. Hence, this study reconceptualised, interpreted, and reconstructed the political-administrative system by studying the servant governance as alternative approach to public administration.

1.2 Statement of the Problem

A government that holds public office is expected to serve citizens in all aspects. As such, the government should give due attention to citizens' concern and should hearken their voice. It should be promptly reactive to possibly happening socio-political problems. It should be sympathetic and sensitive to all social concerns and cultural domains, and should optimize its capacity to address people's needs and opinions. It should stand still for all spheres of national security and for optimal satisfaction of public interests. A corollary of these issues, the government necessarily needs a supreme social contract and a governance system capable for addressing the comprehensive public concerns.

However, many of the assumed governments in the world have underrated their respective citizens' concerns. Many of such governments have no lasting and authentic laws of public administration. Often, the public administrators in the governmental structures lack the stamina and professional capabilities to address the complex administrative issues. Many of the politicians holding public administration offices, especially in developing countries are titular agents who are only concerned for the continuation of their stay at positions wherein they can exercise their utmost political power. Such politicians running public administration activities often lack qualities of far-sightedness in creating and maintaining favourable governance systems. Moreover, academicians and practitioners in public administration have not paid due attentions in discussing the root causes of the widely spread governance and political-administrative failures at system levels. Rather, emphases have been given in dealing with socio-political problems of implementations at performance levels.

Moreover, less attention have been given to identify and to explicate the prevailing failures of political-administrative system of governance. Thorough scholarly discussions on the fundamental notions of the very existence of governments, on the value of the consents of the governed, and on the importance of legitimacy and public trust are not observed in the academic arena. In addition, the kinds of institutional structures, organizational arrangements, and the quest for appropriate governance mechanisms have not been addressed to the level these public administrative issues deserve. Moreover, there have been significant knowledge gaps of state-society restructuring, transformations of governance systems, and restoration of political trust and citizens' satisfaction.

An appropriate public administrative system of governance necessarily needs to have a lasting and integrative social contract. Observing the common practices of governmental systems, Haque (1999) indicates how many governments in the world are much concerned in response to the immediate socio-political problems. Haque underscores, such governments have not pay due attentions in dealing with comprehensive and lasting system of governances. Similarly, Ferris & Kacmar (1992) observe that significant number of governmental and public administration practices are conducted by unprofessional public administrators. As such, governments are frequently criticized for their high level of involvement in internal politics that would detract them from having professional decision-making (Ferris & Kacmar, 1992). Moreover, Phillips states the widespread malfunctioning of public administration maxims. Phillips underscores many countries have put aside the central issues of public administration such as public concerns, consents, and values. As such, Phillips states many of the crises of public administration emanate from the mismatch that exists between universal aspirations for excellence in public service policies and delivery of services (Phillips, 2015).

The contribution and the role of the state in determining the economy, especially in the provision of public goods, have been addressed in the first world countries. Nevertheless, many of the states in the South lack the capacity to perform a minimal task (Rapcevicene, 2014). Rapcevicene argued that the reason behind the cause is “partly because the concept of state capacity has not been well articulated and understood in both scholarly and policy circles, nor has the politically-created process that will result in the transformation of the state from an ‘incapable’ state into a ‘capable’ one been underway” (Rapcevicene, 2014, p.74). Many of the political-administrative systems in Africa are denounced for their being unscientific. In explaining the situation, politics in Africa as the politics of the big man, where ruling leaders have manoeuvred formal rules and institutions to their benefits (Bayart, 1993; Hyden, 2006; Southall & Melber, 2006; Posner & Young, 2007; Harman, 2011).

Traditional Public Administration was guaranteed the complete dominance of politics over the governance system and limited the scope of policy formulation and participation of the citizens. Hence, it has limited the power of citizens to periodic voting and totally alienated citizens from public sphere (Denhardt & Denhardt, 2007; Bryson et al. 2014). Similarly, New Public

Management has undermined democratic and fundamental values of citizens: fairness, justice, representation, and participation (DeLeon & Denhardt 2000; O'Flynn & Alford, 2005).

The recent movements of Governance since 2000 (New Public Service, New Public Governance, and Public Value Governance) have incorporated various new perspectives like citizenship, democracy, public interest public value, participations, etc. However, like its predecessors, it has failed to solve the crises and puzzles in political-administrative undertakings. As a result, regardless of the level of development, including the most advanced countries, the political-administrative system has caused continued to face public dissatisfaction and distrust, and the crisis of legitimacy affected the lives of citizens around the world (UNDESA, 2007). Despite its importance, trust in government and political institutions has been declining in both developing and developed countries. Various surveys and studies have found that, since the mid-1960s, public trust in government and political institutions has been decreasing in virtually all of the advanced industrialised democracies (Dalton and Wattenburg 2000; Dalton, 2004; Dalton, 2005; Blind, 2006).

In the same vein, we observed that the same perception of having less trust on those in political power which is elite dominated and the existence of the most declared view that there is lack of good governance in many of the developing countries. Despite its popularity, even the Westminster model of majority democracy has been challenged and questioned in having trust in its political-administrative system (Narayan et al., 2000; Leach et al., 2002). Similarly, studies and statistical facts show that there is growing and continuing citizen dissatisfaction on their government around the world. In this regard, the cross-national study conducted by Gallup International in 2005 reveals that the highest dissatisfaction with the government was found in Eastern and Central Europe which accounts for 73%, followed by 69% in Latin America, 65% in Asia Pacific, 61% in Africa and 60% in North America (Clausen et al., 2011; Jones, 2006).

Nevertheless, today's political-administrative system of governance is unable to construct a kind of responsive political structure and public administration demanded by citizens. In this respect, the established models, and dozens of reform initiatives to public administration failed to address the complex crisis facing the public as well as to restore the continued downward patterns of public dissatisfaction and distrust over the system of governance. The issue of state-society bifurcation;

politics-administration dichotomy and public-private are the most debatable notions and the unsolved puzzles in the field of public administration that had strange history (Savara, 2001, Rutgers, 2010). Continuing to attack the validity of the three founding dichotomies is as much beside the point, as it is unwise to uncritically or dogmatically accept them and thus ignore the varying meanings core concepts in the study of public administration. Hence, no other social science discipline faced all these complicated and cumulative socio-political crises, problems, and challenges than public administration as both academic science and government activity. Therefore, now is the time to re-conceptualize and redefine state-society bifurcation, politics-administration dichotomy, and instrumental orientations.

Cognizant of the aforementioned points, it is believed that the old standing governing approaches badly require foundational transformation, re-institutionalization, re-conceptualization, re-construction, and re-designing to overcome the multifaceted, and complicated socio-political problems in the 21st century. This is because from the century lessons it was noticed that the crises and puzzles in political-administrative governance has not been addressed through the philosophy of “politics-administration dichotomy”, ‘state-society bifurcation’, ‘alienating citizens from politics’ and public-private, ‘reinventing government’, ‘commitment to efficiency, effectiveness and economy and productivity’, ‘instrumental perspective’, ‘representative democracy’, participation and, ‘networked governance’.

Accordingly, the gaps, the incompleteness and the continued public dissatisfaction and distrust as discussed above, have initiated this study to answer the following research questions.

1. What are the causes for the problems, puzzles, and crises widely circulated in political-administrative system of governance today?
2. What are the reasons for the failure of the Political-administrative system of governance to identify the fundamental notion of its existence, the consent of the governed, legitimacy and public trust?
3. Has the Political-administrative system of governance failed to discharge public duty and responsibility as expected and as demanded by citizens? Why did it face the challenge to serve the people and to satisfy the collective needs of the public?

4. What kind of institutional structure, organizational arrangement and governance mechanism hold the government to act in the best interest of the public and to bring political representatives and administrators accountable to citizens?
5. What kind of state-society restructuring and governance transformation could restore political trust and citizens' satisfaction?
6. Can 'Servant Governance' serve as a model to explain government performance, citizens' satisfaction, and trust on government?
7. What is the level of servant governance, government performance, citizens' satisfaction, and trust government in Ethiopian public administration?
8. Are there socio-demographic and regional variations on servant governance, government performance, citizens' satisfaction, and trust on government in Ethiopian public administration?
9. How can the governance crises, complex socio-political problems, and dozens of citizens' questions on Ethiopian public administration be resolved through reform program; or does it need fundamental state restructuring and governance transformation?

1.3 Objectives of the Study

The traditional Westminster model was from the 1970s onwards subject to increasing scepticism and attacks from within the disciplines of public administration and political science. Today questions rose over the perceived ability of the state to manage policy effectively. In conceptual terms, critics argued that a preoccupation with the formal governing institutions results in a highly circumscribed view of politics. More than this, the growing sense of malaise and pessimism surrounding the modern polity was not unique to particular state. The erosion of legitimacy for state institutions was the common manifestations of most states. Having understood the complicated concerns, unsolved puzzles, and absence of unified and interdisciplinary political-administrative approaches, this study has addressed the following general and specific objectives, which lie by interrogating the notion of '*servant governance*':

1.3.1 General Objective of the Study

The general objective of this study is to understand and analyze the conceptual, philosophical, and practical gaps and governing models of public administrations to serve citizens; and to develop a newly constructed 'Servant Governance Model' of public administration in restoring government performance, citizens' satisfaction, and trust on government.

1.3.2 Specific Objectives of the Study

The specific objectives of the study are:

Objective 1: To conduct a comprehensive literature review on models of public administration

Objective 2: To reflect on the theoretical and practical gaps on previous governing models in PA

Objective 3: To develop a newly constructed Servant Governance model of public administration

Objective 4: To develop the measurement scale for newly constructed servant governance model

Objective 5: To measure and examine the level of servant governance, government performance, citizens' satisfaction, and trust on government in Ethiopia

Objective 6: To validate and verify the proposed servant governance model using empirical data

Objective 7: To examine the explanatory power (nomological validity) of servant governance model in explaining government performance, citizens' satisfaction, and trust on government

Objective 8: Offer practical and theoretical implications of the key findings and Provide recommendations for future research.

1.4 Scope of the Study

To cover all dimensions and constructs associated with governance in a single thesis work is not possible. Therefore, Servant governance narrows its focus towards institutional governance factors identified most prominently within public administration, political science, governance, law, sociology, and government literatures. Accordingly, this study limited the scope of servant governance by defining as a societal instrumental institution and institutionalized system of socio-political integration, governing, and serving the collective shared values and interests of the public. Hence, servant governance realized through the principle of consented institutionalized system, consensus on the articulation of public interest and goal setting, concerned agent in serving the principal and concerted structure in the allocation and distribution of power in maintaining separation of power and checks and balance.

Therefore, servant governance is conceptualized through four interdependent and interrelated pillars. The first pillar of servant governance is the legitimacy of the institution, institutionalized foundation, and its essence of establishment, which is Consent. This pillar of servant governance conceptualized and represented by three sub-dimensions: Constitutional Consent, Institutional Legitimacy, and Authorized Government.

The second is the process and procedures through which citizens and governance actors articulate public interest, co-determine policies and the guarantee of civil liberties to all citizens in their daily lives and political participation, which is Consensus. Likewise, the second pillar of servant governance conceptualized and represented by three sub-dimensions Synergetic Governance, Inclusive Governance, and Democratic Politics.

The third pillar of servant governance is actual concern and practice of the government, institutions, and leadership as an agent in serving citizens as principal in addressing societal problems to the best interest and will of citizens. The third pillar conceptualized and represented by three dimensions Serving Government, Responsive Institutions, and Altruistic Leadership.

The fourth is the existence of institutionalized constraints on the exercise of authority and allocation power to maintain the constitutional separation of power, check, and balance system and the independence and interdependence of government organs. Hence, this study

counceptualized servant governance as a multidimensional second order construct operationalized by nine first order dimensions with a measure of 40 indicators.

This thesis has delineated to assessing the effect that the newly constructed servant governance model could have on explaining and restoring citizens' satisfaction and political trust. The investigation has been delimited to examine citizens' satisfaction and political trust due to the following reasons. First, it is not possible to include all the possible dependent variable/constructs explained by the newly developed servant governance model in a single thesis work. Secondly, the importance of citizens' satisfaction and political trust is relatively more critical in the field of public administration, governance and political science/debatable and hot topic and identifying factors explaining and restoring trust on government and satisfaction is giving more attention than ever. Third, recent studies and growing statistical facts have reported the widespread and the continued decline of trust in both developed and developing countries and established democracy and new emerging democratic countries. Hence, the problem of trust is timely agenda and common syndrome in the present system of governance.

This study, as discussed above, focused on constructing second order servant governance model of public administration, validating the proposed model, and examining its nomological validity in explaining government performance, citizens' satisfaction, and trust on government. To this end, this study has collected 1200 survey data from households in Adama, Addis Ababa, Bahir Dar, and Hawassa city administrations between the periods of April 2018 to June 2018. The findings of the study based on data collected from the survey are generalized only to that population (Gall, Borg & Gall, 1996). Thus, the generalization of knowledge indicated by this study beyond the defined population will be considered speculative until supported by evidence from new studies involving other populations.

1.5 Significance and Justifications of the Study

1.5.1 Significances of the study

This study is expected to have the following significances in its academic contributions and for its imagined real-life scenarios. The purpose of this study is to understand and analyze the conceptual, philosophical, and practical gaps in governing models of public administrations in serving citizens; and to develop a newly constructed servant governance model to public administration to overcome the puzzles and governance crises. The study is important because it provides an understanding in the area of deep-rooted philosophical fallacies and mechanisms to overcome the widely revealed crisis in the political-administrative system of governance.

It also provides an insight on the part of the government about the most important dimensions of governance that can bring political trust and citizens' satisfaction; to adjust the relationship between state-society and the government vertically and among the society/public horizontally. This further determines the overall functionality of state-society relationship and government performance in addressing societal problems.

From the academic perspective, this research developed an integrated model that combines political science, public administration, and organizational theories at the macro level within unique political, and governance history and tradition of Ethiopia. To our knowledge, no other research has conducted to develop a governance approach that fits the local contexts. What we find is an approach that adopts a governance model developed in different socio-cultural context for different scenarios and using donor-initiative reform programs and alternatives. Therefore, this study is considered as a useful guide for other researchers to understand whether the acceptance of already developed models and approaches of public administration or developing alternative approaches that best fits developing country context with its own socio-cultural, and political-administration tradition. Moreover, from practitioners, politicians, and civil society perspective, this study gives an important clue and insights about the governance crises in Ethiopia and alternatives to overcome the problem. It gives brief description about whether Ethiopia needs state building or nation building as well. In addition, it highlights what kind of governance restructuring and transformation solves the present complex political crises, restores political trust and citizens' satisfaction in Ethiopian public administration.

1.5.2 Justifications of the Study

Incompleteness of public administration approaches: early theories in the field of Public Administration; Traditional Public Administration, New Public Management, and New Public Service only focused on overcoming the deficiencies in the implementation side of public administration with complete isolation or little emphasis to the major influential or detrimental factor of the political governance. Moreover, they focused on efficiency, effectiveness, productivity, and similar economy aspects and devoted little attentions about the broader democratic and fundamental values of citizens and public interest.

The growing criticism and the need for reconceptualizations is made over the philosophical, theoretical, and conceptual foundation in public administration: State-Society bifurcation, Politics-Administration dichotomy, Public-Private separation, Instrumental relationship, and actor centric orientation.

The need for interdisciplinary governance approach: the politics-administrative crisis should be studied through interdisciplinary paradigms because of the improbability of solving multidimensional societal problems through one approach, one perspective, and one dimension. According to Rutgers, interdisciplinary theory is needed as administrative problems which are rarely specific or limited to be captured adequately by one theoretical approach (2010).

The growing public governance crisis: The inability of the political system to overcome the failing of citizens power in the hands of selfish politics; political efficacy and alienation of citizens from politics and public concern; low voter turnout; deterioration of citizens confidence and trust on political system, political institution, and politician (Accenture 2006; Dalton, 2005; Posner & Young, 2007; Harman, 2011; Leach et al., 2002; Narayan et al., 2000).

The need of transformation and reformulation to overcome crisis: The growing demands to bring democracy, justice, equity and equality; and the growing reverse trends of poor performance, maladministration, corruption, and good governance problem. Moreover, the need for more responsive, accountable, and democratic governance, which are sensitive to citizens' values, can bring solution to overcome citizens' dissatisfaction and distrust on the government.

1.6 Limitations of the Study

As with any research, there are always certain limitations that ought to be noted. This research was conducted in Ethiopian public administration settings with a single case study, and, much more investigation is needed in different socio-cultural and political context in other countries to replicate the result of the study. This study was validated the proposed conceptual model quantitatively using covariance based structural equation modeling and future research should assess alternative analytical methods. This study used performance, satisfaction, and trust as endogenous construct in order to examine nomological validity of the proposed servant governance model. It would be better to compare the proposed servant governance model with performance and identity schools (performance, socialization, or rationality) in explaining the political trust. The other limitation of this study was the cross-sectional nature of the research design and it lacks multiple data to validate the model. Theory building is the ongoing process of producing, confirming, applying, and adapting theory (Lynham, 2000). Therefore, continuous research and investigation helps to further improve, extend, and validate the model once validated through cross-sectional data. Similarly, this study was conducted during the time of nationwide political crises, it may affect the response choice of the respondents, and therefore further study should assure the findings of the study.

1.7 Organization of the Dissertation

This dissertation organized in ten chapters under three separate parts: Foundation, Methodology, and Empirical. **Foundation of the study** is the first part of the research; it deals with the general background and research problem, review of related literature, theoretical arguments, and rationality, and philosophical assumptions used to develop the servant governance model the study under the first four separate chapters. In this regard, **Chapter One** is an **Introduction and Overview of the study** it deals with the general background. Following the background of the study, a brief description of the research problem, research questions, objectives, significance, and justifications, and scope of the study presented. The **Second Chapter**, under foundation of the study, is a **Review of Related Literature**, which includes a detailed theoretical and empirical review of the three previous well-known Public Administration approaches (TPA, NPM & NPS).

The **Third Chapter**, under foundation of the study, is **Theoretical Arguments and Critical Reflections on public administration approaches**. Chapter three includes the researcher's observation, theoretical reflections on foundational concepts, unsolved political-administrative puzzles and evolved problems, state-society bifurcation, politics-administration dichotomy, instrumental relationship, and actor centric orientation.

The **Fourth Chapter** is **Servant Governance (Conceptual Model)**. This chapter presents and describes the conceptual and philosophical orientation of the study. The chapter deals with philosophical foundations, basic assumptions, and pillars of servant governance. This chapter explicate the uniqueness and implications of the constructs, how the dimensions designed and redesigned to remedy crises and puzzles in political-administrative system of governance.

Methodology of the study is the **second part** of the dissertation presented in two separate chapters. The **Fifth Chapter** deals with the **Research Methodology of the study**. This chapter provides detailed description of the research philosophy and the research design, which is employed for this study. Furthermore, this section also elucidates the research methods along with a detailed explanation of how the scientific research method applied to provide answers to the research questions and the objectives of the study. Additionally, the whole research process employed in this particular study including the issue of sampling and sampling technique, data collection tools, research ethics and method of analysis covered in this chapter.

The **Six Chapter**, in part two of the Methodology section, is **Measurement Scale Development**. This particular chapter provides the entire procedures that used to develop the study instruments and mechanisms of quality assurance. Moreover, the general framework and the basics of measurement scale development in social science and operationalization of study variables presented briefly. This chapter also provides the procedures of validity and reliability of the study instruments, pilot study, and reliability of the pilot study results.

The Empirical results of the study constituted in the **third part** of the dissertation are presented in four separate chapters. **Chapter Seven** is **Descriptive Statistical Analysis and Results**. This chapter presents the preliminary analysis of the data obtained from the survey respondents. Chapter Seven presents the preliminary examination of the main study, data preparation and assumptions tests, the demographic profile of survey respondents and descriptive statistics of the main

constructs of the study. Further, this chapter briefly presents the evaluation of servant governance, the level of government performance, citizens' satisfaction, and political trust.

Chapter Eight is Measurement Models Analysis and Validations. Chapter Eight provides detail explanation about the two-stage approaches used to examine the scale validity and reliability of the measurement model. The chapter presents exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) results of the newly developed Servant Governance scale items; and the adopted indicators from prior studies to measure the construct of government performance, citizens' satisfaction, and political trust. This chapter also provides detailed presentation and analysis about the second order servant governance model validation and verification. **Chapter Nine presents Structural Model Analysis, Hypothesis testing and Discussions.** This Chapter provides detailed presentation and analysis of the structural model and the relationship of the study constructs (hypotheses testing, Structural model validation).

A conclusion of the study is discussed in the **Tenth chapter.** The tenth chapter contains a summary of major findings, and conclusions drawn from the study. Additionally, the scientific contributions and their implications to the present political- administrative system of governance, and the directions for further studies are discussed.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.1 Overview of Public Administration

Theoretical reviews explain the differences and similarities in the philosophical foundations of the varied public administration models. The varied conceptions in these models imply the differences and similarities in the institutional administrative structures along with the issues of power and authority. As such, explicating the nature and role of the state in the governance system is largely a part of addressing the governance system as well as indicating in whose hands the centrality of authority is held.

From an earlier work of public administration by Small (1909), it is indicated that the Cameralists located in the German-speaking land of Europe were mentioned in the 16th century as the originators for discussions on the state formation and administration. Schumpeter (1954) states, the Cameralists were both the consultants and administrators of the state around that part of Europe. Similarly, Thornhill and van Dijk (2010) state the required administrative institutions for the implementation of law and order in that part of Western Europe in the 16th century. Since that period, Thornhill and van Dijk (2010) indicate, the demand for expert civil servants with knowledge about taxation, statistics, and administration were growing. The growing interest of professional administrators was intensified. Attesting the trend in the growing interest of professionalism in administration, Thornhill and van Dijk (2010, p. 99) state, “the need for administrative expertise grew even further and professoriate were introduced in the 18th century.” However, as Rutgers (2010) mentions the academics of Public Administration still lacks generalized full-fledged theory that uses a ‘universal language’. This implies there is no agreed shared understandings and definitions of terms related to the theoretical frameworks and practices of public administration.

According to one of the prominent scholars Dwilght Waldo, cited in Rutgers (2010), there are noticeable confusions in tracing back the roots of public administration. This confusion is often associated with ‘identity crises of the discipline Public Administration itself in defining its theoretical frames and the scope. Attesting this, Rutgers (2010, p.1) indicates “the alleged crisis is precisely at the interstices of ‘scope’ and ‘theory’, that is, it links the subject matter and the means to understand and explain the object of study.”

Furthermore, Rutgers mentions linguistically, no difference existed between the term subject matter and object of study; however, he puts forward the limits of English language as “English does not provide us with distinct terms for study and object of study” (Rutgers, 2010, p. 3). By this, the English version of the term Public Administration lacks ‘equivalent concepts and translation into other languages would not be successful holding the exact referential meanings as expressed in the original language. According to Rutgers (2010), the use of the term ‘Public Administration’ (PA) in daily life of social practice lacks clarity due to various interpretations but in its scholarly application and field of study, the term PA represents the object of study and the academic science respectively. As a result, this seems the point where the ambiguity in clearly defining the subject matter and the scope of Public Administration has started. Hence, Rutgers (2010, p. 3) reflects his stand in search of clear definitions of terms related with Public Administration and delimitation of its disciplinary scope; hence, accentuates how “a study and its object of study need to be distinguished: political science and politics do not coincide, nor do sociology and social reality, or psychology and the psyche.”

The other point of confusion was the existence of different perspectives and positions among academicians and practitioners about public administration. Accordingly, one of the notable scholars in public administration, Waldo described that “public administration is itself problematic and controversial” (Waldo, 1968, p. 2). Rutgers (2010) stated that there is “no generally accepted definition of public administration” (p. 5). The recent emergence in academic discipline also further complicates to define Public Administration as precisely as possible. In view of Frederickson et al. (2012) statement, the indeterminacy of defining Public Administration and its scope is because the concepts, principles, and theories of Public Administration are still evolving in the academics. The simultaneous occurrences of more and more paradigm shifts in the practical world of public administration have complicated the disciplinary stand of Public Administration by its own. The interdisciplinary nature of Public Administration by itself further extended the gap of conceptualization and definition; hence, scholars in other disciplines defined and contextualized it in terms of the nature of their own disciplines (Rutgers, 2010). Nonetheless, there are significant developments in recent years, and these developments are still moving further. In the following section, brief reviews of public administration models are presented.

2.2 Public Administration Theories

As indicated above, there have been significant developments of public administration both in the academics and in the practical worlds. Notwithstanding, the prevailing ‘identity crisis’ and confusions of determining the subject matter of Public Administration and delimiting its scope various theoretical models have evolved in the field of Public Administration. For the sake of obtaining a general understanding about the various models by comparing the salient theoretical features, the following three sub-sections would briefly touch upon important theoretical tenets. As such, the three well-known theories of Public Administration; namely, the Traditional Public Administration, New Public Management, and New Public Service are discussed briefly in the same order.

2.3 Traditional/Old Public Administration Theory

Traditional Public Administration has no precise definition; hence, there is no common understanding and various characteristics were mentioned regarding Traditional Public Administration (TPA). According to Hughes (2003) TPA was a kind of government structure with hierarchical model of bureaucracy and administration under the formal control of the political leadership. Similarly, Osborne and Gaebler (1992) stated that TPA was a system of centralized bureaucracies, rigid rules and regulations, and hierarchical chains of command. In describing the nobility and triumphant TPA, Katsamunskia (2012, p. 75) states, “the traditional model of public administration has been regarded as the most successful theory of public sector management.”

During the industrial period, traditional public administration was popular and widely accepted approach in the Western countries particularly Continental Europe. However, Bryson et al. (2014) associated the advancement of traditional or old public administration in relation to a particular set of conditions prevailed around the world in the mid-twentieth century. According to these scholars, the challenges of industrialization, urbanization, the rise of the modern corporation, faith in science, belief in progress, and concern over major market failures were the reasons the led to the wider acceptance of TPA. They further argued that “successful experience with government responses to World War I, the Great Depression, and World War II helped solidify support for traditional public administration and built strong trust in government as an agent for the good of all” (Bryson et al., 2014, p. 446).

Woodrow Wilson, the Harvard university professor and later became the president of USA, was the notable and influential contributor, hence considered as the father of public administration. In his famous article, Wilson (1887) clearly stated the pillars and concepts of public administration. Accordingly, “separation between politics and the public administration; consideration of the government from a commercial perspective; comparative analysis between political and private organizations and political structures, and obtaining effective management by training public servants and assessing their quality” (as Cited in, Thornhill & van Dijk, 2010, p. 99). According to scholars, the major contribution introduced by Wilson was ‘politics-administration dichotomy’; putting clear-cut demarcation between politics and administration (Denhardt & Denhardt, 2007; Thornhill & van Dijk, 2010). Taylor was considered as the father of scientific management and his contribution to TPA was ‘one best way of performing a task’ (Thornhill & van Dijk, 2010). According to Katsamunskaja (2012), ‘one best way of working’ (Scientific Management) was the first and the most important theory, which transferred from private to public organizations.

Thornhill & van Dijk (2010) indicate the works of Max Weber has contributed significantly to the theoretical roots of TPA. His contribution was ‘Bureaucratic approach of adherence to legal authority, strong control, hierarchy and unity of command politics’ (Denhardt & Denhardt, 2007). According to Denhardt and Denhardt (2007), the contribution of TPA for governance system and public administration was powerful that some of its principles are still used in the administration structure of countries. In general, the guiding set of concepts that are characterized as the notable features of Traditional Public Administration are described by Thornhill and van Dijk, (2010), Denhardt and Denhardt (2007), and Osborne and Gaebler (1992). These features include the following:

- i. The focus of government is on the direct delivery of services through existing or through newly authorized agencies of government.
- ii. Public policy and administration are concerned with designing and implementing policies focused on a single, politically defined objective.
- iii. Public administrators play a limited role in policy-making and governance; rather they are charged with the implementation of public policies.

iv. Delivery of services should be carried out by administrators accountable to elected officials and Administrators are responsible to democratically elected political leaders.

v. Public programs are best administered through hierarchical organizations, with managers largely exercising control from the top of the organization.

vi. The primary values of public organizations are efficiency and rationality.

vii. Public organizations operate most efficiently as closed systems; thus, citizen involvement is limited.

One of the challenging tasks facing scholars in studying PA is framing and categorization of various schools of thoughts or approaches. Accordingly, the issue of theory in public administration can be viewed in different ways. According to Rosenbloom (1983), the central problem of contemporary public administration theory comes from the various approaches used by scholars. Rosenbloom labelled the three approaches as 'managerial' 'political' and 'legal'. Accordingly, each of the approaches followed different intellectual tradition, values, and promotes different types of organizational structures (Rosenbloom, 1983). In the following sub-section, the salient features of New Public Management that appeared in response to TPA are reviewed.

2.4 New Public Management

In the 1950s, scholars began to question the widely implemented classical theory. In describing the phenomena, Katsamunska (2012) states that both in theory and in practice the basic principles and approaches of the TPA were strongly criticized. After World War II, different theoretical approaches and practical experiences started to influence public organizations for effectiveness and efficiency in public service delivery by redesigning and initiating participatory leadership (Katsamunska, 2012; Dobuzinskis, 1997). In fact, in the late 1960s and early 1970s, a revised version of TPA referred as New Public Administration was emerged. Particularly, the insights circulated at the conference of Minnowbrook organized by Syracuse University in 1968 were supposed to be the triggers for the emergence of the revised version of TPA (Thornhill & van Dijk, 2010). The conference provided an alternative perspective by highlighting the anomalies within the traditional approach of public administration (ibid). Accordingly, citizen participation, decentralization, and representative bureaucracy were the basic principles proposed by the New Public Administration (Katsamunska, 2012). Nevertheless, New Public Administration was not able to stay longer due to the rise of new managerial approach in the public sector, which began in the 1980s and early 1990s, called New Public Management (O’Flynn, 2007; Katsamunska, 2012). Different names were proposed to the new model of public sector paradigm before Hood called it New Public Management (Katsamunska, 2012). Accordingly, terms like “Managerialism, New Public Management, Market-based Public Administration, Post-bureaucratic Paradigm, and Entrepreneurial government were used to describe the phenomena” (Katsamunska, 2012, p. 78).

In describing this new phenomenon in the public sector, O’Flynn (2007, 354) states that “At the end of the 20th century, a post-bureaucratic paradigm of public management was firmly embedded in many countries reflecting the outcome of the suite of reforms intended to enact a break from the traditional model of public administration.” O’Flynn further notes how the new movement reformed public sector transformation that broke away from the repressive, autocratic and conservative paradigm of public administration that followed top-down hierarchies “Underpinned by Weber’s (1946) bureaucracy, Wilson’s (1887) policy-administration divide, and Taylor’s (1911) scientific management model of work organization” (O’Flynn 2007, p. 354). NPM was basically framed by market oriented public choice theory, principal-agent theory, managerialism, and transaction cost economics (Kaboolian, 1998).

Denhardt and Denhardt (2000) referred New Public Management as “a cluster of contemporary ideas and practices (including reinvention and neo-managerialism) that seek, at their core, to use private sector and business approaches in the public sector” (p. 550). Similarly, various scholars described NPM as ideological thought system which was generated in the private sector and imported into the public sector (Hood, 1991, 1995; Ferlie et al., 1996; Androniceanu 2007). In the same way, according to Larbi (1999) the primary motive of the NPM movement was creating institutional and organizational contexts, which are to mirror what is seen as critical aspects of private sector modes of organizing and managing. In this regard, the neo-liberal revolution of the 1980s had set the fiercest challenge in the development process; and more importantly, on the role of the state and public administration. This is because according to Hope, contrary to TPA, the foundation of the NPM was the use of the economic market as a model for political and administrative relationships (2001).

Katsamunski, (2012) recalls the 1980s privatization movement was marked as the significant moment. As a result, it resulted for the complete transition from the old system of Public Administration into a new one. This transition into the new radical system moved administration far away from its roots and only few governments have remained untouched by the wave of reforms. In line with this argument, Hope (2001, p. 121) states, “the notion of NPM was re-engineering the public sector or the reinventing of government. It calls for changes in the structure of public organizations, their culture, management systems, and other aspects in support of the new initiative.” Similarly, the emergence of modern managerial approaches to public administration was not simply as a reform of the traditional public administration, but as a transformation of its paradigm and its relationship with government and society (Hoos et al. 2003). Generally, NPM was a reaction to monopolistic forms of service provision and an argument for a wider range of service providers and a more market-oriented approach to management (Stoker, 2006). In addition, the emergence of NPM was associated with the notable reformists of head of states. It was first practiced in the United Kingdom under Prime Minister Margaret Thatcher and in the U.S.A. under Ronald Regan government and later on, the governments of New Zealand and Australia joined the movement (Gruening, 2001).

Despite the widespread movement, acceptance and popularity of NPM, it was highly criticized, challenged and evaluated. For example, the inherent conflict with the traditional role of government and democratic principles, fundamental tensions between decentralization and the need for coordination in the public sector (O’Flynn & Alford 2005; Peters & Savoie 1996). Others also mentioned the inherent contradictions and undesirable values of NPM (Fox, 1996; Frederickson, 1996; Schachter 1997; deLeon and Denhardt 2000). Moreover, McCabe and Vinzant (1999) strongly argued the negative connotation of the privatization movement on democratic values and the public interest. Similarly, according to Terry (1998) NPM notions like entrepreneurship and neo-managerialism undermine democratic and constitutional values such as fairness, justice, representation, and participation.

In articulating the new paradigm in the early 1990s, Hood framed the following seven basic principles to NPM (1991:4–5):

- i. Hands-on professional management
- ii. Explicit standards and measures of performance
- iii. Greater emphasis on output controls
- iv. Disaggregation of units in the public sector
- v. Greater competition in the public sector
- vi. Private sector styles of management practice
- vii. Greater discipline and parsimony in resource use

As indicated above, the high time of NPM has left its characterized features of market orientations. Public administration practices adopted the managerial styles commonly linked with the private sectors. In the following, from several versions of public administration models categorized under Governance system, New Public Service is addressed in particular. In fact, many of the approaches under Governance system have much in common.

2.5 New Public Service

In the 1990s, due to the inherent contradictions and implementation challenges of the NPM, the growing interest has shifted from strong ideological positions of privatization/market to state provision was outshined (O’Flynn, 2007). However, in order to introduce the new emerging approach in Public Administration, scholars used different names and framing. For example, Moore (1994; 1995) coined the emerging approach as Public Value; The Arizona State University professors Denhardt and Denhardt (2002; 2011) named as New Public Service; Stoker (2006) called it public value management. Similarly, Bozeman (2007) and Osborne (2010) widely framed the framework as Managing publicness and new public governance respectively. Others also called the new paradigm as Smart Governance (Gaulè et al., 2014). Regarding the emerging approach, Bryson, Crosby and Bloomberg (2014, 446) state that “scholars draw on different theoretical and epistemological foundations than Traditional Public Administration or New Public Management.” Moreover, in describing the foundation and elements of the new approach, Bryson et al. (2014) clearly stated that “Citizens, citizenship, and democracy are central to the new approach, which harkens back to Dwight Waldo’s (1948) abiding interest in a democratic theory of administration” (p. 446).

Unlike preoccupied assumptions in TPA/NPM, the notion of the emerging approach is that the wider social values inherent in public services may not be adequately addressed through market values of efficiency and productivity (Hefetz & Warner, 2004). In line with this point of view, O’Flynn (2007) stated that “A new ‘post-competitive’ paradigm then could signal a shift away from the primary focus on results and efficiency toward the achievement of the broader governmental goal of public value creation” (p. 358). Furthermore, Bryson et al., 2014 explain the typical features of New Public Service (NPS) that incorporates various unique values, advocates more contingent, pragmatic kinds of rationality, and considers citizens as citizens rather than customers. Despite the disagreements, various scholars and practitioners in the field of Public Administration strongly advocate and are interested in the coming of the new alternative paradigm. Hence, these scholars have contributed significantly for the development of New Public Service theory (Smith et al. 2004; Hartley, 2005; Horner and Hazel, 2005; Carmeli and Kemmet, 2006; Pinnock, 2006; Stoker, 2006; O’Flynn, 2007; Alford and Hughes, 2008; Osborne, 2010; Talbot 2010; Denhardt and Denhardt, 2011; Fisher, 2014; Kalambokidis, 2014).

However, the new approach, does not have a consensually agreed name, scholars agree that the New Public Service captures much of the collaborative, democratic spirit, content and governance of the Public Value Movement (Bryson et al., 2014). This study uses New Public Service theory as the third approach for the sake of consistency and to avoid confusion.

According to Denhardt and Denhardt (2007), like the New Public Management and the Traditional Public Administration, the New Public Service consists of many diverse elements and many different scholars and practitioners that have contributed to the development of the theory. Denhardt and Denhardt describe their version of New Public Service theory as a normative model and bases on theories of democratic citizenship, models of community and civil society, organizational humanism and the new public administration, and postmodern public administration to its theoretical and philosophical foundations. In their long-standing book, ‘The New Public Service; Serving not steering’ Denhardt and Denhardt frame the following seven basic doctrines which guide NPS (2007, p. 42-43).

i. **Serve Citizens, Not Customers:** The public interest is the result of a dialogue about shared values rather than the aggregation of individual self-interests. Therefore, public servants do not merely respond to the demands of “customers,” but rather focus on building relationships of trust and collaboration with and among citizens.

ii. **Seek the Public Interest:** Public administrators must contribute to building a collective, shared notion of the public interest. The goal is not to find quick solutions driven by individual choices. Rather, it is the creation of shared interests and shared responsibility.

iii. **Value Citizenship over Entrepreneurship:** The public interest is better advanced by public servants and citizens committed to making meaningful contributions to society than by entrepreneurial managers acting as if public money was their own.

iv. **Think Strategically Act Democratically:** Policies and programs meeting public needs can be most effectively and responsibly achieved through collective efforts and collaborative processes.

v. **Recognize that Accountability Isn’t Simple:** Public servants should be attentive to more than the market; they should also attend to statutory and constitutional law, community values, political norms, professional standards, and citizen interests.

vi. **Serve Rather than Steer:** It is increasingly important for public servants to use shared, value-based leadership in helping citizens, articulate and meet their shared interests rather than attempting to control or steer society in new directions.

vii. **Value People, Not Just Productivity:** Public organizations and the networks in which they participate are more likely to be successful in the long run if they are operated through processes of collaboration and shared leadership based on respect for all people.

Table 2.1 below is adopted from Denhardt and Denhardt (2007) shows the overall philosophical foundations, perspectives, institutional structures, policy formulation, and implementation. It also shows the relationship among politicians, public managers, and citizens in Traditional Public Administration, New Public Management, and New Public Service.

As shown in the table below, there are significant variations between Traditional Public Administration, New Public Management, and the recent model of public administration referred as New Public Service. The core aspects that make the differences of these models are indicative to how public administration model appears in response to the one preceding it. At times, there may be overlaps of dimensions between the models. As such, eclectic approach would possibly resolve the incompleteness of any of the above models. In the following final section of this review chapter, the summarized conceptual ideals are presented.

Table 2.1: Comparison of Traditional Public Administration, New Public Management, and New Public Service

Dimensions	Old Public Administration	New Public Management	New Public Service
Primary theoretical and epistemological foundations	Political theory, social and political commentary augmented by naïve social science	Economic theory, more sophisticated dialogue based on positivist social science	Democratic theory, varied approaches to knowledge including positive, interpretive, critical and post-modern
Prevailing rationality and models of human behaviour	Synoptic rationality, 'administrative man'	Technical and economic rationality, 'economic man' or the self-interested decision maker	Strategic rationality, multiple tests of rationality (political, economic, organizational)
Conception of the public interest	Politically defined and expressed in law	Represents the aggregation of individual interests	Result of a dialogue about shared values; (historical, cultural values, constitutional law, political norms)
To whom are public servants responsive	Clients and constituents	Customers	Citizens
Role of government	Rowing (designing and implementing politics focusing on a single, politically defined objective)	Steering (acting as a catalyst to unleash market forces)	Serving (negotiating and brokering interests among citizens and community groups, creating shared values)
Mechanisms for achieving policy objectives	Administering programmes through existing government agencies	Create mechanisms and incentive structures to meet policy objectives through private and non-profit agencies	Building coalitions of public, non-profit and private agencies to meet mutually agreed needs
Approach to accountability	Hierarchical – administrators are responsible to democratically elected political leaders	Market-driven – the accumulation of self-interest will result in outcomes desired by broad groups of citizens (or customers)	Multi-faceted – public servants must attend to law, community values, political norms, professional standards and citizen interests
Administrative discretion	Administrative officials allowed limited discretion	Wide latitude to meeting entrepreneurial goals	Discretion needed, but constrained and accountable
Assumed organizational structure	Bureaucratic organizations marked by top-down authority in agencies and control or regulation of clients	Decentralized public organizations with primary control remaining with the agency	Collaborative structures with leadership shared internally and externally situational
Motivational basis of public servants and administrator	Pay and benefits, civil-service protection	Entrepreneurial spirit, ideological desire to reduce size of government	Public service, desire to contribute to the welfare of society

Source: Denhardt and Denhardt (2007, P. 28-29)

2.6 Summary of the Conceptual Paradigms in Public Administration

In this sub-section, a summarized review of assumed prospects and limitations of the three models of public administration is presented. The historical developments of public administrations have accompanied the major paradigm shifts with practical implementations. These shifts are considered by both the academics and the practices as the respective compatible responses to the timely inquires.

Traditional Public Administration was in response to the ‘pre-historic’ and the classical trends combined of public administration activities. By this, Rutgers (2010) indicates the foundational imperatives for the emergence of a systematic public administration. According to Rutgers (2010) the Traditional Public Administration aspired for a serious attention to establish public administration to stand as a discipline by its own. Earlier to TPA public administration concepts and practices were not conducted in one discipline rather they were of fragmented knowledge bases. There were also inquires to transend the amalgamated theoretical knowledge bases into practical relevances. As such, TPA aimed for the establishment of a ‘politically neutral’, ‘professional’, ‘performance oriented’, and ‘responsive state apparatus’. Perhaps, the need to establish categorically distinct bodies of politics and administration emanated from the earlier challenges of public administration trends in the classical periods. Hence, despite many of the limitations associated with TPA, its outspoken but not necessarily practiced principles are found solid diparture points. Its disciplinary stand, its neutrality, its pragmatic orientations, and its intention to stand in response to the actual situations and way of life are the positive sides of Traditional/Old Public Administration.

Uwizeyiman and Maphunye (2014) interesting article demonstrates the practically observed limitations of implementing the principles of TPA. Uwizeyiman and Maphunye (2014) cited Ibrahim (2012) to imply how the conceptual fallacies of the principles themselves had brought the failures of implementations. The faulty principles had created establishments of too powerful governments, which often engaged in reckless overutilization of resources. The government involves ubiquitously in many activities assuming the spreading of complexity of bureaucracy. The historical occurence of the devastating economic depression especially in western countries in the 1930s is possibly linked to the manifestations of TPA’s failure (Bayson etal, 2014).

The paradoxical statement by Uwizeyiman and Maphunye (2014, p. 93) characterizing the failures of TPA is that there was “the absence of separation between policy and administration.” Perhaps, Wilson’s emphatic expression for the existence of marked separation between politics and administration was in name only. Distinguishing between politics and administration, Wilson saw administration as being concerned with the implementation of policy decisions, not making them (Uwizeyiman, 2013). By implication, the faulty assumption for the enactment of separating political inclination of policy formulations from administrative implementations is indicative of the mismatched synthesis of theories into practices. In fact, inseparability of policy and administration is the attuned principle for many of the contemporary versions of public administrations.

Furthermore, Ibrahim (2012) to elaborate the failures of TPA with regard to the deficits of professionalism in public administration. There were significant limitations of rationality in making decisions. Thereby, there was arbitrary irrational decision makings (Ibrahim, 2012). Hence, the theoretical foundations (though they are the erroneous ones in the first place) for the realization of public administration that claimed neutrality from political interference in its activities, professionalism in the works of scientific public administration, and pragmatism in responding to public interests were in vain. In contrast, TPA is characterized in its “disregard for citizens’ satisfaction” Uwizeyiman and Maphunye (2014). In general, TPA had experienced all the failures of public administration such as inefficient public administration, existence of highly corrupted government, widespread nepotism and partiality, lack of accountability, and rigidity in the structures and functions of public administrations all emanated from the faulty theoretical principles of TPA (Osborne, 2006; Denhardt and Denhardt, 2011; Ibrahim, 2012; McCourt, 2013; Uwizeyiman & Maphunye, 2014).

Unfortunately, all the serious criticisms on the principles and practices of TPA made by New Public Management (NPM) are found nominal. At times, there have been many incidents for the replication of the failures of TPA. The acclaimed prospects of NPM by the strong proponents of it such as Osborne and Gaebler (1992), Manning (2001) explain the original misconceptions in the development of principles of public administration. Many of the promised benefits of NPM realizing a metamorphosis change from TPA were not seen in reality. Instead, many of the failures of TPA have happened again in the era of NPM.

For instance, the promised change with regard to civil servants' role in policy-formulations has not been observed. The acclaimed principle to maximize the active involvement of civil servants in the tasks of policy-formulation (as the proponents of NPM said civil servants limited in policy implementations in TPA) was not changed into practice. The supporters of NPM were heard how civil servants are no more mere receivers of orders and instructions passed down from the top-ranked polit bureaus and from higher officials at the ministerial positions.

Uwizeyiman and Maphunye (2014) cited Manning (2001), who has been the ardent proponent of NPM. Uwizeyiman and Maphunye (2014, p.95) mention the grossly hyperbolic statements of Manning (2001). According to Manning, NPM is the unequivocally best model of public administration workable for all times and for all situations. Manning emphatically pronounced that NPM is the originator for the best impressive managerial innovation best fitting for timely concerns of the modern world. Manning exaggerates the unique benefits of NPM as it eases all the burdens of human sufferings in the past. Manning remarks NPM as it upholds "overtones of the end of history"; Uwizeyiman & Maphunye (2014, p.95) "we were lucky to be in public management at a time when the truth had been discovered"; Uwizeyiman and Maphunye (2014: 95) "the NPM menu or toolbox" was no dietary supplement to its administrative theory predecessors – 'NPM was seemingly to replace the previous managerial fare' once and for all" Uwizeyiman & Maphunye (2014, p. 95). It is surprising to hear from Manning of such high-toned advertisements of the merits of NPM full of hyperbolic expressions from an academician and practitioner standing at the eve of the 21st century particularly at the demise of NPM challenged by Governance approach with relatively little differences of canonized principles of public administration. Nonetheless, even these various versions under the third way, Governance approach have noticeable conceptual and practical limitations. In addressing the prevalence of ample empirical evidences, Uwizeyiman & Maphunye (2014, p.95) cited Mangkol (2011) "evidence shows that the NPM did not win as resoundingly as it claimed."

Uwizeyiman and Maphunye (2014, p.96) cited Noordhoek and Saner (2005) the failures of NPM in particular contexts of implementing it in two European countries (Switzerland and the Netherlands). Some of the strong supporters are from the academics, who urged the implementation of NPM. These supporters emphatically addressed the utmost advantages of NPM principles for Switzerland as "sine qui non conditions".

Nonetheless, as Uwizeyiman & Maphunye (2014) explain there have been serious challenges implementing NPM principles. In addition, there have been strong objections from some prominent figures in the same academics. These academics denounce NPM claiming the principles are disrupting the status quo of the accepted administrative culture and are unconstitutional bring undesirable political implications of standing against citizens' rights (Noordhoek and Saner, 2005, Cted in Uwizeyiman & Maphunye, 2014). Furthermore, the privatization aspect of the NPM principles are stretched too wide opening up vulnerabilities of economic inequities.

The criticisms of NPM principles further indicate how international financial institutions would be unfairly opportunistic by the vulnerabilities. These institutions are essentially profit maximizers; thereof, they would widen the private market by extensive supply of money in the name of loans without consideration of countries administration system. In particular reference to the negative impacts of NPM principles to African countries, Uwizeyiman & Maphunye (2014, p.96) explain how singled out programs such as Structural Adjustment Programs (SAPs) were recommended in widening the private market. Despite donor organizations insistence on reforms promoting decentralization of public sectors, financial institutions put their pressure promoting privitization. Even donor organizations motives for reforms in the public sector have given negative images for Africa as it is wretched land characterized with chaos, tyranny, disease, etc.

In general, many of the failures of implementing NPM's principles are drawn from the inabilityes "to establish visible 'public service ethos' or the 'civil service culture' especially to its astoundingly expressed promises against the Traditional Public Administration. There have been ample evidences for the continued compliance of the public against the system for NPM did not meet the demands of the public service improvements.

The only hierarchical structure practicing the "chains of interlinked contacts" are unsuccessful rather intensified the complexity of the bureaucratic culture. Moreover, the proponents of NPM attributing it as the 'only standalone method' inconsiderate to contextual matters of economic factors and socio-political situations are highly criticised.

In the same vein, some of the principles of the subsequently appeared administrative system with a generic name of Governance have serious criticisms. Some of the criticisms on governance approach are the continuations of the criticisms on both the TPA and the NPM. Plausibly, the

divergent definitions and the associated implications of the core term governance are possibly the brooding grounds for many of the alternative models in Governance approach. As Uwizeyiman and Maphunye (2014) observe, there are significant variations of interpretations of the term governance. They particularly mention the indeterminacy in the meaning construction of the term as what is indicated in many of International Financial Institutions' (WB/IMF) memorandum of understandings and Articles of code of conducts that is different from the conventional understanding of the term governance stipulated in non-IFIs. They accused IFIs who "have deliberately and explicitly excluded issues of social justice, democracy, and human rights in their definition of the term governance and in the principles which govern their financial lending practices" (Uwizeyiman & Maphunye, 2014, p.99).

In fact, detailed explications of the term governance such as how it can be realized, what constituent elements it has, and the whys of governance are not expected from such economic sectors of financial institutions. Nonetheless, the basic essences and implications of governance such as notions of democracy, human rights, fairness, impartiality, environmental protection, justice, etc. should have been included in their governing principles of economic transactions. Attesting this, in many of IFIs documents, the rudimentary meanings, and implications of governance for the claimed objectives of growth and development are mentioned let alone the detailed contents of the term governance. The critical reviews of many of the proceedings of International Financial Institutions' (IFIs) show that the only concerns of these institutions are economic aspects and evaluations of efficiency. The inseparable issues of politics and non-economic governance affairs are rarely stipulated into the principles of economic growths the IFIs claimed (Uwizeyiman & Maphunye (2014, p.99).

For the aforementioned failures of the models of public administration or approaches to public sector reform as well as the respective practices, Uwizeyiman and Maphunye (2014) strongly recommend to have new theories. Including the contemporary theories of governance, the two previous theories of public administration (i.e. Traditional Public Administration and New Public Management) reveal that there are mismatches between their respective theoretical postulates and practices. As such, the theoretical frames did not assume the current dynamics of the world. They underscore how the previous models of public administration and the contemporary theory of governance are not inherently faulty ones.

As such, their scholarly recommendations on future theories of public administration are more of reforms than transformations. Attesting this, Uwizeyiman and Maphunye (2014, p. 99) claim about the previous theories have limitations in the ways they are “introduced, interpreted and applied in the public sector – but not that they were faulty.”

They criticize how the previous models of public administration formulate principles that were originally sought for private interests, but later used to design the public sectors “often without prior experiment” (Uwizeyiman and Maphunye, 2014, p. 99). Hence, new models of public administration should get lesson from the failures of TPA and NPM as well as should consider the failure of governance theory, which sidetracked the dynamics of administrative phenomena and inconsiderate to the trade-offs between the human rights violation and economic growth Uwizeyiman & Maphunye (2014). These criticisms are directed to the many of the IMIs, whose Articles of agreements have neglected the important issue of governance. Attesting this, Uwizeyiman and Maphunye (2014, p.100) associate the importance of having theoretical transformations of all-round comprehensive conceptual matters of public administration. Thereby, they accentuate “this is particularly in view of the fact that the sustainability of any theory depends on its ability to adapt the changes in a changing environment in which government operate and public administration is practiced.” Hence, like their predecessors, the models under Governance focus on evaluations of normative practicability of theories and performances of public administration.

Yorid and Zeb (2014) comparative analysis is more of a serious criticism on New Public Management. In fact, they compare TPA with NPM and seemingly in favour to the upgraded version of TPA (i.e. New Public Administration). Though NPA is only explicitly stated at the title only, the content inside implies how Yorid and Zeb are more of the advocates of NPA and are the opponents of NPM. Their implied position seems at the middle of the dichotomized TPA and NPM. Similar to the views of Denhardt & Denhardt (2007), Bryson, Crosby, & Bloomberg (2014), Uwizeyiman & Maphunye (2014), Olsen (2004), Van Kersbergen & Van Waarden, 2004), and Yeboah-Assiamah, Asamoah, & Adams (2018). They all criticise TPA for its strict adherence to rules and regulations that passed down only in hierarchical structure. Crippling bureaucracy is assumed in service delivery by the highly centralized government system.

The under covered position of the state by the paternalistic role of the government forced it to assume the role of a rowing public administration. Efficiency is at the centre of values and citizens only assume implementers at maximum and receivers of orders and instructions as normally. Hence, citizens have never been the active participants in the public administration.

Similarly, Yorid and Zeb are critical of NPM tenets. They seriously criticize many of the NPM principles. The networked organization assumes flexible and decentralized structure for service delivery. The normative order accentuates on negotiations to achieve the utmost values of efficiency and effectiveness, and on central parameters to evaluate the result-oriented performances. The claimed status of the state is that of steering and the government's role is of empowering the public sectors in a similar way of private sectors. By this, citizens are considered as simple clients (Yorid and Zeb, 2014).

Furthermore, Yorid and Zeb (2014, p.435) seriously criticize the principles of NPM on the ground that there are inherent differences between managing the public sector and the private centre. Yorid and Zeb (2014, p.436) cited Schick (1996) "NPM would narrow the responsibilities of the public sector and weaken collective values and interests, even though the responsibilities of government organizations are considered to be broad because of their strong influence on society." Hence, NPM is criticised for it undermines the age-old societal values and moral philosophies. Furthermore, NPM is criticized for its less concern of keeping democratic values to the forefront. Yorid and Zeb (2014, 436-437) cited Metcalfe (1989) criticizing NPM for its "paying little attention to the involvement of citizens, and regarding the users of public services simply as clients or customers rather than as members of democratic states." Furthermore, they cited DeLeon and Denhardt (2000) figurative expression against the claims of the prominent supporters of the NPM as "the owner of the boat (whether steered or rowed) is forgotten."

Yorid and Zeb (2014, p. 437) furthermore criticised NPM "for focusing on managerial reforms-whose goal is the pursuit of efficiency and economy within the constraints of pre-determined policy and resources-at the expense of policy issues, and for separating managers and front-line workers from the policy process." Osborne and Gaebler (1992) insist, "those who steer the boat have far more power over its destination than those who row it", but the focus of their discussion is on the issues relating to rowing (service delivery), not steering (policy decisions).

To put it another way, NPM focuses on the individual achievements of managerial reforms rather than on any contribution to an overall strategic purpose. Yorid and Zeb (2014) cited DeLeon and deLeon as the final major criticism on NPM for it “is a self-serving movement designed to promote the career interests of an elite group of bureaucrats (top managers and officials in central controlling department, management consultancies, and business schools) rather than those of the mass of low-level civil servants” (p. 437-438).

Yorid and Zeb (2014) emphasize the challenging moment of public administration by the circumstances emanated from the emerging trend of globalization and financial crisis accompanied with the hopeful public. As a result, public administration needs to solve the problems related with the current developments worldwide. Among the developments technological sophistication and complexities, unstable professionals joining public sectors and leaving them in transient manner, inconsistent partnership between the public and the private, and the networked structure of powers as well as the unsatisfied public of service delivery. The crucial point of these developments is the frequently happening inseparability of powers. Such inseparability of powers resulted for lacks of demarcating lines among state organs - legislature, executive, and judiciary. Yorid and Zeb (2014) highlight the need to merge the values of TPA and NPM using the Rosenbloom framework as point of departure that combined the managerial, the legal, and the political, and taking some insights from NPM construction of new theory of public administration is important with the aim of resolving the divergence between public policy and administration on one side and resolving the contestations of virtuous values, issues of efficiency, effectiveness, equity, and innovation.

More importantly, separation of powers combined with integrative designs that include cross-boundary concerns of fighting terrorism and environmental protections (Yorid and Zeb, 2014), paradigm shifts that pay due attention to context based value orientations (Vyas-Doorgapersad, 2011), democratic values harmonized with reforms in the plannings for sustainable economic growth and lessons from the failures of TPA, NPM, and governance theory (Uwizeyiman & Maphunye, 2014), citizens’ active involvement in politics, thereby, in public administration (Olsen, 2004), appropriate governance by bridging cross-disciplinary concepts and by blending governability, accountability, and legitimacy issues (Van Kersbergen & Van Waarden, 2004), and interdisciplinary approach of public administration developed by bridging the huge gaps between TPA associated with strict bureaucratic rules and NPM associated with excessive managerial

flexibility and interactions in leaderships and information technologies (Yeboah-Assiamah, Asamoah, & Adams, 2018) are some of the imperatives for a full-fledged theoretical formulation realizable in the praxes of public administration.

Bryson, Crosby, & Bloomberg (2014, p. 445) point the lack of a definite naming to the several versions Governance approach including the upgraded versions of NPM. They remark “the new approach does not have a consensually agreed name,” and cite many prominent authorities in the field of public administration and scholars outside the academics but have important contribution to the academics and the practices for the need to have one and the origination, prospects, expected challenges, and other related aspects of the envisioned Governance approach. Denhardt and Denhardt (2007) version of Governance approach, New Public Service has assumed the wider acceptance to these days. These scholars naming is near to the acceptance as the generic name in consideration of its interest in resolving the limitations of the previous models and of its initiatives to promote the essences of democracy, active involvement of citizens, importance of appropriate managerial activities, and more importantly in its perspective on the government of giving services rather than either steering or rowing. Hence, from the various names to the growing Governance approach such as New Public Governance, New Public Service, Public Value Management, and Public Value Governance to mention a few, Bryson, Crosby, & Bloomberg (2014) explain the commonalities of the alternative approaches. They imply the emergences of alternative Governance approach in response to the drawbacks of the previous models in public administration. By this, they did not specifically explain the conceptual problems at the inceptions of the respective models of public administrations, but their comparative analysis is worth mentioning for its exploration on similarities and differences.

Bryson, Crosby, and Bloomberg criticize the focus on problems of implementation, and not on the theoretical aspects of the NPM (2014). Particularly, the problems related with the networked structure, prioritizing efficiency and effectiveness of unilaterally predetermined setups and policies, disregard for facets of values such as public values, democratic values, and values of cooperative governance, put aside citizens active involvement, the fluidity of duties and responsibilities assigned to branches of the government, and the limitations of preceding approaches of public administrations are more pronounced than the foundational conceptual problems and ambiguities.

In line with this, Bryson, Crosby, and Bloomberg the major problem of NPM emanates from the continued differentiation of politics and administration, which was one of the theoretical tenets of TPA (2014). Bryson, Crosby, and Bloomberg (2014, p. 452) cited Denhardt's (2011) seminal work to give fresh insight to identify the core issues related to public values; to highlight the essences of democracy; to promote the roles of citizens in the governance approach; to have the blueprints of the routes of operational tasks; to design the roadmaps for the success of Governance approach; to facilitate for further scholarly discussions on how theoretical frameworks of the Governance approach can be turned into praxes; to indicate some of the possible challenges; and finally to suggest plausible mechanisms for evaluations of the anticipated with the implementation of the new Governance approach. Bryson, Crosby, and Bloomberg (2014, p. 445) appreciate the benefits of the new Governance approach by realizing the combined four important aspects of public administration to combat the worldwide current crisis of public administration. These aspects include emphasising public values, recognizing the relatively high important role of the government in articulating the public values, accentuating the significance of appropriate macro levelled public management in service rendering for the public; and "a heightened emphasis on citizenship and democratic and collaborative governance."

Bryson, Crosby, and Bloomberg (2014) state how the current Governance approach is entangled with ambiguous definitions, unclear conceptualizations, and equivocal measurements of public values and areas of public concerns. Bryson, Crosby, and Bloomberg (2014, p.453) cited Davis and West (2009) it is impossible to reach at perfectly clear definition of governance that passed through the full consensus of scholars and practitioners. They recommend further conceptual refinement to resolve the contemporary divergent at times convergent theoretical formulations for a full-fledged theory of public administration as well as for the construction of appropriate typology, evaluation mechanism, and thorough empirical investigations.

Furthermore, Bryson, Crosby, and Bloomberg (2014) underscore the importance of future scientific studies addressing how to respond to public values and interests. They also suggest for critical evaluations of managerial practices in the previous models of public administration, scrutiny on development of institutions and how the enactment in the processes of institutional developments have their significant impact "for the creation of public value, the realization of public values, and the preservation and enrichment of the public sphere" (p. 454).

Moreover, Bryson, Crosby, and Bloomberg (2014, p.454) cited Beck Jorgensen and Bozeman (2007) the need for interconnecting managerial behaviour of articulated public values compatible with the anticipated institutional stands and with the successive processes of policy formulations to meet the public interests and “public values related to democratic and collaborative governance.” Nonetheless, all the criticisms on previous models of public administration and reflections on the various versions of new Governance approach are testimonials of both scholarly and practical quests for dependable public administration model are based on performance evaluations rather than serious intentions to unravel the foundational problems of the models themselves. As such, the very existence of the state as distinct from the government is ignored and the instrumentality of the state to the government in turn the instrumentality of the government to the society is not seriously and properly addressed to what it deserves. Consequently, the prevailing trends of separating the state and society, the common occurrences of differentiating policy formulations and policy implementations, and marking a boundary between politics and administration have brought their own undesirable impact on public administration processes and have underplayed the indispensability of the main issue in the development of institutional mechanisms of checks and balances, and accountability issues.

The fundamental changes in conceptualizations of public administration that assume paradigm shifts are not drastic alterations of perspectives that are serious intentions to begin from a scratch. Rather the changes assume transformative and not reform type changes in public administration. At the same time, the transformative changes would not follow the evolutionary slow changes of increasing concepts on already highlighted models of public administration as is done in conceptual additions in legal documents and modification changes in response to actual situations on the ground. Paradigm shifts in this study of public administration connotes and agrees to what is stated in a research methodology book Donmoyer (2008, p. 591) briefly “radical shifts in perspective.”

Vyas-Doorgapersad (2011, p.245) offers anthology of contesting concepts at times complementary ones particularly in reference to TPA and NPM, and NPA. In pursuit of scholarly discussions on theoretical models of public administration is hoped for paradigm shifts that goes beyond mere reforms rather than theoretical transformations then after possible to achieve at plausible praxes in public administrations.

“In crisis countries to bring transformative reforms required for good governance and sustainable development.” It can also be used as a springboard for further discussions on how Africans be aware of political values and social cultures to solidify genuine transformative reforms to bring about normative governance that does not alienate or abandon indigenous beliefs and cultural value systems that are the foundational bases for the subsequently hoped good governance. Cognizant of this, there is a necessity to reflect upon previous models of public administration and upon the various alternative assumptions in the theory of governance. Constellation of power and authority; and reconceptualizations of state-society, politics-administration, and instrumentality of the government is vitally important. In the following chapter, detailed critical reflections on the common theoretical models of public administration are presented.

CHAPTER THREE: THEORETICAL ARGUMENTS AND CRITICAL REFLECTIONS ON PUBLIC ADMINISTRATION APPROACHES

In the preceding chapter, attempts have been made to explain the three salient conceptual stands of the traditional public administration, new public management, and to some extent the present wave of governance approaches. These systems pronounced and often polarized stands have been ratified. In this chapter, critical reflections in line with the three well-known conceptual paradigms of public administration that have been discussed in the preceding chapter are offered. The seven sub-sections are devoted to the scrutinized viewing of them. More importantly, explications on the merits of servant governance as optional to the other perspectives such as the traditional and new public management are done. These sub-sections include historical overview of state and state formations; compatibility of social contract; institutional mechanisms of public interest articulations; shift from the politics-administration to actor-institution dichotomy; shift from instrumental to institutional state-society perspective; shift from concept of government to governance; finally, theoretical foundations of servant governance.

3.1 Historical Overview on State and State Formation

Understanding state and state formations necessarily requires tracing back the historical evolutions in the models of public administration. Actually, the concepts of statehood and state formations may not be justified as if they occurred in an overnight. The present crises and problems in political-administrative system of governance are evolved overtime. In other words, the crises and problems related with present state are not exclusively events of today. There are some root causes bringing the crises. These root causes linked to foundational problems of polity itself. In addition, blurred assumptions about the need of state, which include unclear ideas of why state is needed and how it functions, may have contributed to the present governance crises. These evolved causes in turn have the potential to create a society of disinterest. A disinterested society in polity and the affairs related with it reflects how the roles of citizens are intentionally minimized. Thereby, citizens become submissive to all actions of the polity, and they often normalize they are being the prescribed subordinates to the polity. In brief, public administration would become a matter of the total control of the polity and over the citizens, who often appear docile to the orders of the polity.

Hence, it seems the social system created by the polity is designed to serve the polity's exclusive interest rather than it is created with the tenets of a political-administrative system, which often is designed to serve the collective will of the citizens. Until the modern concept of democracy began, the will and consent of citizens were not valued and considered and the function of the state never constrained by social contract (Rothbard, 2009). It is all the interest and consent of the powerful social group allowing them for unconstrained exercise of its military power. Hence, the primary determinant factor in statehood and state formation would be measured from the extent of the military might the polity has secured. This agrees with the statements of (Rothbard, 2009).

In the modern state formation and function, the notions of *Modus Vivendi* and *Modus operandi* are different from their traditional roots. In this regard, it is observed that changes had occurred. Nonetheless, these changes may not be considered as the results of fundamental transformation on the positions and the privileges between the governor and the governed as well as the concepts of State and Society. In this regard, we believe that the changes from the traditional monarchical/patrimonial system in the past to the present electorate democratic system are nominal. One can observe how the governmental practices often associated with the patrimonial system are still exercised in the modern period in different form of governing and administration style. Obviously, the old system openly exercised its power to maintain the self-interest and statuesque of the social group and elites in the higher position. Similarly, the present day electorate democratic system uses the term democracy in name only to govern citizens. At times, there are pretentious actions of exercising democracy to show how citizens serve the government willingly as opposed to the old monarchical version of applying coercive force. Hence, all the power and authority are held in the hands of the electoral government rather than in the hands of the citizens and state as societal institution. More importantly, the modern day electorate democratic system acts through constitutionally established state institutions that allow the system to secure its seat in power.

Plausibly, the widespread crises and problems related to the state and state formation have evolved overtime from the inceptions of the political-administrative system that was not created purposefully by the society for an appropriate social order. The opposite is true, human history and civilization assures the unfortunate history of state formation. In the Book entitled with the 'Anatomy of State', Rothbard explaining the events of state formation stated that, State formation

is “a consequence of religious, tradition and historical narration...it is the result of power and struggle and continues devastating war history among internal lords, clans, chiefs and external aggression” (Rothbard, 2009, p.16). This attests how the State has never been created as a ‘social contract’ that asserts the consent of citizens rather it has been a ‘social contract’ to endorse conquests and exploitations. As a result, many of the present political systems exclusively centre to promote the interests of the elite and those hold political power.

Supporting this argument Reiter in his interesting book, entitled ‘The Crisis of Liberal Democracy and the Path Ahead’, stated, “On an even deeper level, the current crisis is rooted in a crisis of the way we organize. According to Reiter, “the political and economic crises are both “crises of organization,” as almost all organizations we currently have, including the biggest and most powerful of all organizations, the state, are organized hierarchically and around the idea of leaders, elites, and rulers”. By expanding his argument “most societies have erected systems in which the most callous, least scrupulous, and most power-hungry individuals rise to the top of social, political, and economic hierarchies” (Reiter, 2017).

Consequently, the various interest groups and politicians constituting the elite are all intended to maximize their group interest and to satisfy their power motives by governing the mass. By implication, the essence of state and state formation system by itself was not originally designed to serve citizens and govern their collective interest. In many situations, it is difficult to get selfless elites in power committed to serve the citizens. For this end, the need for a properly designed institution to constrain the abuses of power by the elites is essential.

Moreover, once a State is formed, it is expected to realize the ideals of *Modus Vivendi* and *Modus operandi*. However, according to Rothbard, “Once a State has been established, the problem of the ruling group or caste’ is how to maintain the rule. While force is their *modus operandi*, their basic and long-run problem is ideological (2009, p.18). In this respect, all the crises of the present political-administrative system in the world are rooted in the initial distorted conceptualizations state and society and the prime essence of state formation. Subsequently, the misconceptions have not been attended rather they remained as institutionalized notions. Today, many of the current crises emerge from the failures of properly articulating the fundamental notions of state and the way state functioned.

These failures include the misconceptions related with how states and governments are formed, why they are needed, and how they discharge duties and responsibilities. Hence, the need for re-conceptualizing these concepts is mandatory by putting citizenship and collective interest at the centre. Moreover, there should be designs to concretize the ideals of *Modus Vivendi* and *Modus operandi*.

Gildenhuis (2004) in the book 'the philosophy of Public Administration' criticizes the practitioners of public administration in promoting their personal philosophy. According to Gildenhuis, the practitioners subjective interest reflected in the administrative works of government's affairs are found problematic. For this reason, it is common to see several versions of public administration. As such, there exists the autocratic/dictatorial public administration, communistic public administration, socialist public administration, social-democratic public administration, democratic free market public administration, and so forth (Gildenhuis, 2004). Thus, in this 21st century, there are several disorientations faced by citizens all over the world making them more disillusioned. Perhaps, these disorientations have made ordinary citizens to prefer passivity. In relation to this, the obvious fact of citizens' disenchantments and their being less active participant in the political affairs of their respective country can be associated with the misconceptions of statehood and the very notion of state existence.

More importantly, the heavy-handedness of the State would inevitably suppress citizens' creative powers and their willingness to take part actively in political affairs. This in turn paves the way for the abuses of power by the State that often confiscates and perverts' ordinary citizens' disorientations about state and state formations for its own aims. In fact, many people in the world have began questioning the evolved misconceptions of statehood and state formations rather than due attentions only on immediate causes of the political crises. In doing so, people have attempted to challenge some of the constitutional decrees that they assumed instrumental for the State for the abuses of power. They also aspired to place constitutional limits on the State. However, it is commonly observed that citizens have failed to change the historically evolved misconceptions of state and state formations. In explaining, the monopoly power of state Rothbard stated, "Of all the numerous forms that governments have taken over the centuries, of all the concepts and institutions that have been tried, none has succeeded in keeping the state in check...the problem of the state is evidently as far from solution as ever" (Rothbard, 2009, p. 44).

Furthermore, the historically evolved conceptualization state and society and the practice of governing together with the roots of state and state formation would enable the state to impose its own interest without the need to ask citizens' consent. Restructuring of how a society is organized and how a social system is governed would enable them to confront the state. Through deinstitutionalization of exploitative governing structure and purposely designed instrumental system would clarify the indispensable distinctions to be made between state and government, between politics and administration, between the instrumental and the institutional, and finally between governance and government. Thus, the proposed servant governance would boost up citizenship, collective interest, and institutional and institutionalized socio-political approach to public administration. That would overcome the limitations in the existed approach in maintaining the statuesque of political and economic elites under the coverage of state through tangible re-institutionalization and transformations rather than on nominal reform and structural adjustment programs. In the following sub-section, issues related with the legitimacy of a social contract in determining power and authority relations are presented.

3.2 Compatibility of a Social Contract

Reflections on the compatibility of a social contract mainly encompass issues of power and authority and the resultant disorders at times of inabilities to address them appropriately. The compatibility of the social contract also addresses issues related with benefits and limits of constitutional democracy and constitutionalism. As such, the reflections on the social contract are considered as justifications on the central issues of the accountability, separation of power and the check and balance system.

Considering the actualized meaning differences between power and authority, would mean that one is engaged in checking the legitimacy of the social contract as for whether it is based on the will of the citizens or not. In fact, in a real democracy the actual power is vested in the registered voters. Attesting this, Gildenhuis (2004) explains how the very word democracy, which was first coined by Aristotle clarifies the essences of democracy in line with who holds power and authority. Gildenhuis further indicates the term democracy was coined from two Greek words *demos*, which means a nation and *kratos*, which means power (2004). Hence, reflections on legitimacy of a social contract necessarily require an understanding on the essences and origins of the term democracy

and the notion of collective interest. By this understanding, the Greek word *demokratia* to some extent explains how democracy is meant a government by the votes of the people.

The essences of social contracts that gave power to citizens can be explained with the cases in some of the western countries. For instance, the British system to some extent reveals how the real rulers of a democracy are the registered voters, because the power to rule is vested on them. The relationship of power and authority between the voters and the legislature was enforced with the signing of the Magna Carta in 1215 (Gildenhuis, 2004). Similarly, the US system relatively shows how power is in the hands of the real registered voters. For this, the success of the American War of Independence (1775-1783) is claimed as the promising start (Gildenhuis, 2004). Hence, the real power rests with the voters, while the authority over public matters rests with enactment of social contract, and latter on the elected representatives within the legislature. The legislature, therefore, is endowed with a legislative authority on public matters.

The fundamental question on the social contract revolves around the issues of how citizens' power managing their own public matters is transferred from the hands of a society to the hands of a state, which is often understood as different, but not. This implies how power is primarily hold on by the state authority rather than by the real voters. In this sense, the state is understood as a societal institution that has the assumed legitimacy to deny the power bestowed by the real voters; thereby, holding both the power and the authority (as institution and actor at the same time). This is because there is no clear demarcation and separation between state and government. In other words, the government acting as a legislative authority should not have to hold on both of them. Institution designed to correct abuses of power mainly manifested in election processes. By this, corrective measures should begin from the constitution itself rather than starting from appeasing amendments of conducting elections. In other words, the primary task should be on the constitutional establishment and structure rather than on the secondary aspect of conducting elections. In fact, fair, impartial, and democratic elections can only be possible if the elections are founded on appropriate constitutional mechanisms of checking the attributes of fairness, impartiality, representativeness, and the qualities of being democratic elections. Hence, the first is more important (that means transferring authority through establishing and framing institution) than the second one (transferring power through conducting periodic election).

This is because once society-state authority (as societal institution) embedded, institutionalized, and fixed, determines the second one. In theory, the transfer takes place with constitutional making through political settlement to frame social contract in the first case and through conducting regular election of political representatives in the second one.

In practice, however, the power-authority relationship within a state is determined by the constitution and other related constitutional legislations. This is with the presupposition that the registered voters of the country had already ratified the original constitution. Thereby, their representatives in the Parliament are supposedly to act as their delegates to check all the activities of the legislative authority. With this mutual understanding, the registered voters have the right to check all the activities either directly or indirectly through their representatives in the Parliament/the House of Representatives. The representatives in the house or houses also have the duties and responsibilities to reflect the voices of their respective voters. When the representatives fail to uphold the binding constitution, they are likely to be removed at the end of their election term. In fact, they may be removed before the end of their term if they are caught red-handed involving in criminal activities. Even they may be removed before the end of their term, if they are found weak, ineffective, and unwilling to act accordingly to the rule of law. Nonetheless, many of the rights of the registered voters are unaddressed either because of the problems on behalf of the representatives or because of the government (equivalent to state) that hold on both the power and the authority.

Furthermore, the social contract justifies the very nature of the state and government. By this, the notions of the government and the state's capacity of its institutional and structural strengths would be clearly marked. This helps for the realization of a genuine check and balance systematic mechanisms. These mechanisms would clarify the necessary separation between power and authority; thereby, citizens' important place as per the decrees of the constitution would be truly realized. These mechanisms would also enforce the government to act in accountability and facilitate for an appropriate interaction with the citizens. As such, the compatibility and associated legitimacy of the social contract would have impact on citizens' trust on the state. This reflects how the public administration assumes the contemporary trend of governance in a bottom-up manner rather than in the manner of the traditional governance system of a top-down structure.

The constitutionally framed social contract can also reflect how the governance system accentuates the rule of law rather than the rule by law and government for the people than government by the people.

More importantly, the consented and concerted social contract determines whether there is a government by the people or a government for the people. In other words, the consented and concerted social contract justifies whether the government is a means or is an end by itself. Moreover, it determines the logics of state formation whether they are based on a majority vote or a consensus based one, and whether it prioritizes individuals' interest or collective interest. As a result, consented and concerted social contract is the utmost foundation for the subsequent political institution of its structure and organizational pattern. The role of the primary actors would be vividly indicated and the mechanisms of interactions would be substantiated with the interests of the voters. Thus, the institution and institutionalized structural mechanisms would shape the politics and actors rather than the politics that would shape the institution and the structure of governing.

In line with the above, the compatibility of the social contract (consented and concerted) justifies the need for an appropriate governance system. In a functional governance system, there is a dependable power-authority balance and social order provided the system has assumed a constitutional consensus democracy and has passed through an appropriate constitutional making processes. This in turn would strengthen the alignment of constitutionalism and the essences of democracy. In contrast, many of the present day problems directly related to the lack of a binding institutional mechanism in articulating public interest and separation of power (constitutionalism). The compatibility of the social contract (as societal instrumental institution and institutionalized structural mechanism) is questionable since the power-authority relationship at the present only focuses on normative constitutional structure assuming a representative democratic principle. By this, the contents of the constitution remained as textual documents, yet there are no actual realizations of them on the ground. Hence, the present day social contract fundamentally lacks institutional mechanisms to balance the power and authority equilibrium.

The lack of institutional mechanisms obviously opens up opportunities for the government satisfying its unconstrained abuses of power. The government monopoly of power is resulted from the inappropriately bestowed power to the government rather than to the state as societal institution. Montesquieu (1748) underscores the need for a structural adjustment at the constitutional level that sought de-monopolization. Further remarks the indispensability of the constitution based decrees against the monopoly of power by the government in power. The realizations of such decrees would be the mechanisms to check the functionalities of both the horizontal and vertical accountabilities. They also endorse the constitutionally ratified check and balance system attesting the authentic separation of power and authority. Moreover, the appropriately formulated institutional mechanisms are the foundations for practicing the true independences of branches of the government and demanded separation of power. In fact, the existence of truly free branches from the interferences of politics and politicians in the government is mandatory. These branches' institutional role should be first stipulated in the constitution then there should be a clear check and balance system for their activities in real worlds. In line with this argument, Gildenhuis, by citing Montesquieu stated that "Montesquieu and his followers believed that each of government's three basic powers should be allocated to a separate and independent government institution". According to Gildenhuis, "The central idea is that the same persons or body should not make the laws, enforce them and pass judgement on persons accused of their violation" (2004, P.85).

Moreover, lack of binding mechanisms, would enable the government to be a sole actor at the centre. The hegemony of the government would underrate the complexity of the relationship between the society and the state. By this, the government would emerge as an independent political structure and institution possessing all the power and authority, and inheriting the legal immunities from accountabilities of the widespread scandals it would commit. By this, the government claiming the popular vote would act as a regime often against the will of the people themselves and against the enactments of the law. In such cases, it would be impossible to stop the government from its repeated abuses of power and corrupt behaviour. The government (partisan) that holds the unlimited power of legislature, executive and judicial would exercise its power on the people without any concerted restrictions. Hence, there would not be a chance for the citizens to comment on and react against the activities of the government.

In brief, independent actors of the society would be intentionally suppressed. In this regard, the inherent criticisms of modern constitutions explain how the government can play all the actor-centre roles. Accordingly, the five major lines of explicit or implicit criticism of modern constitutionalism run as follows: “statist legacy, fetishism, normative bias, ideological exploitation and debased conceptual currency - speak to the range of criticisms of modern constitutionalism, they also provide a measure of its intensity” (Walker, 2010, p.319).

Many of the principal tenets of constitutionalism revolve around issues of constraining governmental powers. Especially, in a constitutionalism that passed through the consent and ratification of the citizens, many of the fundamental issues in the constitution are how to keep the interests of the people. By implication, the constitution is sought to constrain the powers of the government for the best interests of the people. As a result, the constitution would receive the full acceptance by the people as long as it institutionalizes the governmental powers. This implies, the constitution is supposed to be the utmost grand memorandum of understanding by the people restricting the powers of the government. The question by both the academics and the practitioner politicians has been on what forms of institutionalized constrictions to be enacted on the governmental powers. Constitutional democracies have historically provided two major answers to this question, two institutional forms of constitutionalism from which to choose.

These two options go by various names as legislative supremacy or parliamentary sovereignty and judicial or constitutional supremacy (Gardbaum, 2013). Due to lack of appropriate institutional mechanisms and structures in the present representative democracy, both power and authority are vested in the popular votes than citizens as well as their established institutions. Most of the time, the source of authority is the government rather than the constitution. Surprisingly, at times, one may observe how the electorate decides everything. In such cases, one may wonder why citizens need a constitution in the first place. In line with this argument Dorf (2004) criticizing Ely’s stand about the normative text and structure of the modern constitution and stated that “the text and structure do not bear the weight that Ely appears to place”. Dorf further stated, “Given the Constitution’s manifest interest in fracturing the authority of any actor or institution to speak on behalf of the People as a whole, one might at least as readily infer the opposite master principle of limited government, a principle that is also furthered by the document’s substantive rights provisions” (p.4).

Dorf added that, “If majoritarian democracy were really the guiding principle that Ely claims, there would seem to be little need for a written Constitution at all, except perhaps to specify” (2004, p.4). In interesting article entitled with "Putting the Democracy in Democracy and Distrust: The Coherentist Case for Representation Reinforcement" Dorf argued the basic essence of social contract, the constitution. Accordingly, Dorf stated “no master principle-not majority democracy, limited government, individual liberty, equality, free enterprise, or any other principle-can plausibly be made to stand for the whole of the constitution (Dorf, 2004, p.4).

In the present representative system of governance or legislative supremacy or parliamentary sovereignty the focus is on government by the people rather than government for the people. Such system of government mainly focused on rule by law than rule of law. Hence, government is the end by itself rather than it is the means or is the instrumental. There is a pressing need of alternative mechanisms, which would correct these bold power-authority disorders, manifestation of imbalances, and incoherencies. These undesirable outcomes are fundamentally against the basic principles and essences of a true democracy. An authentic democracy is a democracy by the people, for the people, and to the people. Nonetheless, it is difficult to see such characteristics of democracy even in developed countries who claimed they are the exemplary of a true democracy. As a result, many citizens around the world have given up their struggle to achieve a democratic statehood. They often feel disenchanting; thereby, bypassed their unconditional rights of decision-making to the hands of the government. Self-maximizing agent of politicians often drives the government who holds on all the governing powers. This seems the plausible reason why the elected representatives act in their best personal interest at the expense of the principal and the public. Hence, the central problem revolves on the control mechanism that opens opportunities for the government and the politicians in it to monopolize both the power and the authority. In this regard, the role of citizens is inconsiderable.

The role of politicians in promoting the monopoly of both power and authority is to a higher degree in the case of party politics. Obviously, politicians work for disseminating their political ideology framed by their party’s political programs. As such, it is common to see self-centred opportunistic politicians who prioritize their party programs even above their nationalism and the concerns of their being the citizens themselves. Such politicians are often involved in corruptions, scandals, and look at their fellow citizens as enemies especially if these citizens are labelled as political

dissents. For this reason, in many situations, such politicians exercise their power over their fellow citizens. They often resist citizens' cooperation because they hold the actual power to do whatever they want than simple authority. As a result, the actual authority is greater than the nominal power in the hands of the public. Cognizant of this, there is a need reconceptualise the basic philosophy and notion of governing, and re-institutionalize power-authority relationship for restoring the real actual power of the people back into the people.

Hence, in addition to the above-mentioned criticism over the modern social contract, the constitutional system, there are other drawbacks and limitations. Accordingly, the modern constitutional system lacks reconceptualizations of historically evolved governance concepts (governor and governed; state and society; government and state); Lacks mechanism in preventing state as a political utilization and weaponry to politicians. Instrumental perspective lacks of actual binding mechanism to change the voice of citizens into actual policy and also Lacks internal institutional mechanism of assuring the essence of constitutionalism the so called constitutional democracy in practice (limited government, accountability, check and balance, separation of power) in both legislative supremacy or parliamentary sovereignty and judicial or constitutional supremacy, especially in the first one.

Above all, the heart of democracy, state-society relationship, and foundation of governance locates on citizens trust and legitimacy of the political-administrative system and the institution. Moreover, citizens' identification to the system as shared political community and their active engagement and participation on the process of governance gives life to the sustainability and stability of the overall system of democratic governance and functional democracy to exist.

Additionally, unlike the basic and central principle of constitution, representative democracy most of the time leads to the creation of one branch government rather than three separate branches of government, particularly in parliamentarian system of government. This is because in such system, executive and legislative powers are vested in the ruling party while the opposition parties have no such powers and act as critics and watchdogs.

In conclusion, about the social contract, today, the public and /publics' collective interest/ never been served in the system of party-state-government model, and political system which is purposely designed, established and structured to serve and advance others interest or elites those who hold political power. It is directly evolved historical state model. Party politics and party government system is nothing more than controlling power in advancing party interest. Party politics is in essence not much more than a political power play in which each party is engaged in a contest for gaining the upper hand in the power play.

Therefore, the public and its collective interest best served in which the governance system intentionally established, designed, and structured to the ultimate roots of serving publics' collective interest. The shared values of citizens' best served through by establishing institutionalized system of governance and concerted structure of government in which publics' interest and individual's prime existence best represented than governing public interest through delegating organized political parties to handle all public affairs. Public best served through first establishing authority directly, then by institutionalized structure in order to maintain the established purpose of serving. However, without having instrumental institution and institutionalized structural system giving all the power and authority to political representatives is the worst scenario leads to exploitations and abuse of power, hence, creating uncontrolled and unchecked political parties over public interest.

We have interested to finalize our reflection and criticism on the legitimacy of social contract and separation of power concept by quoting the statement of Gildenhuis. Gildenhuis, stated that, "Any concentration of powers in a single government institution is tyrannical, no matter whether the institution is an elected and responsible representative assembly or an irresponsible hereditary monarch. Only genuine separation of powers protects the liberties of people against the aggressions of government" (2004, p.85). In the following sub-section, some of the institutional mechanisms along with the related problems articulating them are presented.

3.3 Institutional Mechanisms of Public Interest Articulations

Reflections on institutional mechanisms mainly include issues of whether the mechanisms have addressed the public interest or not. In addition, the reflections on the mechanisms raise issues whether the mechanisms have considered the pluralisation and plurality of the modern complex and diversity or not. As such, the reflections on institutional mechanisms explain the present day's crises and puzzles in the socio-political governance. Many of the present crises are supposedly associated with the failures of the institution and institutional settings in articulating the public interests in this modern period of the 21st century.

In many instances of contemporary political discourse, politicians and party politics structure claim that they are properly articulating and are acting as per the interests of the public. Almost in all political speeches and writings, references to the so-called 'public interest' appear with great frequency. However, the principal questions here are, who decides what is in the public's interest, who defines the public's interest, who formulated the standards for assessing the realizations of public interests, and what parameters of the standards have been used to determine the so-called 'public interest'. Moreover, the questions are about whose interests are more pronounced when referring to the 'public interest' in the political discourse of the present day. In other words, the question is whether there is an exclusive interest of the ruling political party or the interests of the majority. In fact, both of these scenarios may not be acceptable if there is a need to design appropriate institutional mechanisms.

As Gildenhuis, (2004) indicates if the institutional mechanisms have been designed to promote the interests of the ruling party, then the mechanisms are nothing but are the means to legitimize the ruling party's interests by facilitating the grounds for widespread political corruptions. Similarly, if the mechanisms have been formulated to promote the interests of the majority, then what mechanisms have been sought to address the interests of the minority. In fact, institutional mechanisms accepted by the majority do not prove that they are morally acceptable, and are manifestations of equality and justice. In brief, power in articulating public interest drawn from outnumbering the minority does not assure the interest of the public well represented and articulated.

According to Gildenhuis (2004), any public administration system should primarily consider individuals' rights and interests. This implies that individuals' interest should necessarily be at the centre than that of the social groups' interest. Any government needs to satisfy the needs of individuals and has to respect the values of these individuals. The interests of the whole society can be satisfied only when the interests of individual citizens are satisfied. Nonetheless, addressing the interests of individual citizens primarily should not follow the logics of simple arithmetic of summing up individual voices. This is because in a heterogeneous society, the summation of individuals' interests, whatever it is of great number does not imply it is of the 'public interest'. In other words, individual interests do not automatically add up to the 'public interest' (Gildenhuis, 2004). For this reason, unless otherwise supported with appropriate institutional mechanisms, the widely used representative governance system applied in almost all over the world following elections tuned by majority democracy does not appropriately articulate the public interest. Hence, it is a pressing need to reconsider the default model of implementing the electorate democracy to articulate public interest.

The assumption of a majority democracy might be an ideal institutional mechanism that could work for a homogeneous coherent society, which is a socio-culturally coherent one of a collectively shared cultural value and tradition, norm, and history (Blatter, 2012). After all, it seems impossible to get homogeneous (nation-state) society in this 21st century. Rather, the modern day societies all over the world show heterogeneous properties. For this reason, a majority vote principle by aggregating individuals' vote to articulate public interest and goal setting is not only an outdated one but also is unrealistic. As such, institutional mechanism following a majority vote principle is an incompatible mechanism for serving a highly polarized complex society.

Actually, in a heterogeneous modern society there exist contradictory and incoherent interests. Hence, institutional mechanism in assumption of the majority vote principle is the other way of establishing a centralized government (Blatter, 2012). Therefore, mechanism based on the majority vote principle modelled with coherent cultural community assumptions does not compatible with the 21st century plural society. By implication, plurality democracy and institutional mechanism drawn from such democracy is plausible to address the diversified interests and individuals needs.

As a result, today's articulation mechanism plays no significant roles because of the polarization of the society and the decline of public support and trust. This is because of representative democracy works on the soul of trust. Moreover, citizens around the world have developed negative perceptions towards politics and political systems in general. Often, they preferred a detachment from politics, for they considered active involvement in politics with unpleasant activities. Nonetheless, the success of representative democracy rests on citizens' trust and active involvement in political affairs. Therefore, in addition to incoherent articulation mechanism, the disengagement of citizens in public affairs further complicated the issue of public interest.

In a complex society, it is expected to have multidimensional and multifaceted challenges and problems. The socio-political governance system practicable in such society should necessarily alleviate the impacts emerged from these challenges and problems. Hence, well-developed constitutional-institutional mechanisms that are capable of establishing a concerted system are necessary. Furthermore, today citizens around the world lost a constitutive capacity to control their government through voice and constitutional structure and text (Dorf, 2004; Blatter, 2012). This is related to the commonly observed instrumental conceptualization of the state and the resultant inappropriate relationship between the state and society leading to uncertain outcomes. Delegation of political representatives in an unconstrained constitutional authority (i.e. political constitutionalism or sovereignty of legislature) leads to exploitation, manipulation, and abuses of power. Consequently, such kind of unconstrained authority built up with delegated representatives has undermined and blocked citizens' power.

The inappropriate mechanisms of the polity/state formation and the articulation of public interest have opened up for the electorate to decide independently on everything. Furthermore, there are no significant bold differences among the branches of the government. By this, the partisan government remained a unilateral branch and combined the roles of being an actor and an institution. In such condition of the governmental system, both the executive and legislative powers are vested in the ruling party. In contrast, the very existence of opposition parties to act as watchdogs and to criticise the wrongdoings of the government is in vain (Qian, 2013). Cognizant of the aforementioned inherent limitations and exogenous problems associated with electorate democracy, citizens' power cannot be highlighted. Citizens' power is an indispensable matter to build a desirable kind of government and governance system seriously.

To address all the affairs related to the public interest, capable and compatible institution and institutionalized structure that could act on behalf of citizens are mandatory. Concerted institutional and structural mechanisms for polity establishment and articulating public interest, assuring accountability, having dependable check and balance system, and realizing properly functional and balanced governmental organs that are independent from self-maximizing political agents and any other external pressures are essential for the democratic governance systems. Hence, the Westminster model often interchangeably used to refer to majority democracy would not be effective unless otherwise supportive institutional mechanisms are also designed. In the following sub-section, reflections on shifts from politics-administration polarity to actor-institution dichotomy are presented.

3.4 Shift from Politics-Administration to Actor-Institution Dichotomy

Reflections on the desirable shifts from politics-administration polarity to actor-institution dichotomy encompass several issues of separation and concentration of power. Moreover, the shift from politics-administration dichotomy to actor-institution dichotomy is justification against the commonly observed trend of merging the actor and the institution. The politics-administration conceptualization separates the inseparable combined dimensions of policy formulation and policy implementation. As such, the politics-administration dichotomy is inattentive to what it should address about the separation and the concentration of powers. More importantly, the appropriate dichotomy between the actor and the institution is less attended to the proportion it deserves. In fact, there are some rudimentary mentions of these concepts. There have been no in-depth discussions about these concepts of the actor and the institution except in brief accounts. Nor explications of particular tasks' merits and demerits are discussed. In fact, explications of this dichotomy are the important conceptual grounds in which public administration and its structure existed to function. The very notion of politics-administration dichotomy in the 16th century and later on in the end of 19th and early 20th century is directly linked with the philosophy of separation of power and to prevent all things handled by a single body (Few examples: Montesquieu, 1748; Wilson, 1887; Caiden, 1984; Fry, 1989; Svara,1998; Rosenbloom, 2008; Overeem, 2010, and Rutgers, 2010).

In the contrary, the old standing ontological conceptualization in widely practiced public administration models, politics-administration dichotomy results separation of policy formulation and policy implementation, and between government and management. Moreover, this creates undifferentiated and unclear separation in the activities of public administration rather than differentiating actors within public administration and their prescribed functional role on the other. This trend creates the one who formulates policies is considered as holding political representations and as politically elected; thereby, the government is the sole 'institution' taken by default to implement and control all the policies formulated by itself.

The misrepresentation of government and management as they are similar has led to the use of the term government as the state and the state as a government. This misrepresentation and conceptualization has created the separation between politics and administration, and hence between state and society instead of the separation of power among branches of government in one hand and between actor, agency and institution on the other. Similarly, without marking clear separation between state and the government understood as the principal and the agent or between state and the government considering State as an independent societal institution and the government as the explicit structure of the institution and political party as among the many actors of the government. Such dilemma has made the clefts creating powerful self-maximizing political groups in party politics system who assumed monopoly power of the three branches of the government (i.e. the legislature, the judiciary, and the executive). Hence, those who hold power have made the public entirely powerless and have monopolized all the powers only for their personal and party interest. Moreover, the fallacious generalization of politics-administration perspective has led to constitutive understanding of actor and institution on the one hand, and state and government on the other. In addition, it has created a powerful agent and subordinated the principal. This implies the emergence of antagonistic divisions of the state and the society. This ontological foundation creates complication within the notion of public administration establishment. Such kind of distorted dichotomised conceptualization of politics and administration has paved the way for instrumental government that profited from the concocted separation. In other words, there should not be separation of politics from administration rather there should be constitutionally established separation of powers among branches of the government. The inability to realize constitutionally backed separation of powers has ultimately hindered the proper functionality of the system of governance.

The aforementioned situation is more pronounced in the case party politics and the electorate of majority-government alone. By this, the ruling political government controls all the powers and becomes the sole responsible body for both policy formulation and implementation and also responsible for, law making, execution and judicial function. Due to this foundational reason, there would not be any working institutional check and balance system since all the powers are in the hands of the partisan actor alone, within the government. Separation of politics and administration instead of separation of power has opened up the opportunities for the partisan actor within the government to exploit their position by playing all the three roles (i.e. the legislature, the judiciary, and the executive) indifferent names. All the mis-conceptualization have made the end exists for the means philosophy. The society has freely offered all its rights and privileges to the government. The government intentionally has forgotten the scarification of the society and its very existence for unconditionally serving the societal interest.

In line with our foundational argument about politics-administration dichotomy, Thoeing stated, “clear-cut boundaries are supposed to separate polity from society (which leaves sociology outside public administration theory) and politics from administration (which implies that bureaucracy is linked to some form of consensual rationality)” (2003, p.127).

The commonly observed crises related with socio-political governance systems are rooted directly or indirectly in the unclear justifications about politics-administration as if they are located on diametrically opposite continuums. The in dissociation of politics and administration is far from in-depth discussions. As such, the dilemmas of role shifting by separating policy formulation and policy implementation have occurred. In actual sense, policy formulation and policy implementation should have been blended. In brief, they should not be treated as activities that are categorically different. Thereby, dissociating them is a problem by itself. This problem is strongly related with the confusions in clarifying the politics-administration dichotomy. Thus, there should be a pressing need for reconceptualizations to intertwine the inappropriate differentiations between policy formulation and policy implementation.

The problems in worldwide socio-political governance systems of separating politics and administration and differentiating policy formulation and policy implementation thereof should be resolved in line with formulating an actor-institution dichotomy and separation of power.

This replacing dichotomy, which centres on the differences between institutions and actors is hoped to achieve the several advantages of servant governance. Restructuring the governance system in clearly stated ideals as opposed to the traditional system tuned by the distorted concepts of politics-administration polarity is important. More importantly, it opens up opportunities to reformulations of society-state institutional relationships. This in turn, facilitates for the important aspects of cornering accountability, check and balance systems, separation of powers, and rule of law, and constitutionalism of addressing the needs of citizens and citizenship at the centre of public governance.

In promoting servant governance system, there are informed argumentations of refuting the prime notion of politics-administration dichotomy that situates politics and administration in diametrically opposite stands. Instead, it accentuates the inseparability of politics from administration and/or government from management. In fact, it emphatically addresses the benefits of separating the society-state and the government. In other words, it explicates the distinctions between the unified society-state conceptualization from the aspect of polity-government issues. The basic philosophical notion of politics-administration dichotomy deals about the separation of power within the organs of government and actor and institution rather than the separation of policy from administration or the separation of policy formulation and implementation. The real separation rests on the hearts of society-state governance and government (Institution and actor) or socio-political governance as an institution and the corporate government organs/structure and political agent as one of the actors. Reconceptualising society-state alignment and differentiating actor and institutions and establishing constitutional corporate branches of the government in association with prescribed accountability, and check and balance systems are considered as protections for citizens from abuse of power and historically rooted decanted exploitation. In doing so, the best interest of citizens and the public is guarded from the abuses of state power by those politicians and interest groups who snatched the public power for their own interest. Clearly marked separation of powers is likely to boost citizens' capability by scaling their voices into a formulation of an actual binding rule of public policy making and implementation. In the following sub-section, issues in the shift from the instrumental to the institutional are discussed.

3.5 Shift from Instrumental to Institutional State-Society Perspective

Theoretically, conceptions of the state, the government, and the public are often accompanied with definitions of them and specific assignments of roles for each of them. Defining and assigning specific roles connote the formulation of vividly measurable parametric guidelines that are helpful for evaluating the pragmatic implementations of the specific roles. Moreover, explication of these aspects helps to evaluate whether the instrumental or the institutional is bestowed on the particular notions. Hence, designing accountability at the times of policy failures and of course ‘rewarding’ successes of policies. Particularly assigned roles for each structural branches of the government can be evaluated and judged with appropriate check and balance systems. These check and balance systems may integrate diversified thematic categories applicable for the specific structural branches. Hence, the state, the government, and the public should necessarily be verified as per their actual roles of being instrumental or of being institutional.

The inappropriate separation of politics from administration has resulted the subsequent undesirable outcomes such as the would be separated actor and institution have been merged and contrarily separated policy formulation and implementation. Hence, concentration of all the powers remained in the hands of the partisan actor within the government. As explained in the preceding sub-section, policy formulation and implementation are seen as different; thereby, same actors in different organs in the government are supposedly to engage in formulation and implementation. Such erroneous conception of separating politics and administration is also reflected in assigning the role of the state as instrumental. By this, the government and the state are seen as one indivisible entity. The state is also underrated then put aside its important role as institution. More importantly, the separation of politics and administration is a reflection of the mistaken conceptualization of the instrumental relationship between the state and the society. As a result, the instrumentality avoids the role of the institution and the institutional mechanism to be a tactical shift. Consequently, the orientations to accept the government to be the sole actor and its instrumental role in addressing societal interest would normalize the statuesque. Furthermore, associating government to politics and handover of the government to part-politics and equating government with political party.

The dilemma is more emphasized in the inability to identify whether the government/polity or the state which assumed the real instrument. Therefore, first mandatory to avoid the mis-conceptualization and equating government to politics and its monopolization and politicisation by self-centred politicians. Instrumental relationship of society and state created a party-state system and partisan government.

Furthermore, the mistaken conceptualization of the relationship between state and society as the former understood as instrumental restricts the possibility for the state (societal institution) to emerge as institutional, the government as structure, and the actor as an instrument. In the instrumental viewing of the state (political system), the state becomes a mere agent of the society whose main function would be implementing the policies designed and formulated by the society/social system (Blatter, 2012). Blatter, (2012) in his interesting working paper series, entitled with 'Forms of Political Governance: Theoretical Foundations and Ideal Types' shows how even the instrumentalist conceptualization of the state faraway from its theoretical and conceptual foundation. According to Blatter, in the creation of the instrumentalist state, all the tasks of policy formulation and articulation of public interest, and goal setting would be conducted primarily by the society/social system (Blatter, 2012).

In reality, however, the public would not get the opportunity of policy formulation and articulation of its own interest, and goal setting. This is mainly due to the absence of separation between the state and the government, and to the lack of dependable institutional and structural mechanisms among constitutionally established branches of government. Had there been dependable institutional and structural mechanisms the voices of the citizens would have the capability to realize the actual policy formulation that would be compatible and fitting to its timely public interest. Moreover, the mechanisms would serve the public to have a coherent goal setting capacities. Nonetheless, the actual place and role of the citizens as policy formulators and as an active participant of decision-making processes prioritizing their public interest have remained only theoretical. As a result, all the tasks of policy formulation and decision-making have been left to the self-maximizing political agents/ the partisan government. There may not be an explicit mentioning of the government as the prime mover, but the government would play all the roles and would take all the benefits undercover.

At times, there may be intentionally created denials about the natural occurrence of antagonisms between the government and the public. By this, people may treat their children as in a fairy tales drawing pictures in children's mind of improbable imaginary occurrences. This would result the creation of unaware and unsuspected citizens who grossly accept the separation between the state and society. Hence, by the shift of the roles, the government formulates policy as if it is a society, implements the policy as if it is the state, and is the institution responsible to perform all these tasks. In brief, the government assumes all the positions to act on behalf of both the state and the society simultaneously. Thereby, the government would be omnipotent doing everything for its own interest.

In line with the above governmental monopoly and instrumentality, one can observe the shift in perspective. This leads to homo sociologicus constitutive perspective than to homo oeconomicus instrumental as intended (Blatter, 2012). Society plays the role of implementation and the superiority of politics in determining the fate and destiny of the society. This means the politics shapes the state, all the state behaviours, the institution, and all the rules of the game.

Even the established perspective shows internal contradictions breaching the fundamental guiding principles and pillars of both the state-centred and the market-centred approaches of the state-society relationship and instrumentalist orientation. In both Old Public Administration and New Public Management the basic conceptual roots of Politics-administration dichotomy relays on actor (among actors/ and institution; and government and state rather than the separation between policy formulation and implementation. Because the dichotomy and bifurcation is primarily existed on the state and the government (citizens-society-state and government) not between state and society or citizens and state or not between government and management. Due to the misconception, the incoherent establishment creates vagueness at which one can make no difference between the actors and the institution. Given the situation at which the government and the state are merged, there would not be any difference between the principal and agent. This also assumes a marking difference between society and state, rather than creating a clear difference between government and state.

Overall, wrong conceptualizations of politics-administration leads to the separation of policy formulation and implementation on the one hand, and weakens separation of power and check and balance system. Substitute institution and institutionalism with instrumental orientation and perspective. The government formulates policy and implements as the same time; and no mechanism prevents the three branches of the government (Legislature, Judiciary and executive) from political party control and politicization.

In line with our institutional argument regarding to public administration it stated that, “organizations that handle public affairs should be “conceptualized as institutions rather than as instruments” (Brunsson and Olsen, 1997, p.20, Cited in Thoenig, 2003). Thoenig further citing Brunsson and Olsen, stated public administration as institution generate and implement rules which define how the rules of the game have to be played, who is legitimate to participate, what are the acceptable agendas, which sanctions to apply in case of deviations, as well as the process by which changes should occur (Brunsson and Olsen, 1997, Cited in Thoenig, 2003).

Obviously, it is not the state rather it is the actors within the government, which should be the instrument for the realization of both the citizens' and state interests. In fact, there is an understanding that the state interest equates the interest of the society as stipulated in the constitution. Therefore, accountability, check and balance system and separation of power not totally left to external means and periodic election rather should be guaranteed under concerted governmental structure and consented institutionalized governance system of public administration. Thus, reconfiguration of the government's role implicitly tells how the bigger image of being institutional which should have been the capacity of the state is taken by the government (here it mean political party who hold power) by its limited instrumental capacity. In brief, the government holds all the powers as if it is the state (if it represents the society) acts as institutional but the government should only remain at the maximum of its instrumental capacity. In the following sub-section, issues related with shifts from the concept of government to governance are presented.

3.6 Shift from Concepts of Government to Governance

The conceptual shift from the government to a system of governance clarifies important theoretical distortions manifested in the previous models of public administrations and the continued unclear points of the government and governance. Even, in the recent governance approach, there is a significant misunderstanding of governance, which is attributed as if it is as one of the actors. This implies governance that has of equal status with the government for both are actors. Its being the principal is denied mainly by the government that should assume an actor role. Attesting this, Pierre & Peters (2005) indicate the confusions of the terms, governance and the government. At times, there are tendencies of locating governance in between its being a system and its being the practical aspect of the government. Pierre and Peters (2005, p. 2) mention the confusion even in the academics as “for some scholars governance means little more than government.” They further explain the underrated status given for the broad concept of governance. They underscore the misunderstanding of the term governance as “the more challenging intellectual developments have come from those scholars who see governance as implying a much diminished role for formal institutions” (Pierre & Peters, 2005, p.2).

Defining the term governance is rather broad and multiple. Blatter (2012) impressive work critically reviews the indeterminacies in defining the term governance as well as the often associated term government in an imagined governance system. Blatter acknowledges the complexity of defining governance in clear terms because of the term is broad and applicable in diversified disciplines. Blatter briefly states the difference between ‘government’ and ‘governance’ in view from variation of perspectives, yet both of them are political institutions. The former in view of political conceptualization as a formal political institution that is instrumental to the defined political community, and the latter in view of constitutional perspective as a communicative structure usable for creating and/or recreating the political community itself. Similarly, Ruiters (2005, p.287) observes disciplinary variations exist in defining the term governance. In the recent understanding in the discipline of public administration, there is a common understanding that governance is an institutional procedure of rendering service in accord to the public interests. Ruiters (2005, p.287) further explains simple endorsement and encouragement of the public interests are intentionally relegated from the definition of governance in public administration. Ruiters explains the reason for doing so in contrast to the consideration of the

government as the suprem power and the only holder of authority even suppressing the nominal existence of the state defines the public interests by its own. Hence, the government interests is conventionalized to represent the public interests. Nonetheless, the present trend of public administration views governance in line with concretizations of many manifestations of the public interests. These manifestations of public interests can be solidified only through individuals, interest groups, private organizations, and civic societies. In fact, such conception of governance does not deny the exclusive capabilities of the government in realizing the public interests and its being the major agent.

Ruiter (2005: 287) cited Van Kersbergen and Van der Waarden (2001) who acknowledged the contribution of Transaction Cost Economics (TCE) introducing the connotations of the term governance workable in economic terms of efficiency and effectiveness in both private and public sectors. Similarly, Bell & Hindmoor (2009) elaborate the different implication of the term governance especially in the discipline of political sciences. As such, the term governance is defined in line with the upper hand involvement of the government in relation with various ‘non-state actors’; thereby, governments are alleged with only policy formulations. Some other scholars, further alleged governments even the policy formulation processes have the stronger manipulations of the non-state organs let alone the policy implementation tasks. These scholars view such trend and conception of the term governance in a figurative understatement as ‘governance without government’. Consequently, Bell and Hindmoor (2009) attribute such implication of the term governance as it is a ‘society-centred’ perspective on governance’. Actually, there are a number of scholars who doubt the society-centeredness of governance as long as the government has no its original visionary appearance that conciliated with contextual variations. Given the ‘society-centred’ perspective is granted for defining governance, even such definition and implication of the term governance is considered by Bell and Hindmoor (2009) as the mistaken one. Bell and Hindmoor (2009, p.149) underscore “whilst governments are indeed now more likely to forge relationships with a larger range of non-state actors, they nevertheless remain the central players in governance arrangements.” It is true that governments can boost their ‘promising’ policy formulations and effective implementations of the same through fair trade-offs, cooperation, and operations for mutual benefits with the non-state actors (Bell & Hindmoor, 2009).

Instead of what they claim as the society-centeredness of governance, Bell and Hindmoor (2009, p.149) suggests and are in favour of the “state-centric relational’ approach” of defining governance tuned in governments holding the key positions of the core players in governance establishments. Perhaps, there are some possible confusions emanated from making ‘society’ and ‘government’ as synonyms, policy formulations and policy implementations as different, and dissociating ‘state’ and ‘society’ as if they are located on diametrically opposite stands. For these reasons, Bell and Hindmoor’s (2009, p.149) statement as “government and governance are frequently treated as synonym. Governing is what governments do in formulating and implementing policies” raises several questions especially in explicating governance in lines with institutionalized statehood.

From the historical point of view, as of the early 1980’s, there have been some on and off studies of empirical public policy making and public management. These studies have attempted to show practically relevant trends in public management. As of the new millennium, there have been proliferations of alternative approaches in the studies that some of them have further extended the approaches with explicitly propositions of refounding movement. Prior to this in the 1990’s, there have been some hot discussions on Reinventing Government or New Public Management, which were mainly inspired by administrative practitioners. From these discussions, the scientific status in the study of public management has resurfaced. Authors identified numerous sources for the identity crisis, and sought new fundamental approaches. By the late 1990’s and the early 21st century, there have been some trends of broadening the field from ‘public administration’ to ‘public governance’. For the last two decades, governance has been the prominent term in public administration.

Lynn, Heinrich, and Hill (2001) point out it is problematic to have an explicit definition for the term governance for it may exhibit multiple implications in different contexts. Nonetheless, they indicate the fundamental meaning of governance as “regimes, laws, rules, judicial decisions, and administrative practices that constrain, prescribe, and enable the provision of publicly supported goals and services” (p.7). Similarly, Frederickson and Smith (2003, p.225) indicate the generic meaning of governance and how it is implicitly understood in line with concepts in the disciplines of public management and public administration. To Kettl (2002) governance, as an approach to public administration, has primarily to do with contracting-out and grants to sub-governments. As was noted at the outset, Lynn, Heinrich, and Hill (2001 p. 15) use a much bigger approach to

governance as an analytic framework. Their model, intended to be a starting point for research many research works. Hence, these understandings are influential for subsequent public administration scholars to emphasize public interest framed in prescribed governing laws.

In general, Traditional Public Administration focuses on the role of the sole actor, the government. By this, there have been no conceptualization of governance. The emphasis has been who is the governing. On the other hand, New Public Management accentuates the role of the actor, the market. But this time, the central role is not in the hands of the government rather it is in the hands of the private sector, which is the prime mover of the market. In other words, the government represented as the sole actor in TPA is moved to the market represented as the utmost dominant actor far beyond the government. In NPM, the government assumes only a facilitating role. In both these models, the issue of governance is either not properly addressed to the status it deserves or ignored from the conceptual frames of the models. Similar indeterminacy on the concept of governance is observed in many of governance-based literatures. The role of the government is blurred.

The crude conceptualization of governance associates it with cooperative interlocks of networking structures. As a result, there are no clearly marked roles for varied actors, thereby accountability issues, and checks and balances are unattended. Hence, governance approach is similar to some extent with the TPA and the NPM that are both actor-centred approaches. In this view, governance assumes the networked actors, so has no particular actor. Similar with the previous models, it is still the actor-centred approach of public administration. In contrast, servant governance system views the institutionally standing society-state as the principal governance and the government has the status of being an independent structure and actor among the varied actors within the institutionally established society-state governance system. We have observed that, all the recent governance movements of governance calling a system of governance in government, rather than government in governance in one hand and establishment of normative structure of governance without clear accountability and institutional mechanisms. In the following final sub-section of this chapter, reflections on theoretical foundations of some of the public administration models in association with the plausible theoretical roots of servant governance are presented.

3.7 Theoretical Roots of Servant Governance

The reflections on the previous models of public administration and on the varied forms of the public administration models are comparative views of the epistemological roots of the respective models. In return, the reflections are deemed to clarify the alternative proposed model of public administration under the generic implication of governance. The previous models of public administration do have epistemological differences that were possibly reflected in the ontological differences manifested in the praxes of the respective postulates of public administration models. In fact, at times there are unclear points to make distinctions at the foundational levels in connection with the implementations.

The core themes of the previous models of public administration along with an eclectic view of the governance approach are made. It is recalled that TPA had some philosophical roots in response to the prevailing situation of public administration then back. Some of the prominent authorities associated with TPA are Wilson, Goodnow and Weber. These scholars and practitioner had tried producing conceptual frameworks on how to confront the existed public administration crises at their time. In a due consideration of what they did, their attempts can be considered as partially successful. For instance, their initiation for making public administration run by professionals and opposed political appointments and patronage (Caiden, 1984; Fry, 1989; Rosenbloom, 2008). They were more concerned with the improvement of administrative practice than with establishing a theoretical Construct (Stillman, 1973).

However, the assumption in TPA of neutrality is in doubt. The strict adherence to prescribed rules and regulations did not open up opportunities for the exercise of democratic values. Hence, TPA is understood as an instrumental approach to public administration wherein measured implementation frames are bestowed for public administrators. These administrators role was more of receiving instructions from their superiors that were often members of the polity at the pinnacle of all the powers and authorities. It was normally taken for granted that politicians formulate policies while public administrators and any ordinary civil servant receives the policies as if they are perfect ones. This public administrators and civil servants have limited role of implementing policies. For this reason, the evaluation parameters are set by the upper politicians making public administration operational tasks framed in evaluating efficiency.

This implies public administrators have no chance of amending policies and/or modifying policies in response to contingent situations whatever the situations may be pressing for modifications. Hence, public administrators are technical experts and public administration tasks are mechanical exercises of implementing already formulated policies. In many situations, the powerful political elites holding the supreme power mould the structures of governmental organizations as per their interest. These political elites at the top use the parametric structures for evaluating the efficiency of the passive receiver administrative bodies. The secrecy emanated from the close-door policy of policy formulation and setting of criteria to evaluate efficiency offers politicians at the top a strictly tight controlling power and exercise of unconstrained authority only in a single direction from the top-down.

Given the successive failures of TPA and NPM both of which are theoretical roots drawn from rational choice theory, the emerging model of public administration in the name of New Public Service, Public Value Governance, New Public Governance and others. These alternatives have much in common for they share theoretical roots of citizenship, public interest and democratic values.

In fact, there are noticeable variations among scholars and practitioners as in the contestation in the New Public Management and the Traditional Public Administration. The theoretical roots that makes servant governance an alternative approach under the generic Governance approach is that it has many common public administration features at the foundational level. Particularly, the theoretical roots of servant governance approach consistently agrees with epistemological foundations of New Public Service explicated by the prominent authorities mentioned earlier, Denhardt and Denhardt. As Denhardt and Denhardt (2007) explains based on the general conceptions associated with the New Public Service, there are plausible rationales to regard it as a model of public administration. These theoretical peculiarities identified New Public Service to stand by its own as a different approach from other competing approaches within the Governance approach and outside the Governance approach. In particular, they recalled the philosophical underpinnings of the short-lived model of public administration commonly referred by the name New Public Administration succeeding after the Traditional Public Administration. In fact, their emerging model of public administration has many common tenets with New Public Administration that obviously stands outside the present territory of the Governance approach.

Their version of public administration has commonality with the New Public Administration known for its opposition to the Traditional Public Administration in many respects. New Public Service emphasizes its theoretical roots circumscribed in line with four epistemological foundations: “theories of democratic citizenship, models of community and civil society, organizational humanism and the new public administration, and postmodern public administration” (Denhardt & Denhardt, 2007, p. 27).

New Public Service emphasizes its theoretical roots in line with the conceptual frames of theories of democratic values in building up the essences of democratic citizenship. Attesting this, Denhardt and Denhardt (2007) underscores the importances of harmonizing citizenship and democracy. The central philosophy of New Public Service in harmonizing citizenship and democracy is a revitalization of concepts drawn from many of the prevailing theories of political science and sociology. This philosophical root of New Public Service is helpful to scrutinize how the active involvement of citizens is realized. Supported by the discourse analysis, it explicates the versatile definitions of citizenship itself. Denhardt & Denhardt (2007) cited Turner (1993) the multiple meanings of citizenship from a legal perspective and from a political perspective. The former sees citizenship as per the legal framework of defining citizenship; hence, the meaning of citizenship is linked to the legal status.

On the other hand, defining citizenship from a political perspective associates it with aspects of membership to politically framed community and the status of the member knowing its rights and discharging its responsibilities. As such, the meaning ascribed to citizenship is in line with the person’s capabilities in the active involvement in the political system creating citizen-centeredness. Consequently, Denhardt and Denhardt (2007) cited King and Stivers (1998) to elaborate the theoretical root of New Public Service that public administration must see citizens as citizens and not as ordinary participants in elections and devaluing them as clients in order to share authority and reduce its control, and should seriously believe in the fruitfulness of collaborative works. Hence, the New Public Service is against the central conception of the NPM that has the theoretical ground of maximizing efficiency through managerial approach; thereby, public administration could regain the public trust by restructuring the governance and involving citizens’ active involvement.

Furthermore, Denhardt and Denhardt (2007) explain the theoretical root of their version of New Public Service in line with the important role of the government in building up a political community and civil society. By this, they emphasize the role of the government endorsing the importance of citizens active involvement by offering professional support in organizing citizens, boosting social capital, and facilitating infrastructures. Moreover, Denhardt and Denhardt (2007) assume the importance of public administration following their model of New Public Service through interdisciplinary interactions. These interdisciplinary approach boosts the conceptual domain of public administration with concepts from other disciplines. In contrast, the strict adherence to disciplinary hierarchical approach restricts the theoretical foundation of public administration. Finally, Denhardt and Denhardt (2007) emphasizes the theoretical roots of New Public Service to attend the postmodernist perspective. By this, they highlight the benefits of postmodernist approach in contrast to the mainly positivist approach employed in the previous models of public administration. They refute the strict adherence to positivism for it restricts integration of knowledge bases from other disciplines.

In other words, the theoretical roots of the previous models of public administration are dropped out for they are not open to widen knowledge other than the knowledge in the mainstream discipline. More importantly, the positivist approach following the rational theory of public administration that sidetracked the benefits of multidisciplinary approach especially in policy formulations. Denhardt and Denhardt (2007) accuse such positivist approach in line with rational theory is searching for facts devoid of values and is a perspective of public administration from the outside. In fact, values are equally important as facts in public administration process. Attesting this, Denhardt and Denhardt (2007, p. 7) underscores “in social life, facts and values are extremely difficult to separate and, indeed, in many cases, values are more important than facts in understanding human action. In any case, since human behaviour differs from time to time and from culture to culture, it is impossible to formulate the same kind of enduring law like statements that the hard sciences seek.” Thus, Denhardt & Denhardt (2007) proposition of New Public Service is against an objective determination of public administration rather than it should be supported by interpretative renderings as from discourse analysis.

The NPM theoretical roots is slightly different from TPA’s theoretical roots. As such, economic based public choice theory driven by the trends of positivism is at its theoretical foundation.

The case with New Public Service of Denhardt and Denhardt (2007) and other alternative approaches under Governance approach primarily assume the concepts drawn from democratic theory framed in multiple perspectives combining the positivist and interpretivist approach and the discourse analysis.

The rationale in many of the Governance models accentuates the establishment of formal mechanisms and strategies that are compatible with the political, economic, and structural aspects of public administration processes. These theoretical models vary in their understanding of public interests. For instance, in TPA, the public interest is stipulated in governing laws and is defined from the outside by the political institution and not by the public. In the case of NPM, public interest is conceived from the cumulative sense of individual citizens' interests. With regard to the Governance approach, defining public interest necessarily passes through democratic dialogues to articulate the collectively shared values directly with citizens involvement. However, the aforementioned theoretical roots of Governance approach particularly the epistemological foundations foregrounded by NPS are adopted in the proposed model of servant governance, the sets of concepts assume reforms in the ways of amendments. In other words, servant governance unlike to NPS aspires for transformations of public administration's theoretical roots then practical implementations. Particularly, in this era of postmodernism, critical view of theoretical frames and at times development of theoretical models would mandatory in order to give the research a focus consequently to sieve large-scale data. In view of a postmodernist paradigm, there is a general assumption that no theory is complete by its own. Hence, integration of different theories following eclectic approach would possibly solve limits of independent theories. Hence, the study of servant governance integrated the assumptions and concepts from various theories. *The theoretical roots of servant governance are theory of institutionalism, theory of judicial review, theory of state, theory of deliberative democracy, consensus democracy, constitutionalism, neo-modern organizational theory, theory of governance, and social contract theory predominately used as a theoretical base to produce coherent holistic alternative approach to the study public administration.*

3.8 Summary

Chapter three, briefly presented critical reflections on the theoretical and conceptual gaps and puzzles in well-known conceptual paradigms of public administration such as the traditional and new public management. Accordingly, this chapter created seven thematic categories to reflect its perspectives. The sub-sections are: overview of state and state formations; compatibility of social contract; institutional mechanisms of public interest articulations; shift from the politics-administration to Actor-Institution Dichotomy; shift from instrumental to institutional state-society perspective; shift from concept of government to governance; finally discussed theoretical foundations of servant governance.

The crises and problems in political-administrative system of governance evolved from the foundation and inception of state and state formation. Many of the current crises emerge from the failures of properly articulating the fundamental notions of state and the way state functioned. Furthermore, the historically evolved conceptualization state and society and the practice of governing together with the roots of state and state structured would enable the state to impose its own interest without the need to ask citizens' consent. Hence, the need for re-conceptualizing these concepts is mandatory by putting citizenship and collective interest at the centre.

Reflections on the compatibility of a social contract mainly encompass issues of power and authority and the resultant disorders at times of inabilities to address them appropriately. The compatibility of the social contract also addresses issues related with the functionalities of constitutional democracy and constitutionalism. As such, the reflections on the social contract are addressed the justifications on the central issues of the accountability, separation of power and the check and balance system. However, the present-day social contract fundamentally lacks institutional mechanisms to balance the power and authority equilibrium. The lack of institutional mechanisms obviously opens opportunities for the government satisfying its unconstrained abuses of power.

Reflections on institutional mechanisms mainly include issues of whether the mechanisms have addressed the public interest or not. In addition, the reflections on the mechanisms raise issues whether the mechanisms have considered the pluralisation and plurality of the modern complex and diversity or not. Rather, the modern-day societies all over the world show heterogeneous

properties. For this reason, a majority vote principle by aggregating individuals' vote to articulate public interest and goal setting is not only an outdated one but also is unrealistic. As such, institutional mechanism following a majority vote principle is an incompatible mechanism for serving a highly polarized complex society.

Reflections on the inappropriate separation of politics from administration has resulted the subsequent undesirable outcomes such as the would be separated actor and institution have been merged and contrarily separated policy formulation and implementation. Hence, concentration of all the powers remained in the hands of the partisan actor within the government. As explained in the preceding sub-section, policy formulation and implementation are seen as different; thereby, same actors in different organs in the government are supposedly to engage in formulation and implementation. Such erroneous conception of separating politics and administration is also reflected in assigning the role of the state as instrumental. By this, the government and the state are seen as one indivisible entity. The state is also underrated then put aside its important role as institution. More importantly, the separation of politics and administration is a reflection of the mistaken conceptualization of the instrumental relationship between the state and the society. As a result, the instrumentality avoids the role of the institution and the institutional mechanism to be a tactical shift. The conceptual shift from the government to a system of governance clarifies important theoretical distortions manifested in the previous models of public administrations and the continued unclear points of the government and governance. Even, in the recent governance approach, there is a significant misunderstanding of governance, which is attributed as if it is as one of the actors. This implies governance that has of equal status with the government for both are actors. Its being the principal is denied mainly by the government that should assume an actor role. In the following chapter, the proposed servant governance alternative model are offered.

CHAPTER FOUR: SERVANT GOVERNANCE (CONCEPTUAL MODEL)

In the preceding chapter, reflections on some of the established conceptual underpinnings of the Traditional Public Administration, New Public Management, and recent governance approaches have been made. In this chapter, theoretical contestations and the conceptual development of constructing servant governance modelling have been discussed. As such, the maxims of are elaborated. Defining, (re)conceptualizing, and evaluating the practicability of the maxims in imagined worlds, subsequently in real worlds in the future is undoubtedly essential. In fact, theoreticians and practitioners have been actively engaged in hot debates calling and searching alternative governing approaches. Discussing the theoretical arguments is found helpful to explicate the maxims. The explications are put in the foreground of the proposed servant governance model. Hence, this chapter addresses two important aspects: overview and background in developing of servant governance and conceptualization, pillars, and dimensions of servant governance.

4.1 Overview and Background in Developing Servant Governance

The proposed model of servant governance is framed to address the widespread concerns of public dissatisfactions and distrusts on governmental systems. As such, concepts in constructing the servant governance revolve around the drawbacks of the previous frames in the Traditional Public Administration, New Public Management in general and in focus, and to some extent on recent movements of governance approaches. By implication, constructing servant governance is meant designing a pragmatically oriented political-administrative governance system that aimed to overcome the limitations of the previous models of public administration. In this regard, conceptualizations of the servant governance are primarily drawn on the critical reflections made on these approaches to public administration. Hence, servant governance aims at building a trustworthy socio-political instrumental-institution to the ultimate goal of serving the public and to the prioritization of promoting citizens' collective interest.

The philosophical foundations of constructing servant governance are in line with the prominent concepts in the contemporary critical theories and postmodern paradigm shifts in public administration. However, unlike previous paradigm shift in public administration started with state failure argument, followed by market failure and recently societal failure in the Governance

approaches. It is failure of institution and institutionalization (Institutional disorder and crises). To this effect, the paradigm shifts are reactions to the respective failures, yet these failures are summarily accounted to a generic failure of the institution and institutionalization processes. The subsequent institutional disorders and crises whether attributed to state failure, market failure, or societal failure are the outcomes of the failures strongly related with the respective institutional crises and disorder and institutionalization processes failure.

Cognizant of these problems, an alternative, constitutive instrumental-institutional system of servant governance is indispensable. This alternative model of public administration understood as servant governance puts the comprehensively all-societal actors in institutionalized governance platform in the foreground. Integrating all the societal actors into a holistic instrumental-institutional and institutionalized system can be possible by designing institutional structural mechanisms, structures, and processes towards the success of the societal goals. The properly done designs are capable to realize the fundamental affairs of democratic governance system and to answer the questions of constitutional democracy, integration, agency problems, and legitimacy crises.

The servant governance model argues in the manner that ‘what citizens demand is a kind of trustworthy, responsive, and accountable public governance which primarily stands to serve the collective interest of the public. Servant governance pressingly argues a system that acts in the best interest of citizens and heeds that their voices have real sovereign powers assuming corporate government agencies and institution. Conversely, citizens highly get disappointed, become reluctant, separated, and be pessimistic about the present political-administrative system of governance. Because, the prime purpose of government is to serve private interests rather than public needs, and to corruptly accumulate wealth for the office-holder, rather than public goods for its citizens, no reform will build trust unless this logic of governance is changed (Diamond, 2007).

Attesting this, Harman (2011), Posner and Young (2007), Accenture (2006), and Dalton (2005) indicate the outcomes how citizens have alienated themselves from the public governance and the political systems of their respective nations. They exemplify the public dissatisfaction in line with the spectacular evidences of low number of registered voters and turnouts of ballots even in the

most advanced and democratic countries in Europe and in USA. Public dissatisfaction manifested in the lack of confidence and trust on politicians, political institutions, and public administration systems need to be addressed by the promising servant governance system.

The servant governance model is intended to overcome the actual problems on the ground brought by ineffective political-administrative systems of governance that disregards the citizens' voice. For example, literatures regarding the contemporary trends in the USA politics attest, the popular mass have no significant impact on policy-formulation processes (Gilens and Benjamin, 2014). This implies election outcomes and the voice of citizens have no impact in altering the behaviours of the self-centred actors and in shaping these actors' actions. By this, the constitution, which is normally understood as a source of power would remain a text only and is incapable to protect citizens' interest. In addition, the established governing approaches failed to bring the desired kind of a trustworthy governance system and effectively to control the government in power. Not all these failures are literally implementation problems rather they are having deep-structure epistemological grounds of accentuating the instrumental perspective of the government system as if it has the institutional capacity of the state. Hence, the political rooted Old public Administration and Market oriented New Public Management on the one hand, and the system of governance is subordinated to politicians and electorate system on the other.

In a relative sense, the previous two models of public administration (i.e. Traditional Public Administration and New Public Management) the practices of highly centralized and semi-centralized systems are more pronounced than in the recent Governance approach. In the more state centred approach of the Traditional Public Administration and in the more market centred approach of the New Public Management there is a strictly framed top-down process of public governance. In such a way, the politics (i.e. the government) and the politicians have assumed absolute mandates in formulating and implementing policies and structuring the political-administrative system of governance.

For instance, in the state centred approach of the Traditional Public Administration, the politics shapes the institutions and structures and the model advocates the system of governance that is totally controlled by the politicians and the electorate system. Similarly, in the market centred approach of the New Public Management, the market thereby the economic upper hand would

assumed and the politics still determines the system of governance. In either way, there is no chance of considering the public interest as collective interest. In TPA politically defined and in the case of NPM the individual interest is aggregated. In fact, even in the recent Governance approaches, the public interest is not addressed to the proportion it deserves. At times, there are nominal mentions of addressing public interest and keeping shared values. Nonetheless, these aspects of the governance system are not developed well-established institutional mechanism for articulating collective interest as theoretically propagated. Hence, all the drawbacks are hopefully non-existent in instrumentally-institution of servant governance that prioritizes the addressing of public interest genuinely as possible and promotes collectively shared values and virtues.

Furthermore, in all the previous models of public administration, the political system is at the centre for all abuses of power and mismanagements. The political system has monopolized all the powers in the name of the electoral democracy. The monopolized power has enabled the political system for the continued use of state power against constitutionalism, public policy formulation and goal setting against consensus based ones, and the roles and functionalities of government organs have been subjected to the politics and political wills against the claims of efficient and effective governance systems. Particularly, the government organs have been severely handicapped; hence, their existence has become meaningless. At times, they have been used as tools to suppress the public. More importantly, the separations of powers have become blurred ones and there have been undifferentiated roles. The practicality of a working check and balance system has not been realized and sometimes totally, absent. This is because the Westminster model of governmental system has inclined to create a uni-branch government. At times, the assumed check and balance system and constitutional separation of powers are full of biases and perform in favour of one branch of the government.

In principle, clearly marked separations of power, issues of accountability, appropriate check and balance systems, and living in the essences of constitutionalism (i.e. the realizations of constitutional Democracy) are the cornerstones of a modern governance system. By these cornerstones, legitimacy and governability problems (i.e. problems of social contract), polarization and articulation problems (i.e. problems of integration and governing), and agency serving problems (i.e. organizational problems) could have been removed.

In fact, the cornerstones explain the very purposes of the state and the government and the notion of its existence. They are the foundations for the public administration to stand on them serving the collective needs of the citizenry. However, at the present, the acclaimed cornerstones at least theoretically, are the brooding foundations for all the crises of public administration. This implies many of the problems in these regards are not policy implementation problems rather they are the roots for the ontological problems of public administration. In other words, the foundations of public administration themselves are problematic since they have been designed as per instrumental purposes rather than as per institutional functionalities of persistence and consistent parameters.

To this effect, politics-administration dichotomy, state-society bifurcation, instrumental perspective of the state, absence binding mechanisms of goal setting and articulation of public interest, and lack of pragmatic holistic institutionalized approach, have been the ubiquitous representations of the previous public administration models. Moreover, these models have been understood as governance in government that emphasized the importance of the segmented parts rather than visualizing the benefits in the totality of the whole. They focused on the old tradition of government and actor centred perspective rather than on the institutional governance system. In addition, they have been more oriented about the achieved results rather than ratifying the legitimacy and processes of their effectiveness and efficiency. Hence, all the previous models are exclusionist of all the backbone owners (citizens) and stakeholders, are one sided and monopolistic, are showcases of biasness towards the elites, the politics, in favour of those in power, and are advances of interests for those in power.

More importantly, the very crucial role and contributions of citizens to the overall governance system have been ignored totally. Citizens participate in periodic elections, but their participation has been in name only. In other words, they do not get opportunities to engage actively in the whole process of governance system. Similarly, the important contributions of civic society and interest groups to the overall governance system have been either totally ignored or have been to the demarcated roles of participation in some selected areas. There have been paradigm shifts in the previous approaches to public administration, but the shifts have remained only at face value.

As a result, having government-centeredness in the sense of institutionalized government, practicing representative democracy that put aside the totality of the public (i.e. minorities voice is silenced), fabricating politics-administration dichotomy, creating state-society divergence in view of the state from an instrumental perspective, and separating sectors as public-private have been the dominant theoretical bedrocks and the regular practices in public administration.

Today, all the crises of fragmented and disarticulated statehoods, destructions, conflicts, instabilities, and economic and political inequalities are due to the diverted socio-political systems and institutional disorders in the public administration or governance. The fundamental governance problem today is not about the role and size of the government, and the implementation of policies and delivery of public services. Rather, the core problem is at the distorted epistemological and ontological foundations. There are significant deficits of knowledge about how modern society is organized and structured, how polarized society is functioned and existed, how fragmented and disarticulated society-state are integrated, and how legitimate and acceptable policies are formulated. In addition, there are misunderstandings on how power is established, allocated, maintained, and separated; moreover, how a one-sided governmental system and structure is established, which only works for the benefit of the few. Thus, the aforementioned issues should be critically evaluated in order to enforce the political-administrative governance system to be a genuine servant to the public; thereby, it would be possible to emphasize public value and to produce political trust. For this end, servant governance taken as an institutional instrument is a response to all the crises mentioned above.

The rationale to consider the servant governance system also includes reflections on the commonly known approaches to public administration. These reflections are helpful to emphasize how this proposed servant governance would fill the gaps of the previous models of public administration. Accordingly, Traditional Public Administration has focused on the problems of control, New Public Management has focused on steering, and the current Governance has problems of participation. The Traditional Public Administration and New Public Management assume an institution that focused on the state's propagation of the instrumental roles. In such a case, the emphasis of the system is a rule by law rather than a rule of law. This is mainly to claim the system as a government by the people rather than a government for the people.

The system works on the acceptance of the government that replaced the state's institutional roles. By aggregating individual voices rather than by designing binding mechanisms, the governmental system pretends that it addressed the public interest. It also claims the implemented democracy has the majority voice rather than concretizing democracy that was initiated based on the consent and consensus of the public.

The governance system in both the Traditional Public Administration and the New Public Management has no structurally sound institutional mechanisms that have passed through the appropriate processes of alienating and integrating the state and society and of dissolving the demarcation between the governed and the governor or between the ruled and the ruler in order to show their inseparable alignments. Moreover, it often creates and widens the dichotomy of politics and administration rather than accentuating how these notions always go hand in hand. The system focused on maintaining power and control rather than justifying what is governed, how is governed, and why is governed. The above reflections explain that not all the actions of the governance system are initiated to achieve at the optimal institutional structure, platform, and mechanism of governance, which are divorced from the consideration of the public interest and values. This implies how all the problems are revolving from the erroneous conceptualizations at the root levels but now surfacing in the absences of binding mechanisms applicable for goal setting and articulations, and designing workable platforms. Cognizant of these the widely spread constitutional-institutional disorders, crises of representative democracy manifested in separation of power, lack of accountability, divergence of state-society, and the inability to foresight the bonds to harmonize the society with the socio-political system need to be addressed properly. In the closely related dimensions the creation of politics-administration dichotomy, instrumental perspective of the relationship between the state and society, in articulation of vivid mechanisms to secure socio-political institutionalization, and lack of integrations to the best of assuring democratic principles need immediate attentions from both the academics and the practitioners. Thus, diagnosis of the problems should necessarily start from the roots and not from the surfacing problems of policy implementations.

Servant governance is a societal instrumental institution and institutionalized socio-political approach of public administration emphasizing the role of government in governance. By this, it is an alternative approach to public administration.

Hence, servant governance is not an entirely new approach rather it is an extension to the already emerging dimensions in the generic model of third generation, Governance approaches. Though servant governance is the extended version of the timely call, the third way, which promotes the need of Governance, it is fundamentally different from others within the Governance approach in its way calling Government in Governance. In its diametrically opposite view of Governance in Government as in New Public Service, New public Governance and Good Governance; as in exclusivist perspectives mentioned in Rosenau (1992: 5) that reads "Governance without Government" and "Government without Governance"; and finally as in Pierre's (2000: 241) focused view of "the role of government in governance", servant governance approaches of public administration accentuates institutionalized view of governance system in its totality.

The normative call of governance (NPS, NPG, and Networked governance), the government still plays the dominant role in steering and governing the society and all the other actors of governance; which means all the sphere of the governance is under the control of government. There is not fundamental restructuring on the relationship between old standing state-society relationship and politics-administration dichotomy, instrumentality of the state, and articulation of public interest mechanism. It is like of the traditional mode of governing, weak arrangement and mechanism to control unregulated and uncontrolled government (the problem of accountability and separation of power). Moreover, the normative call of governance is calling Governance in Government the pre-existed traditional system of accountability, articulation of public interest, legitimacy and integration problems and the foundation and the notion of government never been asked and not treated as a foundational problem. Simply focusing on economic efficiency, effectiveness, productivity, participation, and more importantly focused on the implementation side of public administration.

The philosophical and ontology debate of politics-administration dichotomy and state-society bifurcation on the one hand and instrumental orientation of the state, agency serving problem and society-state integration never been rediscovered on the other. Moreover, the concern of governability, accountability, responsiveness, and legitimacy of governance institutions were not properly addressed.

Therefore, the normative governance notion lacks clarity, there are role ambiguities, lacks mechanism to assure accountability, check and balance system, lacks institutional structural platform for inclusiveness and shared governance, there is no collectivism of goal setting and legitimacy and acceptance of uniform policy. Similarly, the analytical version of network governance calls for partnership relationship without convincing clarification of how socio-political system is governed, and how accountability and check and balance system are maintained. Moreover, it is not compatible to the grounded scenario of declining of political and social trust. In addition, it is still without clear institutional structural platform for inclusiveness and shared governance, collectivism of goal setting and legitimacy and acceptance of uniform policy. As a result, replacing the state with market approach and proposing network mechanism to the complex, multidimensional and to multifaceted puzzles of socio-political system is totally ignoring the basic essence and existence of government and state-society relationship on the one hand and the real socio-political problems on the ground on the other.

To sum up, the governance discourse of the proposed model of servant governance is no longer to focus on issues of politics and administration dichotomy, making marking differences between state and society, steering and control and promoting the normative governance call of participation. Rather it is an increasingly addressing the foundational and the establishment problems of the society and the socio-political system, which is the institution by itself, and all the processes in the institutionalization of the system of society-state governance. Hence, the primary focus is on the embedded capacity of the society-state of governance as a sole neutral societal socio-political instrumental institution. This focus of servant governance on emphasising the need for an independent socio-political instrumental institution is deemed to regulate the structure, establishment, processes, and mechanisms for socio-political integration, goal setting, and articulation of public interest and legitimacy of the institutional establishment. It also focuses on power and authority allocation and delivering and creating values to citizens, which has been a central issue of public administration in 21st century. In the following sub-section, the conceptualization, pillars, and dimensions of servant governance model are offered.

4.2 Conceptualization and Pillars of Servant Governance

At the end of the twentieth century and the beginning of the twenty-first century the concept of governance has taken on a central part in contemporary debates in the area of social sciences and particularly in the field of public administration. The concept has been used frequently, but often with quite different meanings and implications. It is considered that a major reason for the increasing popularity of the concept, in contrast to the narrower term of the 'government', is its capacity to cover the whole range of institutions and relationships involved in the processes of governing. However, the ubiquitous use of the term 'governance' in many disciplines and diversified contexts such as in sectors of public and private, in implementations of global and domestic levels, and in line with formal and informal scenarios is not supported with vivid definitions of it.

Some tacitly accepted definitions manifest the dynamisms of interests by the dominant academic discourse. The inability to have precise definitions of 'governance' has brought some vague implications. The intuitively made varied definitions, and yet many of the scholars' emphatic expressions about the essentiality of 'governance' for the realizations of policy-formulations or organizational objectives are not compatible. Attesting this, Frederickson underscores the indeterminacies of defining 'governance' have brought "when authors identify 'governance' as important to achieving policy or organizational objectives, it may be unclear whether the reference is to organizational structure, administrative processes, managerial judgment, systems of incentives and rules, administrative philosophies, or a combination of these elements" (Frederickson, 2004, p. 6). Thus, thinking about governance is thinking about how to steer the economy and society, and how to reach at the collective goals; thereby, it is all about institution, process, and organization still focusing on the society. Within confusing, unclear and undifferentiated stands, Servant Governance come up with its own reconceptualization, meaning and interpretation.

Servant governance is a societal governance system calling upon Government in Governance. In this case, the government by itself is among the governed like the society and all other actors in the system. In other words, the institutionalized societal governance governs both the government and the society congruently. It should be recalled that the government in the Traditional Public Administration does not represent the bigger image of the state: whereas, the government is

identified as one independent actor yet showing a continuous interplay between actors in the society-state governance system. Hence, the state in this governance system steers and integrates the main actors of the society on condition that all the actors assume equal statuses and are mutually interdependent. As such, the government, society, market, and interest groups are at the heart of the state institutional platform of governance in addressing the will of citizens, articulation of public interest, public policy making, and implementation. In other words, the governance system is a societal instrumental institution, structure, and mechanism to the purpose of achieving the collective will and values of citizens. Thus, governance accentuates the image of the social reality replacing the traditional conceptualizations of state-society dissociations and politics-administration bifurcation. By this, servant governance can be considered as the best matching system with the art of the modern society-state system

More importantly, in servant governance, the government in governance exercises a more concerted and structured state institution. The state institution has interrelated actors, yet these actors have autonomous existences and roles to play all within the umbrella. In this state institution governance, system each actor has its own particular function and role as well as has interdependently realized collective function and role with the other actors in the state. All the actors of governance assure their autonomous existence through the relationship and interrelationship with each other and within the society, and by the authorized framing of the state of governance. The control assures accountability, solidifies genuine separation of power, and maintains the check and balance system. This also enforces the government to be an actor by itself under the supervision of the umbrella governance system. Government in governance mainly represents how servant governance clearly stipulates distinctive properties between the actor and the institution (in this sense between the government and the state). Thus, servant governance is a system wide institutionalized socio-political integration, governing, and serving the public. Moreover, servant governance system assumes the importance of conceptual shifts in identifying the central notions of the state, society, and public administration. Unlike the previous conceptualizations of public governance such as in the TPA, NPM, and NPS/NPG wherein state, society, and public administration are seen in isolation with no linking structural mechanisms, servant governance system views governance comprehensively.

Previous models of governance built on the powerful concepts of state, society, government, and public administration. Even the expression in reference to public administration has no clear identification, for it is often put in between the state (governor) and the society (governed). In fact, the old standing classification of these notions is unclear in a sense that one may not observe the difference between the state and the government. At the same time, there is unclear understanding about what differences or similarities there may exist between the state and society; government and public administration. Similarly, failed to clearly articulate whether State is part of the society or existed out of the society as independent entity. Similarly, Government is part of the state or existed as autonyms independent societal structure. Previous conceptualizations have erroneously used the terms State, Government and public administration interchangeably. By doing these, it created artificial separation between state and society, and government and public administration; then by politics and administration.

Servant governance approach as a system of public administration shows how these notions are in continuous interplays and are having particular characteristics and appearances. For this end, the governance system in our case suggests for the creation of an image that reflects the contemporary world and the ways of life (i.e. the contextually determined social reality) wherein the state-society bifurcation disappears and the politics-administration dichotomy and instrumentality of the state perspective come to an end. By doing and applying once governance in the place, it can replace the traditional undistinguished conceptualization of the state, government, and public administration; and clearly distinguishes consumption of institution and actor. Therefore, the state and PA is as part of the society and replaced by societal governance, which holds socio-political system together.

The governance as societal instrumental institution is representing the society not the state or PA as used and conceptualized in previous approaches to public administration. Governance as institutionalized structure and system of governing is representing the Government as societal institution not the actors. The separation and bifurcation fundamentally rest on the relationship with the governance as societal institution, structure, and actors of governance as an agent; it is not between the state and society, and politics and administration. Here, any of the governance actors such as the government, political agent, civil society, and private market are all governed by the state of governance that stands as a societal instrumental institution.

By this equitability, none of the actors is located hierarchically. All the actors play their distinct role under the umbrella of the state of governance. Overall, the supremacy of the state of governance as sole societal instrumental institution is guaranteed and is subsumed by any of the actors. State of governance plays both the instrumental and the constitutive roles in a sense that it plays the instrumental role for governance actors (Political parties, Interest groups, market) and the constitutive role for Government (structure) in articulation and governing of public interest. Hence, the state of governance is both the instrumental and the constitutive institution.

By the timely importance of governance, the need to reconfigure concepts of state-society divergence, politics-administration dichotomy, and instrumental orientation of the state is vitally important. Hence, no other social science discipline faced these all complicated and cumulative socio-political crises, problems, and challenges than public administration of both theoreticians and practitioners. Thus, there are several indicators claiming a pressing need to reconceptualise state-society separation, the politics-administration dichotomy, and the omnipotent attributes given for the government. In line with this, due considerations for what constitutes the basic essences of public administration or public governance and how this can be solidified should be stipulated clearly. The focus should not be about controlling, rowing, and steering or about determining the role and the size of the government, or about designing mechanisms for efficiency and effectiveness. Nor focusing on 'who is governing' and 'who is governed,' or defining terms of politics-administration, state-society, and public-private; rather, the basic notion of servant governance is primarily to identify what is governed. By this, the emphasis is not to govern the public; rather, it is to govern the collective interests and needs. In other words, the societal interest and needs to be governed rather than the society itself. The other important task of the state of governance is to justify why the collective interests and needs should be governed. By this, the state of governance is able to reason out the importance of formulating policies and designing binding mechanisms. Finally, the state of governance should have clearly stipulated procedural mechanisms of how is governed. These mechanisms should unconditionally prioritize the governing of the collective interest to the benefit of the public rather than too the benefit of who is in charge to govern.

Servant governance is not searching the mechanism to assess economic efficiency and effectiveness or is finding the best way to evaluate implementation of public policy and service

delivery. It is rather exploring how the state of governance can play best of its assumed role of a societal instrumental institution. It is how the branches of government and the citizenry are interconnected, organized, and structured for governing the collective interest and for articulating this public interest for the benefit of the public. It is also how the state of governance as societal institution, corporate actors, and individual citizens control and regulate the process, articulate the public interest, and assess the actual results of what have been carried out by the societal actors (i.e. agents of the society), by the government, by the interest groups, and by the market.

The instrumental institution and institutionalized governance controls and regulates the whole process through a horizontal and a vertical accountability scheme. Using the horizontal accountability scheme, the system directly controls and regulates the branches of the government and actors of government through institutionalized and structurally concerted system and by representation of diverse interest groups. Using the vertical accountability scheme, the system indirectly controls and regulates the process through citizens' active engagements into periodic elections and through participations in the activities of CSOs. Hence, servant governance is the institutionalization of society-state integration that was previously differentiated as actor and institution but not as intended because no clear-cut difference between state and government.

In the first place, the government does not mean the state and the vice versa. As such, in the philosophical ground of servant governance, the state is not represented as the politico-administrative or the socio-economic system that could serve only as an instrument or as an agent for implementing goals and interests. Nor the state is placed above the society. For this end, the societal governance is considered as a constitutionally legitimized and institutionalized appropriate system of public administration. The governance always strives to serve the society, to administer the collective interest, to govern the entire socio-political-administrative process, and to integrate the government, political agent, and various actors in the socio-political-administrative system.

All the crises in the previous modes of governing emerged from the mistaken understandings about the powerful concepts of the state and society, and the politics and administration. Corrective conceptualization of these terms is essential. Otherwise, the continued misunderstandings would have their strong impact on the present.

Whatever reforms are conducted on the existing mode of governance, all the crises remain the superficial modifications and/or reforms. Hence, reconfigurations should start from the roots. The correct conceptualization for both bifurcation and dichotomy is socio-political as previously state and society and politics-administration for policy formulation and implementation. This is because of the transformation and paradigm shift in the man's in the state of nature and the establishment of and foundation of government (What is governed, why is governed, and how is governed). Transformation should assume the governing of the socio-cultural and political-economic needs of the society.

In a successful transformation, the societal governance becomes a socio-political instrumental institution of integration, Governing, and serving. In this sense, socio means the societal-state institution and the government structure; while political means the public organization and actors (socio means society state system and institution, and political means the political-administrative system, and actors but not the policy formulation and implementation).

The governance (societal governance) as a societal instrumental institution it is not an instrument for the realizations of societal will, but also it has the capability to influence strongly the formation of the collective goals. This can be realized from the governance system's strengths of coordinating and integrating all the relations, actions, and interactions. In fact, the primary purpose of institutionalizing the state of governance is a deep-seated on to influence goal setting processes. In the modern world, the broader goal of the society is predetermined and stipulated in the constitution. The government's goal would not be out of the constitutional frame. Its goal is drawn from the constitution; hence, the government prepared the program to achieve the broader goal of society. To sum up, servant governance is a societal instrumental institution and is an institutionalized system of socio-political integration, governing, and serving (governing and serving the societal needs and integrating the socio-political system, structure and actors and institution). In brief, it is governing and serving the societal needs and integrating the society-state governance actors. It is socio-political governing (as old form of government/as an instrument of the state of governance) and integration of corporate branches of government and actors (new form of governance). The essence of societal governance as a democratic institution is to use the four pillars of servant governance to design and structure the state institutions.

4.2.1 The Prime Existence and Essence of Governance: Collective Interest

The prime existence and essence of governance revolve around addressing collective interests. Defining the collective interest vividly is the base for deciding on the nature of the governance system. The attuned existence of a governance system at the inception vis-à-vis proper functionality of it is indispensable for deliveries of services to satisfy the collective interests. Here, it should be noted that there is a significant difference between collective interest and collected interest. The former conveys implications of shared value systems and of a consensus reached understanding of the very word collective; whereas, the collected interest suggests implications of simply summed up of individuals' interests. This implies the collected interest (whatever a big size the summation may be) does not reflect the collective interest in a sense of its being marked by the involvement of all members of the governance system (i.e. the public, the government, market, civic society, interest groups, etc.) as distinct from gathered together individualized interests. In other words, collective interests connote shared or assumed by all member organs of the system while collected interests imply summed up individuals' interests.

As a result, the majority or the pluralism philosophy of electoral democracy does not work to show the collective interest. Hence, in servant governance system, simple arithmetic of aggregating individualized interests does not bring the clear picture of the collective interest. Rather, the consensus-based definitions of the shared values reflect the collective interests. As a result, the government and public administration bureaucracies are not for the sake of creating jobs for politicians and public administrators, and individual citizens; rather, for the grand aim of addressing the collective interests. In its (i.e. servant governance) philosophical root the state and society are not seen as divergent entities rather they appear in harmoniously regulated alignments. To serve the public is meant to satisfy the collective interests; thereby, to satisfy the collective interests, there should be attuned functionalities of the governance system workable by harmonizing the government and corporate actors in the overarching system. Thus, the very existence of servant governance aspires to meet the essences of public administration by solidifying the collective interests of necessity.

Sometimes, practitioners of public administration and even scholars show biasness to promote their too subjective interests drawn from their personal philosophy (Gildenhuis, 2004). These practitioners and scholars often stand against the widely acclaimed tenets of public administration

system. These persons often manipulate conceptions of important terms such as public and/or collective interests, state and society, and politics-administration by inducing ambiguous references at the ground state. Consequently, the intentional conceptual indeterminacies would help these politicians to divert the concepts of collective interests to benefit with the administration works of the government's affairs. As such, it is common to see administrative systems driven by varied practitioners of philosophy and belief system. Most administrative systems had originated from pseudo-philosophical principles at the ground state (Gildenhuis, 2004).

Practitioners in such administrative systems would get loosened platforms to exercise their free will in the name of collective interests. In other words, politicians would get a free access for a loose interpretative rendering of the Constitution, which after all must be the social contract that intertwined collective interests and must be unanimously accepted. Consequently, it is incumbent upon public administration academics and practitioners to unravel the inherent motives behind such administrative systems (Gildenhuis, 2004).

Likewise, it is important to have explicit meanings of collective interests. This can be possible through logical reasoning in combination with contextual sensitivities and fundamental essences of democracy. The success of such rational thinking can serve to have solid grounds, which the administration of government affairs should be based upon. Given the individual is the base for all the essences of democracy, to define collective interests starting from the assessment of individual interests is mandatory. In other words, unless otherwise individual interests are assessed, there are no ways to define collective interests. Value judgments with regard to collective interests are only possible if these interests are collated with individual interests. The consensus-based dialogism between the individual interests reveals the collective interests. Attesting this, "Man is not made for society, but society is made for man. No institution can be good which does not tend to improve the individual" (Fuller, Cited in Gildenhuis, 2004, p.21).

Thus, defining collective interests as per their contextual sensitiveness and as per their integral feature to individual interests is expected from public administrators who are really initiated to concretize the essences and tenets of institutionalized governance system (Gildenhuis, 2004). More importantly, the prime existence and essences of servant governance particularly in reference to its core concept of collective interest place the individual at the center of administration.

The individual is understood as the ‘measure of all things’; hence, is located at the center of all the public administrative processes (Jostein, 1994; Cited in Gildenhuis, 2004, 21). The people out there are comprised of various individuals whose value systems and needs should be integrated by designing a proper governance system. Individuals’ interests should not be suppressed and be compromised. Rather, they should be duly considered and not swallowed into the frames of the public interest. Individuals were born and brought up within the communities. The communities form the societies. Obviously, societies have some patterns of organizing themselves in living together. The particular social orders may eventually form nations, and the nations form nation-states that necessarily require political and administrative institutions to manage the nation’s collective interests and needs (Gildenhuis, 2004).

Hence, ordered way of a social system and structure is the best way to govern a complex social system. In such ordered system, the optimal level of addressing the societal wellbeing and needs is possibly realized. In contrary to this, the British political thinker, Thomas Hobbes, of the 18th century, the complexity of a social system is not governed by an orderly patterned system of governance. Hobbes claimed that an undisturbed state of nature is preferable to govern the complex social system. By this understanding, it is might that is considered as the only means of governing the social system. Hobbes recommended a monarchal model as the best system to create a centralized powerful hierarchical body. Hobbes argued for the establishment of an entity with ‘absolute power’ that can take any action it deems necessary, except the lives of people. In contrary, others like Locke, Rawls, and Rousseau ardently advocated for the establishment of a liberal type of government whose official actions are the result of majorities consent to safeguard their public interest and to keep the social order intact (Forde, 2013).

Surprisingly, the present socio-political system in many parts of the world agrees with Hobbes’s conceptualization of ruling the social world by anointing a supreme ruler, but this time in the name of electoral democracy. Hence, the socio-political system in this 21st century replaced the monarch with the ‘democratically’ elected person. In this modern period, the elected person assumes the supreme power similar to the monarch in the present public administration system. The part-politics system as well as the subordinate politicians defines what the collective interests are and pretend as they stand to give protection for these collective interests.

The paradox comes when there are no clearly defined collective interests; there are no politicians to safeguard the collective interests. As a result, to consider servant governance system seems the appropriate decision to correct the past mistakes of administrative systems in defining collective interest.

The present model of servant governance system accentuates how the socio-cultural system keeps the social order intact. This is possible since the integrative system creates a political system/polity responsible to accomplish the system's institutional position addressing the collective will of the public in general. In line with this, the system clarifies how man is not made for the society; similarly, the society is not made for the state. The amalgamation of nation-state-society (these terms are understood as synonyms in this servant governance system) exists for realizing the societal collective interest. This amalgamation is analogous to how a means exists for its end. As such, the government is the means and addressing the societal collective interest is the end (Governance). A critical reading reveals that the means only exists for the end, and the end never exists for the means. Therefore, the concerted government as instrumental institutionalized structure is created to serve the collective interests of the society. The institutionally molded state of governance is serving, integrating, and governing the holistic socio-political system. The government is not created to control or row or steer; rather, it is created to govern the collective interest, and to serve the shared values.

Consequently, the state of governance is considered as a societal instrumental institution to integrate, serve, and govern optimally the complex societal problems. The institutionalized playground enables citizens to accomplish their personal goals and to secure their wellbeing. The citizens consider the governance as its own belonging rather than as an authorized body to rule them heavy-handedly and to control every activity of them. The state of governance would no longer go into the nuances of private life deciding the fates and destinies of individual citizens and particular social groups. It is not about new ways of how a society is governed, rather, how a modern society and socio-political system is established, organized, structured, processed, and have designed the mechanisms of governing, integrating, and serving the collective interests. Moreover, it is how the system planned to achieve prosperity, peace, and sustainable well-being.

It is also how the bottom line of producing political support or legitimacy, and trust can be realized. This in turn, enables the public to articulate their collective goal setting through the appropriately done structural mechanisms, and smoothes the integration, cooperation and coordination of the societal corporate actors (government and other actors) to the benefit of the public.

Unlike the previous models of public administration, servant governance system emphasizes the rapport between the society-state and the polity, which is understood as the government. The institutionalized government in governance state stands as the complete interconnected governance system that governs and serves the collective will of the citizens. The state is not a simplified instrumental system only identifying classified roles as who are ruled and who is ruling or who are governed and who is governing. Such instrumentality may have been drawn from the public's emphasis on the personalized evaluations of the actors thinking the actor and the institution are made one and the same. The positive image the public have brings trust on the branches of government while the negative image brings distrust. This explains the simplified instrumental role the state bestowed upon making divisions on who is the governed and who is the governing. In the institutionally ratified instrumental role of the state, it is not the personalized image of the organs that matters; rather, the trust on the government as societal structure and the institution itself. When the governance system is a society-state institution that stands as analogous to the employer, the public trust would be optimal on the independent state organ. As such, one of the employees is the government that contracted to discharge the duties and responsibilities assumed by the bigger institutionalized state. Hence, the government (particularly the political agent) has only numbered instrumental roles. It is recalled that in the previous models of public administration, the government had assumed the institutional appearance and apparatus monopolizing all the powers and authorities. Nonetheless, the society-state institutionalized system assures its integrative position holding all the powers and authorities to address the collective interests. By this, the governance as state regains its institutionalized upper hand position that was denied in the cases of the previous models. The institutionalized society-state system strengthens its capability as the instrumental institution through the active involvement of citizens in person either directly or indirectly and through the institutionalized concerted governmental structure. Hence, all the government organs including the head of the government (ruling party) are bound in the institutional structure, platform, and arrangement characterized by its constitutive constitutional very existence.

Obviously, citizens are often busy performing their individual tasks for living. As such, citizens make use of the binding constitutive institution as if they outsourced their active involvement in the activities of the institutionalized society-state system. This implies how citizens transfer their power and authority in running the collective interest to their governance state and concerted government, rather than the party state politics determining collective interest. Since constitutionally established structure and interdependent branches of government it has the mandate to distribute responsibilities and works to constitutionally established state governance. These government organs are not primarily accountable to the political party, that is the agent within a government (i.e. the agent) rather stand by their own to act on behalf of citizens' strict control, transparency and public accountability. That is the prime necessities of the government and the notion of its existence staked to serve the public interest than to row and to control the society.

The relationship between the society-state governance as societal instrumental-institution with the government is an instrumental-constitutive. At the same time, the relationship among all socio-political actors with corporate agencies of the state, with civic society, and with the society is tightly bonded for the envisioned mutual goal of addressing the collective interest. Here, the role of the government as a political agent is to serve the societal collective interest. Similarly, the role of the societal governance to the public (citizenry) is instrumental and institutional (i.e. institutional integration) rather than the state being a simple instrumental entity to the society. All the actions, interactions, and relationships among the actors in the socio-political system heavily rely on the instrumental-institution, institutionalized structure and trust. The function of societal governance as instrumental-institution to citizenry is serving, integrating and Governing, rather serves as an instrument or agent for implementing goals and interests.

The relationship between state and society in servant governance approach is transformed and is strengthened into the state-society alignment. Such alignment enables the governance to stand as a societal instrumental-institution.

By this alignment, the state and the society are no longer acting in such a way that the former as the governor and the later as the governed common in the previous models of public administration. The state and the society were markedly differentiated such that they were

intrinsically considered as the one above the other. Consequently, the re-conceptualization of these terms has shown how there exists the real separation between the society-state alignment that represents the socio-political institution and the government that represents the structure (instrument). In the previous models, the mistaken conceptualization of the state and the society as divergent has created a confusion. More importantly, the divergence of the two has brought the ambiguity of using the state and the government interchangeably as if they have similar meaning and implication. As such, there was no characteristically noticeable difference between the institution, the structure, and the actor within structure. Creating such similarities of the dissimilar entities is far away from the very philosophical foundation of democracy and social contract.

The societal governance as a state in the servant governance system is not merely instrumental to address the collective interests. Rather, it is instrumental-institution to integrate the society-state and government organs, which are persistently in contact with the citizenry. As a result, the governance as a state has the direct instrumentality role for the political actors, which are understood as conduit actors to address the collective interests. This implies that the governance state is not an instrument for the society. In other words, the very existence of the institutionalized societal governance is to mark the difference between the government and the state that had been confusingly mixed up in the previous models. In addition, the existence of the institutionalized societal governance is indicative of the harmoniously aligned state and the society and of the differentiation between actor, structure, and institution. It also manifests the unification of politics and administration that were categorically dichotomized.

Evidently, from a governance point of view, there are significant conceptual shifts at the foundational level between the state and government (i.e. between sociopolitical institution and societal actor), and between government/corporative state organs and political agent. Therefore, the actual relationships that exist are between the institution, the structure, and the actors (i.e. the principal and the agents) and among the various governmental organs within the state of governance. The governance as societal instrumental institution interconnects the corporative governmental organs with the government. By this, the primary role of the institution is both instrumental-constitutive and instrumental-integrative ones. Similarly, there exists the relationship between the citizenry and the government.

Here, the role of the institutionalized governance is to supervise and to facilitate the interactions between the two using the appropriately designed social and system integrative mechanisms. This accentuates the instrumental role of the government in handling and addressing the public collective interests.

The primary relationships are among the government and institutions with citizenry and the next relationship is between all the societal actors (i.e. society and actors together) with the government and institutions. The next relationship is between governmental corporative organs and institutions with the political actor (political party) as an only one agent of the citizenry. This relationship is conceptualized as instrumental-institutional and constitutive-integrative interfaces, rather than as constitutive-adaptive and instrumental-strategic relationships. This kind of relationship agrees with the tenets of macro-deterministic holistic theories of society, which relays on relationship, trust, consensus, consent, concerned, concerted interactions and interdependence, and co-existence. The attunement of these important tenets plays the utmost central role for the existence of sustainable and proper functionalities of the socio-political system. They are also important to solidify norms, roles, and identities as well as cultural value systems.

The societal governance as instrumental institution plays both instrumental and constitutive roles in the relationships between public (citizens) and government in one hand and among actors of governance and government (governmental organ) on the other. It plays its instrumental and constitutive role in articulating, regulating, and formulating the collective interests. Servant governance would not deny the natural occurrences of the challenges with regard to its active involvement in controlling, steering, and integrating the various governmental organs, the market, and the societal collective interests. Instead, servant governance tries to unravel the interdependence of the problems rather than identifying problems in isolation. As such, the governance would not pinpoint single problems rather would interconnect and combine the problems thinking that no single problem is plausibly the case for the cause-effect relation; thereof for bringing the overall problem of control, steer, and integration. It attends how the combined problems are causal for the cumulative effect then attempts to solve through re-institutionalization of instrumental-institutional approaches.

The institution and institutionalized structure are helpful to produce trust and to build up the culture of legitimacy. The governing culture of legitimacy and trust are vitally important to have stable, patterned, and organized societal structures with predictable outcomes to shape the actors of governance themselves and their interactions with others. This attests how servant governance works for the development of civilized society and culture, and social capital. Thus, the societal governance is the grand institution holding the society and socio-political system together and defining institutions as systems of established and prevalent social rules that structure the social interactions.

To sum up, the prime existence and essence of servant governance claiming collective interest is based on dependable knowledge of philosophical grounds. As such, there should be reasoning to 'discover' the meanings of collective interest, why it is needed, how it is articulated and addressed, and what it is comprised of. Such meanings are vitally important to offer the best explanations of servant governance system and the how and whys of considering it. More importantly, the plausible reasoning to reach at the solidified definition of collective interest can be used as evaluative parameters implementing it in the real world. The systematic empirical inquiry of collective interests would be a default mode of the cognitive domain of the servant governance system. This cognitive realm of the governance system would be life-like in the meaning construction of important terms such as bureaucracy. Bureaucracy should not be a system of administration that is often marked by official proliferations of abusive and unnecessarily constrictive proclamations, laws, rules, guidelines, and policies. The bureaucracy should be an institutionalized structure comprised of concerted government and diverse actors. In doing so, the institutionalized system of governance can have the attributes of a personalized institution, which is characterized by having clearly marked ways of doing things. In addition, this institution is characterized by specialized roles and functions, strict adherence to the fixed rules that had passed through the institutionally ratified integrative system. Hence, in such institutionalized system of servant governance there would be a trend of avoidance of a rigid hierarchy of authority, which is more a representation of a highly centralized system; instead, there would be a concerted power and authority.

4.2.2 State-Society Integration: Institutionalized Consent

Conceptualization of institutionalized consent particularly in reference to its complexities manifested in both structural and functional properties is vitally important. Concepts of institutionalized consent are far-reaching in a modern society of the present. Narrowed understandings and implications of the term consent indicate only the tip of the iceberg to the institutionalized consent in servant governance. By implication, simplistic verbal agreements among the members of a social group may have contributed to the limited meaning constructions and implications in real life. Nonetheless, institutionalized consent is a broad concept that demands critical reflections on it. Consent deals about institutionalized governance.

Today, traditional conceptualizations of nation, nation-state and state at ordinary levels that have been working in the previous models of public administration strictly following territorial administrations no longer help in the complex and globalized modern society. At times, people's choices have been taken as their consents. This kind of understanding consent possibly originates in result-oriented perspectives that sidetracked process orientations, which are the cornerstones of internalizing trust. Moreover, separation of states, strict adherence to issues of sovereignty, and distinction between society and nation-state are less significant in today's functional differentiations society. Hence, there are lesser social representations of the broader concept of culturally coherent community in forming an organic solidarity before this time. Actually, in a heterogeneous society, there are diverse interests and expressed views; thereby, people's choice of preference is always relative in its nature, so it does not indicate their real consent.

In this 21st century, servant governance assumes previous conceptualization of how social orders, social interactions, communications, inherited cultural norms, and traditional routes are no longer effectual in a contemporary world where there are no exclusively coherent communities, nations, and nation-states. In contrast, in traditional ways of public administrations, there are the possibilities of hierarchical orders and conciliated functional needs. The realization of self-determined discourse and well-established institution and institutionalized structure in producing the culture of trust are at the forefront of servant governance system. These important aspects are only achievable where there is a consented instrumental institution. The acceptance of such institution is exclusively dependent of the consent of having the instrumental institution itself.

In a condition, where there is no consent based instrumental institution, it is unthinkable to have servant governance. In fact, consent is the foundation for all other subsequent processes in the servant governance. Consent is the primordial aspect of servant governance that integrates all the voices of societal groups and individual citizens. Hence, consent is the preliminary and the prerequisite for the development of instrumental institution. Serious discussions on the type of instrumental institution to have inclusive political settlements, discourses, and all-inclusive negotiation can able to reach over consented institutionalized governance. Dialogues on what type of relationships there should exist among government organs, some predictive conflict resolutions mechanisms are all the issues of consent in the fruitful construction of constitutional and institutional democracy.

All the conventions and statutes are scrutinized in assuming them in building the consent aspects of instrumental institution. In instrumental institution as in servant governance system, consent is at the inception phase of establishing foundational covenants, and specificities of constitutional decrees. In a consented instrumental institution, the public and the political community can have clear points of dos and don'ts and parameters to defend its democratic self-determination against the imperatives of functional sub-systems, without the need to fall back into a pre-modern homogeneous society or cultural imperatives.

Constitutional making based on shared understandings, destiny, and common fate among diverse political community, which serves as a constitutive instrumental and institutional platform, solves the various problems of the citizenry. For this end, aspects of deinstitutionalization and re-institutionalization are mandatory for the realization of consent-based institutional establishment. In other words, deconstruction of traditional evolved and rooted conceptions of society, state, government, public administration by the reconfiguration of the same concept compatible in servant governance. More importantly, the reconfigured conceptualization in the establishment of instrumental institution in servant governance system explicates how the structure and branches of government are interdependent and interconnected in the overall governance system and structure. This not only helps to articulate diverse interest of the modern society but also binds the actual decision and policy makings for the benefit of the entire public. For the realization of re-institutionalization of consented institutional establishment, consent in the instrumental institution is not a matter of choice from alternatives and a preferred option.

Such consent should not be to attend the undisturbed reception of cultural and traditional imperatives. In addition, it should not be a matter of what the majority are happy with since such consent is possibly an imposition or an influence by the political or economic elites. Rather, consent in instrumental institution is a matter of all-inclusive shared political settlements, free from personal belief systems, and ideological stands. It is a matter of producing sustainable pragmatist solution to the real societal problems at the ground. It is a matter of having a collectively consented, accepted, and trusted institution in the development of a constitutive constitutional framework, which passes through a bottom-up process. Simultaneously, the success of a democratic governance that maintains and strengthens democratic society, serves citizens, delivers democracy and public values through interconnected rounded and cyclical process. This is because without the stock of well-formulated democratically articulated, and publicly consented constitutive-constitutional and institutional establishment, the essences of democracy, and democratic governance are in vain.

In this regard, servant governance argued bottom-up institutional and institutionalized approaches of public administration than state-centered (actor-oriented perspective) and instrumental approach. In consented public governance system in which citizens-constitution stands as instrumental institution and the derivative of the constitution, that is the government become agents of change. The institution becomes the ultimate decision maker that owned all the authorities in integrating, governing and serving the citizenry and collective interest. The same institution regulates the economy by integrating and coordinating all the actors in the state of governance platform rather than handing over all the state resources, powers, authorities, and military capabilities to be controlled and manipulated by egocentric politicians and members of political parties (party politics). This is because well established consented, legitimized, and accepted institutionalized mechanisms are the bedrocks for building the rule of law. Such consented institution is liable for the creation of concerted structural platforms. These platforms in turn are responsible for the separation of constitutional powers, constitutional check and balance systems, and civil rights (accountable and responsive social and political organization) in which democratic society and governance can flourish. Actually, the consent of a democratic society is the primordial foundation to build democratic institutions/governance/, which later assure democratic procedures and systems in building responsive and serving government.

In this regard, the reconceptualizations of consent in a governance state would bring the political system, legitimacy, and institutional trust that would create a genuine alignment of cultural, political, and social integration of nation, state, and society; thereby, creates harmony between the institution, the structure, and the actors. In other simple explanation, it holds the cultural Nation, the political State, the social Society, and the government as structure and an actor together. The creation of shared political community and societies together means how the population of a given nation is dependable on the societal governance and its institutionalized structure. They trust in the social, political, judicial, and constitutional system, for the system works for their benefit, stands on their side, and guarantee their security and the rule of law. Genuine separation of power, and appropriate check and balance system assures no one takes advantage or acts at the expense of the societal interest.

Generally, consent is the foundation of all the trust for the political and institutional system designed to serve citizens, to accentuate justice society and only for the sake of addressing the collective interests. Hence, the level of democracy, economic development, sustainability and stability of governance and societal development are directly related to the institution and the institutional structure, the deep-seated establishment processes in realizing the dependable political system, institutional trust, and legitimacy. Though the attuned institutionalized consent is an indispensable foundation for servant governance system, it is not all enough for the ultimate success of a servant governance system. As such, another important dimension of having clearly defined sources of authority and separation of power is important. In the following sub-section, conceptual frames related with the aspired concerted structure for the success of good governance system are presented.

4.2.3 Defined Sources of Authority and Separation of Power: Concerted

Conceptualization of concerted structure (government) is a broad topic in the institutionalized system of governance. Next to the consent-based formulation of institutionalized governance, the ultimate success of governance system is explicated in view of the existence or the non-existence of clearly defined sources of authority and separation of powers. Actually, a constitutionally stipulated conferment of powers and authorities is indispensable. Without such conferment, the consented constitutional institution would not be successful given that having concerted structure is equally important in servant governance system. Hence, conceptualization of concerted governmental structure along the lines of identifying sources of authorities and separation of powers is helpful for the clear picture of assuming servant governance system.

In a situation where there are no schemes of defining sources of authority and of separating power, the occurrence of conflict of interests and monopolization of power are the expected. Especially, where the instrumental role of politics is not clearly marked, the government can intentionally widen the gaps between the society and the state. In the first place, there should not be a separation between society and state. Nevertheless, the government may exploit a fabricated story of differentiating the society from the state with the resultant conflict of interests. Presenting the society and the state in a diametrically opposite position subsequently brings antagonistic classes as the governed and the governing and as the controlled and the powerful. The occurrence of such opposition and direct contradiction between the two has negative impact on the overall socio-political system. As a result, there would be serious declines of trust on the already consented institutionalized system. The public would develop a cynical attitude to the constitutional-institutional system itself. The public would live in a deteriorated mood of confidence on the constitution. The public may self contradict the very existence of the constitution itself. Consequently, the public would prefer contradictions with the system rather than cooperation with it. More importantly, in the situation of the dominance of contestations of party politics, political parties would make false promises of altering the already consented constitutionally institutionalized governance system. The aforementioned challenges to an already consented institution mainly happen where there are no concerted structures. This implies consented institution is not an exclusive guarantee for servant governance.

Due to the undesirable separation of the society and the state and due to the inappropriate merging of the state and the government, aspired benefits of a constitutionally institutionalized system of governance cannot be achieved. The dichotomy of the state and the society would open-up opportunities for the relegation of the state as instrumental for the society. It should have been instrumental to the government as an agent and actor. This swapped instrumentality role of the state to the society instead of to the government would not only be a devastating move for the co-existence and optimal functionality of the socio-political system but also would worsen the relationship among actors (i.e. corporate organs and governance actors) and the government and the citizenry. Lack of concerted structure jeopardizes the citizenry benefits from the holistic stand of the state of governance. The fabricated antagonisms between the state and the society would risk the whole system build on the solid ground of trust and cooperatives between the two. Actually, the two cannot exist in isolation and are functional assuming the instrumentality role of the state to the society instead to the government. This instrumental role of the state to the society makes the state a powerless especially in a relative sense of the government emerging as the powerful. Consequently, liquidation of the socio-political system is inevitable mainly because of the broken trust of the public on the constitutionally institutionalized system. The society and the system would remain rivals unless otherwise there are deep-seated concerted structures.

In our contemporary world, individuals cannot live secluded from the society. Though each individual has his/her own individualized broodings and life experiences, he/she may not live without the interactions with the society. Nonetheless, these individualized life experiences do not indicate how individuals' life began from the scratch rather the cumulative lessons and the social practices surrounding in all the lives of the individuals make them to stand as 'social animals'. All the needs of the individuals can only be fulfilled within the society. Hence, the instability of the society and the dissatisfactions would directly affect the very existence of the individuals. An individual is not own product rather the product of parents, society, and socio-political structure and system. For this end, the focus of public governance is in dealing with the social system and the society. By this, the social system would come to the forefront that deals with the issues in addressing the collective interests.

In fact, the social system's initiation to address the collective interests does not ignore individuals' interests. The establishment of an integrative socio-political system is to accomplish the collective

interests of the public. Here, individuals existence is not seen in isolation from the society at the same time individuals' interests are better fulfilled in an orderly societal system, and institutionalized integrated society-state governance approach.

Societies may support varied political ideologies; nonetheless, some commonalities of principles exist in civilized societies in the development of constitutional and administrative laws, and laws of reasoning. Among the constitutional principles one may cite the following: the rule of law, separation of constitutional powers, constitutional check and balance, civil rights, equity, equality, civil liberties, civil obligations and civil obedience (Gildenhuis, 2004). All of these principles mean that the constitution must guarantee the natural, political, economic, and social rights of every individual not in the text and structure but through constitutive instrumental institution, concerted structure and organizational arrangement capable of assuring those guaranteed rights and values. They also mean that citizens should be the only source of power, which is reflected vis-à-vis the institutionalized society-state of governance state. This kind of institutionalized societal governance state has the constitutional mandate of which all the citizens had already consented and offering it the ultimate authority rather than conferring it to the government. Constitutional making for institutional establishment and latter on establishing government through election.

The constitution confers powers on the different bodies created by the constitution, the government. These bodies are the legislature, the executive, and the judicial authorities and others. Only appropriately, done conferment of powers on these three bodies protects the liberties of people against the commonly observed domination of the partisan self-maximizing government (party politics). Moreover, genuine separation of powers is the protection from the tyrannical oppressive actions of the government, if not handled by the system of party politics. However, especially in a situation where the political agent (party state) assumes all the powers and authorities of these three branches (government), the elected politicians in the representative democracy reign on the society and exercise their party programs. This lack of constitutional conferment of powers and authorities subsequently bring the irreconcilable antagonisms between the public and the government.

As a result, in many parts of the world, the prime movers of governance systems are the few political and economic elites hovering above the multitude public. These elites have hijacked the hallowed tenets of the governance systems that had been ratified by the consent of the society to advance their collective interests. Plausibly, such inappropriate actions of the government spring from the lack of concerted institutionalized structures. In the same vein, the lack of concerted institutionalized structures has brought the wrong application of the state's instrumentality promoting the uses of representative democracy. With such mistaken instrumentality role of the state by advocating representative democracy and the dichotomy of politics-administration would be widened more and the separation of state-society would be manipulated keeping the interests of the elites (political and economical). All the crises in relation to inappropriate separation of powers and authorities, lack of accountability vis-à-vis properly formulated check and balance systems are plausibly associated to lacks of institutionalized concerted structures (governmental structure) which is grounded on wrong conceptualization of politics-administration dichotomy and state and society separation. Thus, all these aspects would hinder the capacities of the state even though the state is endowed with the prescribed properties of a consented institutionalization.

Furthermore, from the very beginning, the social contract framed in the constitution may have so many problems. In this case, the many breaches of the constitution, the social contract, would open up free access for the elites to engage in wrongdoings. In fact, these wrongdoings may not be apparently noticeable given that they assume legitimacy through the lacks of concerted structures. Nonexistent concerted structures are equivalent to the inappropriate use of powers and authorities. The constitutional breaches can open-up the chances for misuse, undesirable impositions, exclusive pattern of a top-down administration, trends of rule by law, instrumental attributes of the legal system, legitimacy of the erroneous instrumentality of the legal system, the conception of the state without a nation scenarios. Secondly, today the normative constitution of most state's restrict itself only to textual separation powers of government; have not established strong internal institutional structural mechanism that allow each branch or level of governments to check and balance each other's powers. Focused on external means than internal institutional system to assure accountability and supremacy of the constitution and separation of power and check and balance system. Because of these, there are no check and balance systems as aspired at the theoretical status.

There is no embedded institutional system for the public/citizenry to control unwarranted power exercise of the government as political agent vertically, and also weak and undistinguished separation of power for the proper check and balance among organs of government horizontally. Today, in most of the states, the political governance results the creation of a uni-governmental model (It is one branch government). Hence, representative democracy has failed to achieve the fundamental philosophy of separation of power, check and balance system, the rule of law, and issues of accountability. More specifically, the concept of separation of power has gradually eroded into a domain where the boundaries of state organs (i.e. the legislature, the executive, and the judiciary) are blurred. As a result, all the crises of political-administrative system of governance at the present assume all the abuses of power, widespread corruption, the problem of accountability, lack of responsiveness, the far-reaching decline of trust on the aspired harmonious state-society relationship. Concerted governance and governmental structure are primarily a mechanism of protecting and safeguarding the government from particular interest groups (political party).

In addition, concerted structure, which necessarily includes the details of procedural and substantive safeguarding mechanisms, should be clearly stipulated the grand institutionalized society-state governance. By this, the society-state governance should take the constitutional metamorphosis to adopt institutional mechanisms of concerted structure. These institutional mechanisms are supposedly the standing guards for all the constitutional values framed according to the socio-cultural value systems and jurisprudence. The benefits of these institutional mechanisms constricting the government's unauthorized exercise of power can be possible only through knowledge-base restructuring processes of re-institutionalization of the state with society-state/societal governance. For this end, a reform level of institutional amendments would not be fruitful except for their being the facilitations for the continuation of the Traditional Public Administration and the New Public Management's trends of structural makings. Cognizant of these, servant governance system argues for the institutional-constitutive society-state realization. By this, the focus of attention would be on concretizing a concerted integrative structure of the governmental institution rather than on accentuating the actor-centred and the principal agent perspective. This enables to stand against the government's (political party) monopolizing powers and influencing its political thoughts; thereby, the concerted re-institutionalization state can maintain the proper functionality of the constitutionally established branches of the government

that stand by their own, independently, but working interdependently. The harmonized structure of the legislative, the executive, and the judiciary attests the inclusiveness and representation of the societal actors in the legislature. Having such structural mechanism of having actual policy-bindings assures the government to act in the best interest of the public than to work for the periodic regular elections mainly to keep the personal, group, and corporate interests.

It is recalled that the short-lived model of public administration referred as the New Public Administration (NPA) had criticized the theoretical tenets of the immediately preceding Traditional Public Administration. For instance, in one of the establishment conferences, there was a hot discussion in reaction to the administrative system of TPA and the resultant injustices and inequalities. The participants in that memorable conference were firmly against the prevailed system of administration. They alleged the system in both its theoretical foundations and practical experiences that bring the unbearable status quo of discrimination, injustice, and inequality. They added that to let the system (i.e. TPA) is to agree with the continuation of the unbearable status quo. All the theorizing about the politics-administration dichotomy, the separation of fact and value, and accountability in representative democracy was (in their opinion) serving the status quo of repression and alienation (Harmon, 1971; White, 1971).

For this reason, the conference participants urged for a reorientation of the discipline itself (i.e. public administration). They strongly proposed that public administration move away from the pursuit of efficient administration to more democratic structures within and without public organizations. As such, the primary agenda that the participants wanted to promote is related to raise participatory role of public organizations in the performances of the public administration system. Especially, they sought to further social equality. Attesting this, one of the participants in that conference, La Porte (1971, p. 31) indicates his firm stand supporting a reform on TPA as “I would argue that our primary normative premise should be that the purpose of public organization is the reduction of economic, social, and psychic suffering, and the enhancement of life opportunities for those inside and outside the organization.” Thus, the conference had a little bit moved the center of theoretical gravity towards a normative approach. The aforementioned moves attributed with the short-lived New Public Administration model have important points and of course drawbacks.

The importance lies on its due consideration on the real-world administrative problems. Such context sensitiveness is also shared by the proposed model of servant governance system. Similar to NPA, this governance system considers the current problems all over the world. By its pragmatic orientations, it would attempt to justify the benefits of servant governance model at least in the delimited level in response to the crises. In addition, it shared the ideas of NPA pointing the problems of separating politics and administration, and of the challenges of representative democracy. By this, servant governance system brings institution and institutionalized values to the forefront to build up public trust. However, it is significantly different from NPA by its emphasis on transformation rather than on some momentarily performed reforms. By its proactive proposition, it underscores the importance of an institutionalized statehood with clear institutionalized constitutional indications of separation of powers and authority. As such, servant governance model assumes contextually based transformation from the ground that would change the present supremacy of the government (party/partisan government) on all values of the public and opportunistic performances on the lacks of constitutionally institutionalized system of governance. Hence, neither majority nor pluralistic, or minimalist and network governance systems are able to solve the complex crises of governance systems in the world. It has the pressing needs for institutional and structural mechanisms of redistribution of power and authority, accountability and check and balance system, creation of independent organs of the government.

4.2.4 Articulation of Public Interest and Goal Setting: Consensus

One of the notable doctrines of the Traditional Public Administration and New Public Management was in view of administration outside the sphere of politics and politics is outside of administration. It oversimplified the relationship between administrations and politics. In that, Traditional Public Administration markedly separated politics from administration; accordingly, the role of the public administrator was clearly stipulated as planning, organizing, staffing, directing, coordinating, reporting, and budgeting. However, later on scholars strongly opposed the complete separation of politics and administration. These scholars argued that the task of public management by itself has the nature of “discretion and action” (Gulick 1933, p. 561), the separation was a ‘useful myth’ (Miller, 2000, p. 11), and the “public administration is policymaking” (Appleby 1949, p. 170).

Similarly, the proponents of NPA, criticized “the distinction Wilson drew between politics and administration has certainly blurred.” Yet, in many ways, the relationship between politics and administration remains an important aspect to the field of public administration. According to the scholars proposing the NPA and Public Value Governance, the politics-administration dichotomy made by Wilson’s was an intentional exaggeration. These scholars state the ‘dichotomy’ between politics and administration is overdrawn, the interaction of political and administrative concerns is certainly key to understanding how government operates even today.” They further indicate that proponents of Old Public Administration and New Public Management were drawn on the impossible possibilities. This is because; it is very difficult to imagine the complete freedom and neutrality of public management without the influence of its controlling body (politics). Miller also describes this point as falsehood In fact, Wilson himself was in doubt and partially recognized the potential danger of converging politics and administration; “the possibility that politics, or more specifically, corrupt politicians might negatively influence administrators in their pursuit of organizational efficiency”(Miller, 200, p.101). Limiting the power of public management, state, and citizens, many of the guiding principles of the TPA and NPM were highly framed in legitimizing all of these power and authority to Politics/politicians. The political orientation of the TPA and NPM, guarantees all the discretion and decision mandate of the political-administration system to the political representatives. The politics-administration dichotomy propagated in both dominate models of PA (OPA and NPM)

Consequently, in the principles of TPA and NPM, the role of public management was solely implementations of policies. Policy formulations were carried out in the closed system of governance. Neither the public management nor the citizens have active involvement. By this, the politicians were the sole owners of all the power and authority, and were responsible for policy formulations. Hence, the TPA and NPM clearly stipulated and neglected the most important actors, makers, and owners of the public sectors such as citizens, public managers, and interest groups. In contrast, Public Value Governance According to PVG, Public Manager in the TPA “were not to be actively or extensively involved in the development of policy”. Furthermore, “Their tasks were instead the implementation of policy and the provision of services,” (Bryson, Crosby and Bloomberg, 2014) by charging the role of public administrators as only implementers of the predefined goals. Traditional Public Administration puts restriction and sanctions on the participation and representation of citizens. It also restricts the public management to engage actively in the public sphere of policymaking and governance. In line with this argument, Bryson, Crosby and Bloomberg (2014) when describing the classical approach to public administration stated that politicians were seen as making policy on behalf of their constituents, while public managers merely implemented the pre-given goals. Such kind of policy formulation was not only targeted to political manipulation, and keeping personal and group interest, but also minimized the strengths and acceptances of the policy. It also failed to represent the large majority and the heterogeneity of the policy.

Actually, the active meaningful participation of all the actors and citizens directly, and others in a collaborative governance of public values would greatly support the national development process through strong policy formulation and facilitation of the ground for successful implementations. In this regard of the servant governance approach, the tasks of policy formulations are not left to any single political actor or never left to party politics. All the processes of policy formulation are open to public debates and discussions. It is expected that these debates and discussions are capable to accommodate and entertain various ideas, views from all those have claim and interest to change the status of citizens including externals. Hence, such kind of policy formulation processes play significant contributions to produce strong and valuable policies in changing the wellbeing of citizens’ than a policy formulated in closed rooms, backed by corporations to achieve their personal interests and by egocentric politicians who think of the next election.

This new approach to governance is protecting shared value creation from political manipulation, individual's economic and personal interest. More importantly, the active involvement of all the actors in the governance process strengthens the efficiency, accountability and simplifies the implementation of particular policies such as the urban policy, the health policy, the education policy, and the like. This is because the dialogue and discourse minimizes the obstacles, which would later appear in the implementation phase and increases the commitment and cooperation of citizens. Nonetheless, politicians in the Traditional Public Administration and the New Public Management perform all the tasks of policy formulations and implementations.

In this 21st century, public administration strongly demands a constitutive and consensus governance approach, which is capable and compatible to govern the modern society that is using the most advanced technological innovations. This implies consensus based public governance should necessarily consider the virtual world (i.e. the world exclusively in line with the citizens who frequently use the digital technologies). Hence, the consensus is to boost up the public services and to solve the possible unforeseen problems. In its being the addendum for integrative functionalities, the consensus is supposed to solve the multidimensional and complicated socio-economic, political-administrative problems, faces the modern world. As such, servant governance advocates the integration of all social actors in the platform of governance. Because each of governance actors is the integral, parts to the other actors. All the actors in the system are independent and interdependent. No societal actors has full capacity by its own and partial and incomplete without the help of others. Servant governance because the modern, advanced and diverse societal problems today not only addressed through an exclusive sole party state (the government as previously) and market model rather needs multiple actors to solve the complex problems and governance challenges. In addition, it relays on consensus institutional mechanism than considering political actors and party politics as sole agent to achieve democracy and sustainable development to the global citizens around the world.

Unlike its predecessors, servant governance calls more on collaborative, citizen-centred, and shared value based public administration. By this, neither the centralized government in the Traditional Public Administration and nor the government and the market combined in the New Public Management alone have full capacity, resource, knowledge to govern the society, formulate, implement, and monitor all the activities. Therefore, this approach gives a wider

opportunity to all stakeholders' primarily to citizens, interest groups, civil society, and market to participate and actively engage in the process governance than the previous models. Servant governance strongly adheres to the interdependence, cooperation and supportive relationship among actors of governance maximizes the benefit to the entire public and all others.

Hence, this servant governance model of public administration tries to understand and explain the fundamental existence, notion, functionality, and essence of public governance. The society-state relationship, the harmony of the state-governance actors, and the ways how all the socio-political and economic actors operate and interact with the socio-political-administrative system in which they all envision to achieve the common goal. They properly govern their relationships to produce a social order, which maximizes the wellbeing of the public. Because the governance system is composed of different parts, entities, values, and norms, each of them contributes to the functioning of the whole system of governance. Each actor has different and un-substitute role, function and unique contributions to the whole system become as needed, efficient, representative and functionally. Otherwise, the system itself may have defects on some parts that act irresponsive, inefficiently, and defectively.

According to Public Value Governance, the public administration is viewed from the creation of public values, which emanates from the broadly based inclusive dialogues and deliberations. The conversation includes community members from multiple sectors because, as Beck Jorgensen and Bozeman (2007, p. 373–374) note, “public values and public value are not the exclusive province of government, nor is government the only set of institutions having public value obligations, government has a special role as guarantor of public values.” This approach again in line with New Public Service, Public Value Governance and governance approaches in the creation of public value and public interest. The consensus dimension of servant governance emphasizes facilitation of integrations. It envisions the general frames of process wise operational blueprints. Without preconceived consensus mechanism of an institutionalized plan of integration, all the governmental organs would remain fragmented.

In fragmented governmental organs, the subsequent public administration performances would not have a point of reference. Hence, defragmentation of these state organs is vitally important in servant governance system.

Moreover, defragmentation understood as consensus mechanism is sought to have interconnecting routes and integrating means. By this, the appropriately done consensual mechanism of the institutionalized structure is helpful to foresee what duties and responsibilities are assigned for each of the independent governmental organs.

In a situation where there are no envisioned consensus mechanisms, all the affairs of public administration would be at risk of manipulations of the overarching tenets of the institutionalized governance system in response to immediate and to temporary happenings. Consistence to the institutionalized decrees is the issue of consensus aspect that protects the statehood from reactive moves to temporary occurrences. If the state fails to have preconceived institutionalized consensual mechanisms, it is meant that it is vulnerable to inconsistencies emanated from its temporal actions to various immediate causes. By these short-run operations of the state, it would miss its marked properties of consistency workable for a long run. In fact, reactive moves at re-institutionalized level of the state are acceptable for pragmatically imperatives for grand changes of collective interests. Hence, the notion of consensus-based integration is more of a proactive mechanism of the institutionalized state. The bending consensus mechanism reflecting the proactive scenarios is a testimony for the values of principled governance system. Hence, alteration of persons and governments would not jeopardize the institutionalized state that conferred on the various state organs the assigned powers and authorities. The consensual mechanism safeguards the integration of state organs that assumed the concerted powers and authorities. The institutionalized status of the state using the scaffoldings of consensual mechanisms would enable it for no power vacuums and disintegrations at the natural changes of persons and alterations of governments (electorates of party politics).

More importantly, consensus mechanism conciliates the concerns of the collective interests of the public with the consents of the public in establishing the institutionalized state then with the concerted structures assigning discrete powers and authorities to the independently and interdependently standing state organs. Hence, conception of consensual mechanism is an ideal means of integrating the autonomous state organs to envision the long-run applicability rather than to seek a temporarily agreements or solving conflicts of interests through momentary negotiations; thereby, consensus predisposes the institutionalized statehood beyond performance measurement of efficiency.

To sum up, consensus is a panoramic view of the institutionalized state a full and round/wide view of integration. By this, the consensus covers both the vertical dialogism with itself (i.e. with the institutionalized state's phases concerns of collective interests, consents of establishments, and concerts of distributing powers and authorities) and the horizontal dialogism with the organs of government. In addition, in its integrative importance of articulating the collective interests, it helps to amalgamate the public interests, the market, the civic society, the organs outside the government structure. The importance of a processed consensus mechanism rather than a result-oriented one is supposedly used as a binding means of the expressed collective interests and the appropriately articulated interests. In a result oriented consensus mechanism, there would be a tendency to consider the mechanism as if it was initiated from the outside; thereby, the public may view it as an imposition from the outside. Such consensus may be only applicable for performance evaluation of efficiency of policy formulation and implementation taken as different actions. Moreover, the development of consensus mechanism in the institutionalized governance system explicates the values of the humanities in building the culture of trust and mutual understanding. Such mechanism is a protection for the public from the implemented heavy-handedness of the government that often rely on rules and obligations as in police states. In addition, it promotes the flourishing of morality and virtue rather than a strict adherence to rule-boundedness. It also helps for the development of shared value systems that sidetracked compromises by building trust and win-win scenarios. In the following subsection, the prominent prospects of servant governance system are addressed.

4.3 Propositions and Dimensions of Servant Governance

Servant Governance is a societal instrumental institution and institutionalized system of socio-political integration, governing and serving the collective shared values of citizens with inherent philosophy of being servant to the public for the sake of societal well-being and advancement. It is a consented, consensus, concerned, and concerted approaches, which regulates the legitimacy, process, mechanism, and structure of societal governance. In short, servant governance is a consented and concerted institutionalized structure in the allocation and distribution of power in maintaining separation of power and checks and balance, consensus and concerned instrumental institution on the articulation of public interest/goal setting, and in serving the shared values of citizens.

Servant Governance is societal instrumental institution and institutionalized system of serving citizens, integrating the sociopolitical structure, and institution; and governing the collective shared needs the public. In sum, in order to overcome the noticed deficiencies in the previous models of public administration, this study has developed the following fundamental prepositions, which the Servant Governance (SG) Model is guided:

1. Best citizen centered, stable, and solid democratic governance is established through all inclusive political settlement, dialogue and reaching consent over the rule of the game and fundamental values of democracy, rather than letting the pre-established governance system largely manipulated by politicians.
2. The existence and functionality of democracy and democratic governance in the first place locates on the trust and acceptance of socio-political system of governance not primarily on hierarchy, efficiency and effectiveness, nor in actors (Government, CSOs, Market), rather, on citizens trust and in the legitimacy of sociopolitical system of governance.
3. Value all rounded authorization of the government than election and electorate outcome: citizen-centered accepted and authorized government strongly supports the national development process that creates public concern, empowers and builds committed citizens where they become part of the solution.

4. Value active democratic citizens rather than active politics: Advanced and strong democratic governance is established through the system of unlimited participation and engagement of citizens in the process of governance, than the promotion of active politics through periodic voting that greatly deteriorates citizens' democratic right and alienates citizens from the governance.

5. Maximize the politics-administration synergy through consensus rather than creating politics and administration dichotomy and state-society bifurcation. Crisis and puzzles in public administration should be resolved on the best combination of politics and administration in the public governance. The close cooperation and diminishing the boundary between politics and administration results the formulation of strong, inclusive, and sound public policy which maximizes the production of public goods, the welfare of society and minimizes conflict of interest and facilitates the successful implementation of public policy.

6. Inclusive collaborative governance: The prime existence of a government in governance is to search the ground for productive collaboration with all stakeholders (Citizens, national/multinational agencies, CSOs, and the private sector) to co-production and administration, rather than considering the government as a solo instrument for the realization of societal goals and particularly citizens as merely service consumers.

7. Value the system of servant politics, over the system of party-power politics: The ultimate aim of the political system shouldn't be to establish a big man politics, or 'government by the people', rather, to establish 'government for the people', which is capable of delivering selfless service to citizens by the government in power. The idea is to establish and maintain trustworthy, serving government acts in the best interest of the public.

8. Value the development of altruistic leadership, not political leadership or entrepreneurial: through altruistic leadership the public is best served or gets better public service, justice, equity, and equality. More importantly, political altruism and public spirit should be advanced through serving and empowering citizens towards their personal and societal development, than politicized political leadership and entrepreneurial leadership.

9. Public policies and objectives are best administered through responsive public institutions: objective and impartial public service attained through humanistic, innovative, professional, responsive, and citizens centered public organizations and administrations that are capable of solving the multifaceted socio-economic problems of citizens, rather than centralized, regulated and hierarchical and organizations operating in market principles.

Table 4.1: Tabular Presentation of Servant Governance Model

Societal Governance					
Input			Process		Output/Input
	Pillars	Dimensions		Functions	
		Constitutional			Trust
	Consented	Institutional	Judiciary	Integrating	
		Authorized			
			Concerted Government		
		Democratic			
Servant	Consensus	Synergetic	Legislature	Governing	Performance
Governance		Inclusive			
		Serving			
	Concerned	Altruistic	Executive	Serving	
		Responsive			Satisfaction
Society					

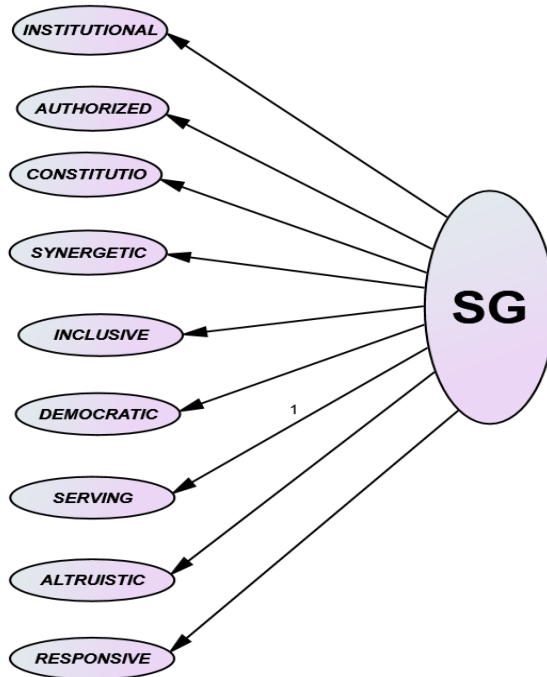


Figure 4.1: The Developed Second Order Servant Governance Model (SGM)

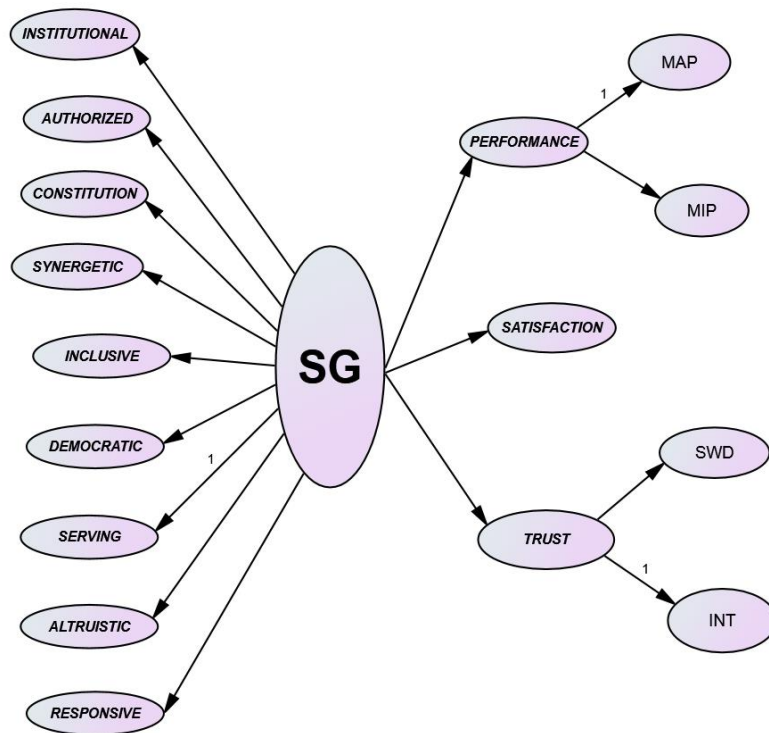


Figure 4.2: Servant Governance-Performance-Satisfaction-Trust Structural Model

4.4 Hypothesis of the Study

Ha1: The overall level of Servant Governance is low

Ha2: There is regional difference on the overall level of Servant Governance

Ha3: The overall level of Government Performance is low

Ha4: There is regional difference on the overall level of Government Performance

Ha5: The overall level of Citizens' Satisfaction on the government is significantly low

Ha6: There is regional difference on the overall level of Citizens' Satisfaction

Ha7: The overall level of Political Trust/Trust on Government is low

Ha8: There is regional difference on the overall level of Political Trust

Ha9: Servant Governance is higher order construct composed of nine first order dimensions:
Servant Governance is responsible for the cause of nine first order dimensions

Ha10: Servant Governance Model positively determines the level of government Performance:
The higher the level of servant governance tends to produce the higher levels of government
Performance

Ha11: Servant Governance Model positively determines the level of citizens' satisfaction: The
higher the level of servant governance tends to produce the higher levels of citizens satisfaction

Ha12: Servant Governance Model positively determines the level of political trust: The higher the
level of servant governance tends to produce the higher levels of political trust.

4.5 Summary

This chapter has briefly presented the newly constructed servant governance model of public administration. The Politics-administration dichotomy, state-society bifurcation, instrumental perspective of the state, absence binding mechanisms in the articulation of public interest, and lack of pragmatic holistic institutionalized approach, have been the ubiquitous representations of the previous public administration models. Therefore, constructing the servant governance revolve around the drawbacks in the Traditional Public Administration, New Public Management in general and in focus, and to some extent on recent movements of governance approaches. Hence, servant governance aims at building a trustworthy socio-political instrumental-institution to the goal of serving the public and to the prioritization of promoting citizens' collective interest.

Servant governance is a societal instrumental institution and institutionalized socio-political approach of public administration emphasizing the role of government in governance. By this, it is an alternative approach to public administration. Hence, servant governance is not an entirely new approach rather it is an extension to the already emerging dimensions in the generic model of third generation, Governance approaches. Though servant governance is the extended version of the timely call, the third way, which promotes the need of Governance, it is fundamentally different from others within the Governance approach in its way calling Government in Governance.

The philosophical foundations of constructing servant governance are in line with the prominent concepts in the contemporary critical theories and postmodern paradigm shifts in public administration. However, unlike previous paradigm shifts in public administration started with state failure argument, followed by market failure and recently societal failure in the Governance approaches. It is failure of institution and institutionalization (Institutional disorder and crises). To this effect, the paradigm shifts are reactions to the respective failures, yet these failures are summarily accounted to a generic failure of the institution and institutionalization processes. The subsequent institutional disorders and crises whether attributed to state failure, market failure, or societal failure are the outcomes of the failures strongly related with the respective institutional crises and disorder and institutionalization processes failure.

Therefore, the governance discourse of the proposed model of servant governance is no longer to focus on issues of politics and administration dichotomy, making marking differences between state and society, steering and control and promoting the normative governance call of participation. Rather it is an increasingly addressing the foundational and the establishment problems of the society and the socio-political system, which is the institution by itself, and all the processes in the institutionalization of the system of society-state governance.

By the timely importance of governance, the need to reconfigure concepts of state-society divergence, politics-administration dichotomy, and instrumental orientation of the state is vitally important. Servant governance approach as a system of public administration shows how these notions are in continuous interplays and are having particular characteristics and appearances. For this end, the governance system in our case suggests for the creation of an image that reflects the contemporary world and the ways of life (i.e. the contextually determined social reality) wherein the state-society bifurcation disappears and the politics-administration dichotomy and instrumentality of the state perspective come to an end. By doing and applying once governance in the place, it can replace the traditional undistinguished conceptualization of the state, government, and public administration; and clearly distinguishes consumption of institution and actor. Therefore, the state and PA is as part of the society and replaced by societal governance, which holds socio-political system together.

Servant Governance is a societal instrumental institution and institutionalized system of socio-political integration, governing and serving the collective shared values of citizens with inherent philosophy of being servant to the public for the sake of societal well-being and advancement. It a Consented institutionalized system, Consensus on the articulation of public interest and goal setting, Concerned agent in serving the principal and Concerted structure in the allocation power and authority which regulates the legitimacy, process, mechanism and structure of societal governance. Servant Governance is higher order construct composed of nine first order dimensions: Servant Governance is responsible for the cause of nine first order dimensions. Servant Governance model positively and significantly determines the level of performance, satisfaction, and political trust.

CHAPTER FIVE: RESEARCH METHODOLOGY

The purpose of this chapter is to illuminate briefly the scientific research process that can provide answers to the problem and all the details of the methodological approaches used and selected for this study. In chapter four, this study developed the conceptual model 'servant governance' to overcome the theoretical, conceptual, and methodological gaps observed in previous public administration approaches (State, Market and Network governance) presented in previous chapters. The proposed conceptual model 'Servant Governance' is a higher or second order construct composed of nine first order dimensions. To this end, developing and validating an alternative new conceptual model obviously demands rigorous research methodology that fits the purpose of the study. According to May and Williams (2002) the credibility of research results and conclusions depends on the procedures that are used in the research investigation. Successful research investigation relies on the use of an appropriate research methodology. The research methodology includes three critical components, namely research philosophy (Paradigm/Worldview), design, and method (Creswell, 2003).

This chapter is devoted to the description and explanation of the overall methodological aspects and associated theoretical, philosophical, practical positions, and scientific procedures followed throughout the study. In specific terms, this chapter presents detailed explanation on the methodology related particulars of the study, namely: research paradigm, research approach, research design, research strategy, research setting, sources of data and sampling techniques, Instrumentation, validity, and reliability of instruments, methods of data analysis, and ethical aspects of the study.

5.1 Research Philosophy or Paradigm

Social scientists have different ways of looking at the social world and accept different types of knowledge as useful to understand and explain it. Such basic variations have come to be realized because of the philosophical or paradigmatic perspectives or positions they held, and are dictated with on the subject matter. This is particularly manifested on their description and explanation of human nature, action, interaction, and structure.

Paradigm, according to Kuhn, refers to “the entire constellation of beliefs, values, and techniques and so on shared by members of a given scientific community” (1970, p.175). Similarly, for Bryman, “a paradigm is a cluster of beliefs and dictates which for scientists in a particular discipline influence what should be studied, how research should be done, how results should be interpreted and so on” (2008, p. 4).

The other functional definition of the term paradigm is offered by Marlow who describes it as ‘a map, helpfully directing us to the problems that are important to address, the theories that are acceptable, and the procedures needed to solve the problems’ (Marlow, 2001, p.7). Generally, research philosophy (paradigm) reflects the ontological and epistemological dimensions of stance held by a researcher on the subject matter related to his or her study. In the broadest sense, while *ontology* is ‘the science or study of being’, *epistemology* is ‘the theory of knowledge and how we know things’ (Matthews & Ross, 2010). As these authors have also further specified the meanings of the terms *ontology* and *epistemology* in the social research context, while *ontology* refers to ‘the way the social world is seen to be and what can be assumed about the nature and reality of the social phenomena that make up the social world’ epistemology explores or presents a view and a justification for what can be regarded as knowledge -what can be known and what criteria such knowledge must satisfy in order to be called knowledge rather than beliefs (Blaikie, 1993, p. 6–7).

In the field of public administration like of other social science, the word ‘paradigm’ is commonly used instead of philosophy or worldview. According to Guba and Lincon (2004), ‘paradigm’ is a method of basis, rules, and principles that guide researcher through the research process. Similarly, for Saunders, Lewis and Thornhill ‘paradigm’ is a way of examining social phenomena from which particular understandings of the phenomena can be gained and explanations attempted (2009).

Hence, from the above definitions, we can understand that research paradigm is the lens that guides the whole research process and the way a researcher looks at the outside world and the observation of reality. Therefore, selecting a particular paradigm is the first step in the research process, for it determines the subsequent steps of research design, methodology, research approach, methods, and techniques (Orlikowski and Baroudi, 1991).

In line with this, in tracing back the past historical development of research in the social sciences, one can notice that the general contest has predominantly been between two widely known schools of philosophical or paradigmatic positions that are traditionally conceived as antagonists: the positivist and the constructivist (Petty et al., 2012). The following sections explain and contrast the positions, and distinctive features of these famous Schools of Philosophies in the social sciences.

5.1.1 Positivist School of Philosophy or Paradigm

Social scientists who are the proponents of the positivist approach have argued that the ‘approaches of the natural sciences can be applied to studying social phenomena’. Accordingly, the ‘Positivist approach develops from the objectivist ontological position that there is a social reality to study that is independent of the researcher and the research subjects’ Matthews & Ross (2010). These authors also defined positivism as ‘an epistemological position which asserts that knowledge of a social phenomenon is based on what can be observed and recorded rather than subjective understandings’. The distinct features of a positivist approach include, ‘knowledge is defined as that which can be observed by the senses; knowledge of the social phenomenon is based on what can be observed and recorded rather than subjective understandings. Data are gathered to test a hypothesis that has been generated from existing theory; and the researcher is independent of and has no impact on the data—the researcher is objective (Matthews & Ross, 2010, p. 27). Hence, in social research context a positivist approach typically means, ‘quantitative data are collected; aspects of the social world, social phenomena are measured; causal relationships between different aspects of the social world are sought; and large data sets and statistical analysis are often used’ (Matthews & Ross 2010, p. 27).

5.1.2 Constructivist School of Philosophy or Paradigm

On the other hand, constructivism is ‘an ontological position which asserts that the social phenomena making up our social world are only real in the sense that they are constructed ideas which are continually being reviewed and reworked by those involved in them through social interaction and reflection (Matthews & Ross 2010, p.25). These authors further explain that based on the constructivist approach: there is no social reality apart from the meaning of the social phenomenon for the participants. However, the meanings attributed to and the understandings of a social phenomenon (like an organization, the family, a community, social care, the law), which are constructed by the social actors, are available for study. Most importantly, the social researcher, as part of the social world, brings her/his own meanings and understandings to the study.

Briefly, the above definitions and explanations assert that formulating a specific paradigmatic position could be taken as the first step in any empirical research process, for it determines the subsequent steps of research design, methodology, research approach, methods, and techniques (Orlikowski & Baroudi, 1991). Hence, the following part introduces and explains the paradigmatic position of this particular study and the associated rationale.

5.1.3 Post-positivism- Paradigmatic Position of the Study

Post-positivism represents the thinking after positivism, challenging the traditional notion of the absolute truth of knowledge (Phillips & Burbules, 2000) and recognizes that we cannot be “positive” about our claims of knowledge when studying the behaviour and actions of humans. In further reading Phillips and Burbules (2000), the following key assumptions can be identified as the philosophical positions of the Post-positivism approach:

- 1). Knowledge is conjectural (and anti foundational) absolute truth can never be found. Thus, evidence established in research is always imperfect and fallible. It is for this reason that researchers often do not say that they proved the hypothesis; instead, they pronounce that they failed to reject the hypothesis;
- 2). Research is the process of making claims and then refining or abandoning some of them for other claims more strongly warranted. Most quantitative research, for example, starts with the test of a theory;
- 3) Data, evidence, and rational considerations shape knowledge. In practice, the researcher collects information using instruments based on measures completed by the participants or by observations recorded by the researcher;

4) Research seeks to develop relevant, true statements, ones that can serve to explain the situation of concern or that describe the causal relationships of interest. In quantitative studies, researchers advance the relationship among variables and pose this in terms of questions or hypotheses; and
5) Being objective is an essential aspect of competent inquiry; researchers must examine methods and conclusions for bias.

Therefore, the following reasons and generalizations one can make based on the above assumptions and explanations on the philosophical positions of post-positivists best matches the nature and presumptions of this study, thus taken as the paradigmatic position of the study from the very outset.

On the first hand, anyone can generalize that Postpositivists hold a deterministic philosophy in which causes probably determine effects or outcomes. Thus, the problems studied by postpositivists reflect the need to identify and assess the causes that influence outcomes, such as found in experiments. Besides, the postpositivists paradigm can be considered as reductionist in its approach. This is to say that it intends to reduce the ideas into a small, discrete set of ideas to test, such as the variables that comprise hypotheses and research questions. One can also infer that the knowledge that develops through a postpositivists lens is based on careful observation and measurement of the objective reality that exists “out there” in the world. Thus, developing numeric measures of observations and studying the behaviour of individuals becomes paramount important for a postpositivists.

Furthermore, one can say postpositivists believe that there are laws governing the world and can be explained through theories. Thus, in practice, the scientific method and acceptable approach to research by postpositivists is that the researcher begins with a theory, collects data that either supports or refutes the theory, and then makes necessary revisions before additional tests are made. However, at this point, it should be noted that choosing or holding a paradigmatic position in a research attempt is not an end by itself, or does not guarantee the intended outcome. As the paradigmatic position identified in any research attempt only mean establishing a theoretical stance on the subject matter of the study, to realize the paradigmatic position in any research demands to apply appropriate methodological strategy & design.

5.2 Research Approach and Method of Theory Building

According to Torraco (2002), researchers and theorists approach scholarly activity from different paradigmatic perspectives; they use their own preferred strategies and methods for developing new theoretical knowledge. Although alternative methods for theory building are available; five specific methods such as Dubin's method /Lyman Theory-then research approach, grounded theory, meta-analytic theory building, the social constructionist approach, and theory building from case study research are commonly used theory building approaches in applied social science disciplines (Torraco, 2002).

From among the above theory building approaches in the applied social science, this study used Dubin's method/Lyman Theory-then research approach. Dubin's (1978) method for theory building is a prepared approach to knowledge creation, which follows the quantitative research tradition. Dubin's theory-building method is based on the assumptions that knowledge is created to explain, predict, and control the phenomenon of interest; that new knowledge (theory) should serve technical/utilitarian interests for interrelating means and ends; and that the discovery of general laws and explanations of human and organizational phenomena is possible and desirable.

There are two parts in Dubin's method for theory building. The first parts of Dubin's approach specify the methods for the initial construction and development of the theory and the second parts of Dubin's approach represent the process of taking the theory into real-world contexts to conduct research for empirical verification. The approach is comprehensive in providing for the initial development of theory and for the research to verify empirically the theory (Torraco, 2002). According to Torraco, researchers who adopt a theory-then-research strategy for theory building commonly use Dubin's method (p. 357). Because of the diverse paradigms that are founded on deductive and inductive reasoning of theorists and researchers, Gay and Weaver (2011) suggested, "theory is grounded in the nuances of life that give meaning and significance to the various stakeholders" (p.27). Eisenhardt and Graebner, (2007) stated that sound empirical research begins with strong research problem grounded in related literature that identifies a research gap, and proposes research questions to address the gap, the primary concern is to justify whether the research question is better addressed by theory building rather than theory testing.

The emphasis of theory building on developing constructs, measures, and testable theoretical propositions makes inductive case research consistent with the emphasis on testable theory within mainstream deductive research (Eisenhardt & Graebner, 2007). An inductive research strategy that lets theory emerge from data can be a valuable research starting point when only a limited theoretical knowledge exists concerning a particular phenomenon (Siggelkow, 2007). However, inductive, and deductive logics are mirrors of one another: inductive theory builds from cases producing new theory from data and deductive theory testing completes the cycle by using research data to test theory. Thus, Holton and Lowe (2007) “argued that it is deductive theory that has the greatest potential for advancing science because it often proposes new constructs and relationships that spur other researchers to conduct new empirical research to verify the theory” (p. 304).

In this regard, *this dissertation has followed theory-then-research theory building strategy starting with inductive approach followed by deductive, as the purpose of this study is to construct ‘servant governance model’ and to overcome citizens dissatisfaction and distrust on government on the present political-administrative system of governance.* This implies that the starting point of the study is the primary observation, secondary data, and real world experience and knowledge about existed governing models. Accordingly, the study at the beginning used grounded induction approach to develop a conceptual framework and thematic categories moving from observation/real world experience to literature review where the existing body of knowledge from which the Servant Governance (higher order construct) conceptual model of the study are derived. Next to this, the study used the deduction approach to show the associations and causalities between constructs of the study. Finally, the researcher applied a theoretical sampling and survey design to examine relationships among variables and to verify the proposed conceptual model. Accordingly, it is stated that observation, real world experience, knowledge about existed governing models, and the practice of governance will lead to emerging propositions and their generalization will lead to a theoretical frame or the inductive research approach through EFA. Then the verification of the inductively generated model by EFA through CFA and SEM in the second stage follows deductive research approach. It is about moving from a specific case or a collection of observations to general law, i.e. from data or facts to theory (Babbie, 2008; Alvesson & Skoldberg, 1994; Arlbjorn & Halldorsson, 2002; Mehmetoglu 2004; Creswell, 2009).

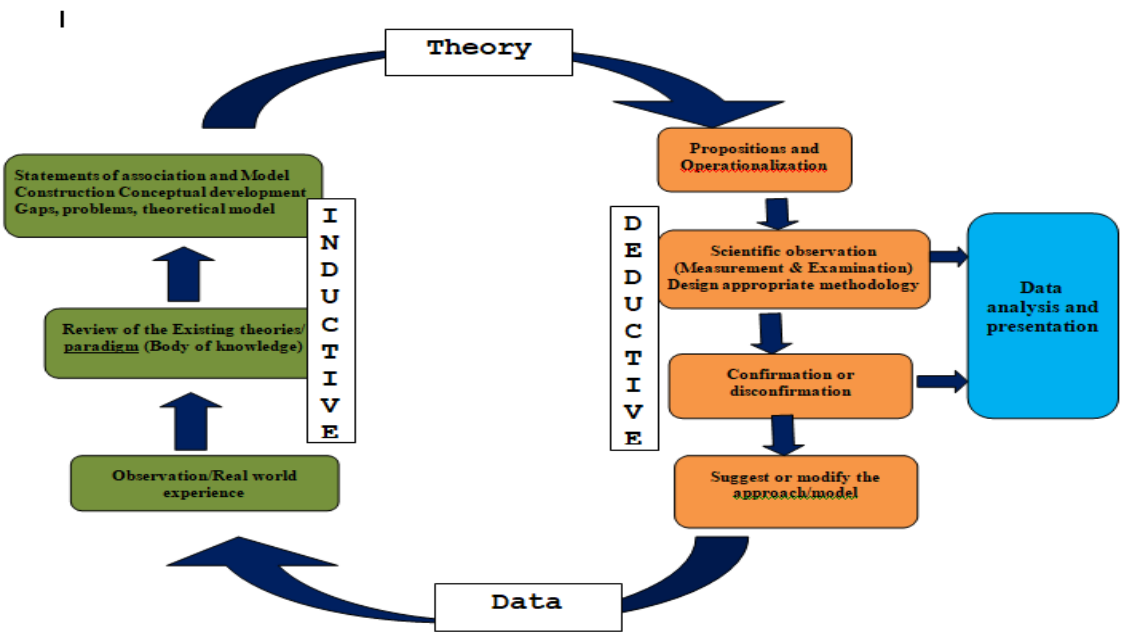


Figure 5.1: Cyclical Representation of Inductive-Deductive Research Process

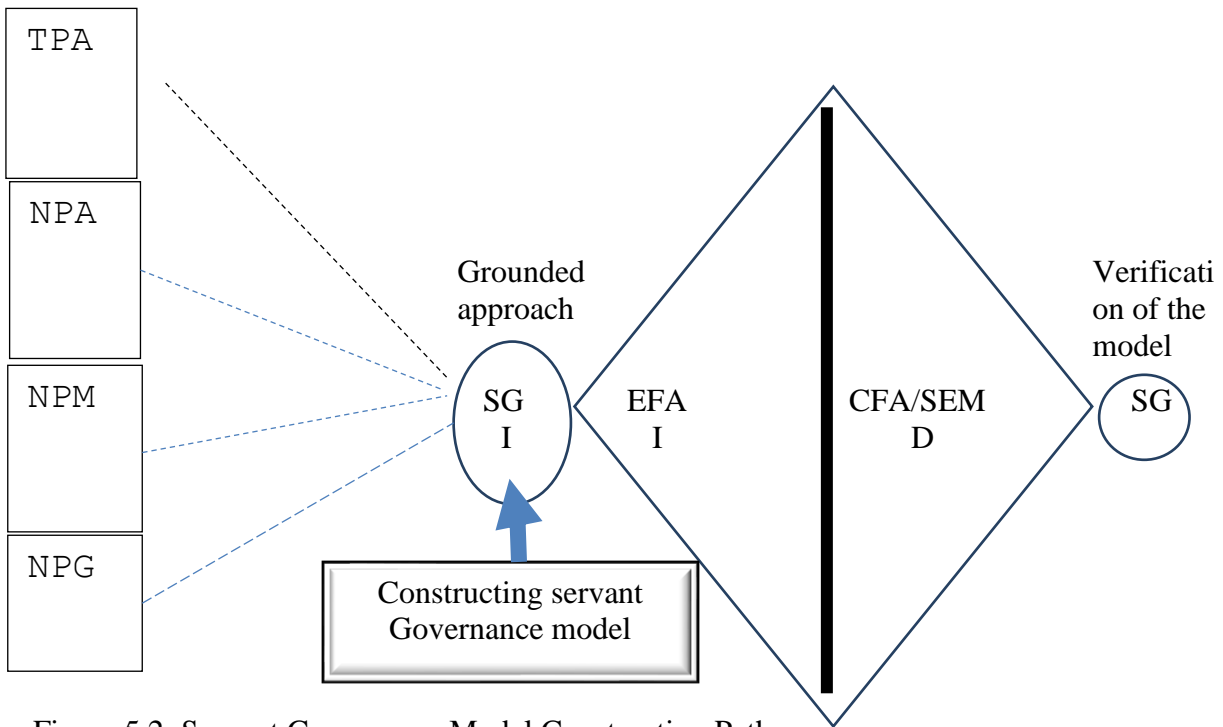


Figure 5.2: Servant Governance Model Construction Paths

TPA (Traditional Public Adm.), NPA (New Public Adm.), NPM (New Public Mang.), NPG (New Public Governance)

5.3 Research Design

Research design is the detailed blueprint used to guide a research study towards its objectives. Kothari (1990) briefly stated that research design should include clear statement of the research problem, procedures, and techniques to be used for gathering information, the population to be studied, and methods to be used in processing and analyzing data. Research design reflects the research activities and procedures employed to achieve specific objectives (Easterby-Smith et al., 2015). It is also considered the road map for a specific research investigation in its attempt to answer the research questions (Cooper and Schindler, 2008). Research design includes several research decisions, such as research purpose, investigation types, researchers' interference, research setting, research measurements, unit of analysis, sampling design, time horizon, data collection, and data analysis (Sekaran, 2007).

In this regard, research design reflects the main scheme or plan for the research measurements, data collection, data analysis (Cooper & Schindler, 2008; Creswell, 2014) and data interpretation (Creswell, 2014). This plan or design reflects the research program (over -all scheme) which determines the activities that researcher needs to perform starting from the hypotheses development to data analysis (Cooper & Schindler, 2008). Identifying appropriate methodological assumptions, (research designs) are considered vital for any research in order to generate new knowledge (Hunt, 2015).

Moreover, there are four stages based on the sequence of research process as suggested by Cooper and Schindler (2008). The first stage refers to the research design strategy, which determines data collection design, sampling design, instrument development, and pilot testing. The second stage refers to data collection, the third stage is related to data analysis and interpretation, and the fourth stage refers to research reporting. Researchers are thus advised to consider appropriate research designs to produce significant understandings (Hunt, 2015), as the first stage of research (i.e. research design) would affect the whole research process.

Accordingly, this research has conducted a detailed literature review on models of public administration with theoretical and philosophical assumptions (Chapter 2); and identified limitations on existed approach and foundational rationalities for the need alternative governance approach (chapter 3).

Thereafter, alternative conceptual model servant governance developed to overcome limitations in TPA, NPM, and Governance approaches and to restore trust on government and generated testable proposition and hypothesis (chapter 4). The research methodology (Chapter 5). Moreover, instrument to measure the newly constructed servant governance developed through rigorous measurement scale development process and pilot test conducted to assure the reliability and validity of the questionnaire (Chapter 6). Through using the collected survey data, the level of servant governance, government performance, citizens' satisfaction, and trust on government in Ethiopia measured and analysed (chapter 7). Then, Exploratory and Confirmatory Factor analysis conducted to validate the measurement and the newly developed second order Servant Governance model (chapter 8) and CV-SEM analytical tool used to validate the structural model (chapter 9).

5.4 Research Strategy

Research strategy is a methodological link between chosen philosophy and later choice of methods to collect and analyze data (Saunders *et al.*, 2012). A research strategy for Matthews and Ross (2010) is 'essentially a research plan' just as what a research design is. However, research strategy typically refers to '...variations or specific developments on the types of designs which have emerged during the history of social research from researchers who have sought to refine and experiment with different ways of studying social phenomena' (p.110). With this understanding, there are different research strategies: experiment, survey, archival research, case study, ethnography, action research, narrative inquiry (Saunders et al., 2012). Furthermore, research strategy associated with positivist or postpositivist paradigm and Dubin's method/Lyman Theory-then research approach of theory building includes experimental studies and surveys (Collis and Hussey, 2014). Therefore, in line with the chosen research approach, survey strategy is prepared. The section below describes the survey strategy and the justification for it as a chosen research strategy for this study.

5.4.1 Survey Strategy

Surveys are mainly used to collect data from a sample, with a view to analysing the collected data statistically and generalizing the results to a population (Collis and Hussey, 2014). It is a highly economical means of collecting a large amount of data from a sizeable population and gives the researcher more control over the research process (Saunders et al., 2012).

The survey strategy is usually associated with deductive approach, which starts with the theory and leading to research hypothesis, thereafter confirm, or reject the hypotheses (Bryman and Bell, 2011). According to Collis and Hussey, survey strategy is linked to positivist/postpositivists paradigm that primarily attempts to test theory to increase predictive understanding of the phenomena (Collis and Hussey, 2014). In survey strategy, there are several data collection methods: postal, internet self-completion questionnaires, telephone, and face-to-face interviews. In line with the chosen theory-then-research theory building strategy, survey data helps to verify empirically the proposed conceptual model.

Unlike in the steam of Sociology and Political Science, survey it is not widely used design among Scholars and Students of Public Administration. According to Bouckaert et al., (2005) on several occasions the need for rigorous survey has been remarked in Public Administration, research on the general perception, feeling, attitude and experiences of citizens become uncommon in practical research tradition. In line with this, scholars stated that from the very beginning citizen has not been an object of study in public administration, rather the discipline's early focus was organizational level and political-administrative studies and largely ignored the third building block of 'citizens' (Rose, 1999; Rose and Pettersen, 2000; Van de Walle and Bouckaert, 2003; Bouckaert et al., 2005). In this regard, studies were focused on institutions and political-administrative elites (Aberbach, Putnam, and Rockman, 1981; Rouban, 1995) by interviewing civil servants (Bekke, Perry, and Toonen, 1996; Page and Wright, 1999), municipal CEOs (Klausen and Magnier, 1998), civil servants in the European administrations (Hooghe, 2002).

However, the continued decline of citizens satisfaction and trust on government in all corner of the world challenged the widely used methodological perspective and measuring the performance of governance, government and public institutions through objective, internal assessment, input evaluation, elite, and expert reliance of research tradition (Kelly & Swindell, 2003, Charbonneau

& Van Ryzin, 2011). This is because, trust between citizens and their government officials and elected representatives is a vital element of a well-governed society, economic and democratic development (Coleman, 1990; Putnam, 1993; Rothstein, 2003; Rosanvallon, 2008; Rothstein & Stolle, 2008).

Moreover, it is observed that, the poor performance and the negative image of public administrations among the population become the major contributing factor to citizens' dissatisfaction and distrust in government (Van de Walle and Bouckaert, 2003). Due to this fact, nowadays-remarkable improvements have been observed using public assessment survey. In this regard, many government administrations, national and cross-national organizations launched a survey project to measure, map, and explain citizens' attitude towards the public administration, political institutions, level of satisfaction and trust and confidence on government (Norris, 2008).

Therefore, consistent with the chosen Postpositivist research paradigm, and theory-then-research theory building approach/strategy (Lyman, 1988) and Dubin's theory-building method (1978), survey research design has been found more suitable and appropriate than other design for this particular dissertation. This is because it allows to examine relationships among variables and to generalize the findings of the study to the population of the study. In line with this argument Saunders, Lewis and Thornhill, stated, "data collected using a survey strategy can be used to suggest possible reasons for particular relationships between variables and to produce models of these relationships" (2009, p.144). Moreover, survey design is relevant to generalize from a sample to a population so that inferences can be made about some characteristic, attitude, or behaviour of the population (ibid). In line with this assumption, Babbie reported that "survey data facilitate the careful implementation of logical understanding" (p. 46). Likewise, Settle and Alreck (1986) stated that perceptions are what really count; they facilitate the discovery of trends and the prediction of where things are going in the next few years. Others also stated that, survey designs are advantageous over others in terms of economy and turnaround speed in data collection (Creswell, 2007).

As indicated by Saunders, Lewis, and Thornhill (2009), studies that establish causal relationships among variables studied through survey research. Specifically, this study applies one branch of conclusive research design called cross-sectional survey design: this type of design involves the collection of information from any given sample of population elements only once.

Additionally, unlike other design, survey investigates the opinion, perception, attitude and feeling of citizens regarding to the overall functionality and quality of governance, as well as to assess the performance of the government leaders, institutions, and policies, confidence in government institutions and satisfaction with democracy, patterns of participation and civic engagement, and changes in social and political values (Kelly & Swindell, 2003; Norris, 2008). Regardless of the debate about the differences between using objective or subjective evaluations, or between agency- and citizen-generated data (Schachter, 2010), and about content and methodological factors that determine the citizens evaluation (James, 2009; Van de Walle & Van Ryzin, 2011). It is found that, citizen evaluations have been proven to be quite useful and reliable source of evaluating the quality of governance and public service, the level of citizen satisfaction and trust on government (Kelly & Swindell, 2003; Immerwahr & Altman, 2008; Charbonneau & Van Ryzin, 2011).

Furthermore, the other advantage of using citizen evaluation is often one of the few ways available to assess governance and government service outcomes rather than service outputs (Van de Walle & Bouckaert, 2003). According to Van de Walle & Bouckaert using citizen survey overcomes the criticisms about the artificial selection of sets of objective output and outcome indicators. The other substantive reason for using citizen assessment evaluation found in the very essence of the governance philosophy. Hence, from the very beginning, most governance reform initiatives have been presented as reforms that would ultimately benefit citizens, making public services more responsive to the public's needs and the government more accountable to citizens (Kaufmann et al., 2007; 2011; Cowell et al., 2012). Hence, unlike expert based governance evaluation research, citizens take the central part of the survey in the present study.

Thus, the survey is designed with the intent of verifying newly developed higher order servant governance construct and examining the explanatory power of servant governance in determining government performance, citizens' satisfaction, and trust on government.

5.4.2 Description of the Research Setting

In the broad sense, the research setting of the study is Ethiopia, which is one of the least urbanized countries in the world. The current population of Ethiopia is 115 million as of 2020 based on the Worldometer elaborations of the latest United Nation Data (Worldometer, 2020). From this total population, only 21.3 percent of it lives in urban areas (Worldometer, 2020) while the majority lives in the rural areas. The main occupation of the settled rural population in most highlands is farming while pastoral people who depend mainly on livestock production, regularly move from place to place in search of grazing lands, and water mostly inhabit the lowland areas.

5.5 Sources of Data (Population of the Study)

According to Babbie (2004), the population of a study refers to a set of objects which are the focus of the research and about which the researcher wants to find out and determine some characteristics. It has also been referred to as theoretically specified aggregation of the elements in a study and from which a sample is selected (Creswell, 2009). In order to empirically test and verify the alternative theoretical model developed by the researcher the public administration settings and the population as a theoretical sampling and cultural context of governance was taken as the hypothetical population of the study.

5.6 Sampling Techniques & Sample Size of the Study

5.6.1 Sampling Technique

Probability sampling in general, and its various versions in particular are the commonest sampling techniques applied in survey-based researches. Similarly, the present study, typically applied a multistage (three stage) stratified cluster probability sampling design procedure to represent the target population and select its sample of respondents. In such research contexts as the current study in which large geographic areas are to be addressed as the population, multistage sampling technique is often regarded as the most appropriate by many researchers and authors. According to Kothari (2004, 1990) multi-stage sampling is applied in big inquires extending to a considerable large geographical area, say, the entire country. He also argues that there are two advantages of using multistage sampling.

First, it is easier to administer than most single stage designs mainly because sampling frame under multi-stage sampling is developed in partial units, and second, many units can be sampled for a given cost under multistage sampling because of sequential clustering, whereas this is not possible in most of the simple designs (ibid). The rationale to use stratified sampling technique in the present study is to represent the diverse nature of the target citizens in terms of heterogeneity, demographics, occupations, life style and so on. Thus, the survey was conducted in the federal capital city and the first three populous regions of Ethiopia, wherein more than 80 percent of the country's total population lives in. These are the regional states of Oromiya, Amhara, and SNNP. Oromiya is the first populous region followed by Amhara and SNNP with 37.2%, 23.3%, and 20.3% percentage share of the total population respectively (CSA, 2007).

As criteria, in the sampling process, a city with biggest share of urban population in each of the three regions and the federal capital town are the primary sampling units of the study. Then, random sampling of five Kifleketemas from each of the four cities was followed at the second stage and become the base for selecting the sample respondents of the study, and then from households in the selected Kifleketema's/kebele's individual respondents was randomly contacted at the third stage for the administration of the survey questionnaires.

5.6.2 Sample Size

Size of sample refers to the number of items to be selected from the universe. A sample in research is supposed to be representative of the whole population of a study. According to Kothari (2004) the size of sample should neither be excessively large, nor too small. It should be optimum. An optimum sample fulfils the requirements of efficiency, representativeness, reliability, and flexibility. Due to issues of generalization, representativeness, geographical coverage, and related factors, determining sample size is one of the very difficult and challenging tasks in survey research. Hence, the present study used benchmarks of other similar survey studies elsewhere and surveys conducted in our country by various international organizations to determine the sample respondents of the study. Hence, like most other surveys and model construction studies, 1000 survey respondents determined as an equivalent national representative sample of this study. Accordingly, Hudson and Chapman (2002) stated that for aggregate national estimates, a survey with a sample size of as few as 1000 individuals would be sufficient.

However, due to various reasons, non-response becomes the most common problem in the survey research. Saunders, Lewis and Thornhill (2009) stated that a good sample size should include the number of non-responses. In order to incorporate the number of non-responses in the present study, the actual sample size the study is adjusted to 1200 by adding 20% of non-responses which is the common rate in survey research. Accordingly, 300 samples from each of the four metropolitan cities-that is Addis Ababa, Adama, Bahir Dar, and Hawassa were drawn.

As this study uses Structural Equation Modeling to analyze the proposed theoretical model, it would require larger sample (Comrey and Lee 1992; Hair et al., 2010). Sampling in SEM is commonly interpreted as; 100 being poor, 200 being fair, 300 being good, 500 being very good and 1000 or greater being excellent (Comrey and Lee 1992, Tabachnick and Fidell, 2001). Based on the above argument the sampled size of the present study is in the range of excellent.

5.7 Instrumentation and Methods of Data Collection

Questionnaires are the most popular data gathering tools in survey studies. Likewise, this study predominately employed structured/closed-ended questionnaire to gather the necessary data of the survey. The study adopted standardized instruments to measure the constructs of perceived government performance, overall citizens' satisfaction, and political trust/trust on government. Apparently, this study developed scale items to measure the newly constructed second order Servant Governance Model. Generally, the study strictly followed standard scientific procedures to adopt and develop the scale items, as well to assure the validity and reliability of the study instruments. A detail of scale development procedures is presented in the next chapter.

The study chosen four point Likert-scale ratings to measure the responses on each scale items. The optimal number of categories to present to the subjects responding the questionnaire and the exclusion and inclusion of a midpoint an issue of strong debate in survey study. In this regard, most of the Likert scales employ four up to seven response categories and, five or seven-points are the most common format used in applied research (Johnson, 2005). The preference for an odd number of response categories reflects a tendency to choose items that allow subjects to define their position as 'neutral' with respect to the construct intended to measure (Preston & Colman, 2000). However, nowadays research shows that the inclusion of midpoint may affect the validity of the construct and findings of the study.

These is because, according to Kulas and Stachowski (2009) respondents do not always interpret and use a midpoint in the way that scale developers intended and select a midpoint even if their true opinion is not neutral. Moreover, it is stated that, respondents may use a midpoint as a dumping ground when they are responding to survey items that are unfamiliar to them, or items that are ambiguous or socially undesirable (Nadler, Weston, and Voyles, 2015); and in certain occasions, the information contributed by an intermediate category is not informative (Garland, 1991). Hence, Likert-type scales without a midpoint considered as forced-choice scales, as respondents are forced to choose either a disagreement or agreement option. Therefore, a four-points response format is highly attractive when social desirability is suspected to affect the construct intended to measure (Johns, 2005; Garland, 1991).

5.8 Unidimensionality, Validity and Reliability of the Scale Items

Several phenomena in the social sciences exhibit a complex and abstract nature, which poses important challenges, both substantive and methodological, to their conceptualization and operational representation. Unidimensionality, validity, and reliability assessment conducted to examine the psychometric properties of the scales used in this study.

Assessment of unidimensionality: Unidimensionality refers to the extent to which a set of items reflects one single underlying trait (Anderson & Gerbing, 1988; Hair et al., 2006; Hattie, 1985; McDonald, 1981). If the construct is conceptualized as multidimensional, unidimensionality should be assessed for each separate subscale (latent variable), each one measuring one of the distinct dimensions of the construct (Peter, 1981). To verify the degree of unidimensionality exploratory factor analysis conducted and pattern of standardized residuals considered. Assessment of construct validity: Validity is the ability of instrument to measure what it supposed to be measured for a construct. In this study, we employed convergent and discriminant validity to verify the construct validity of the measurement model. Reliability is the extent of how reliable is the measurement model in measuring the intended latent constructs. The reliability of measurement model is assessed based on Cronbach's Alpha, inter-item and item-to-total construct correlations. The details of the psychometric properties are presented in the measurement model validation section, chapter eight.

5.9 Methods of Data Analysis

The collected data from the participants of the survey has analyzed by means of the Statistical Package for the Social Sciences (SPSS) version 24.0 and Analysis of Moment Structure (AMOS) version 23.0. The necessary steps such as questionnaire checking, coding, and data cleaning was performed before analyzing the data. To answer the research objectives outlined in chapter one, Factor analysis (exploratory and confirmatory) and structural equation modeling (SEM) primarily used to analyze the data.

Structural equation modeling (SEM) is a second-generation statistical methodology used by social, behavioural, and educational scientists as well as biologists, economists, marketing, and medical researchers. Over the past three decades, SEM based research and analysis has increasingly been applied in the social sciences, as user friendly software has become available (Chin, Peterson & Brown, 2008; Hair et al., 2014). SEM based techniques are particularly useful in developing and expanding theory, particularly when second and even third order factors provide a better understanding of relationships that may not be apparent initially (Astrachan, Patel & Wanzenreid, 2014). Accordint to Bagozzi and Yi (2012) concept and theory development require the ability to operationalize hypothesized latent constructs and associated indicators, which is only possible with SEM than of first-generation methods.

According to Raykov and Marcoulides (2006) Structural equation models are multipurpose analytical tools, and used for theory development purposes. According to Raykov and Marcoulides, the application of SEM contributes to both the clarification and development of theories; the development of theory commonly referred as the exploratory mode of SEM applications (2006). Factor analysis (FA) comprises of exploratory factor analysis (EFA) and confirmatory factor analysis (CFA). According to Henson and Roberts (2006), EFA is an exploratory technique used to generate a theory. EFA is considered a precursor to CFA procedures (Gerbing and Hamilton, 1996). EFA is conducted in the early stages of a research to develop a research scale and validate a construct, while CFA takes place in later stages based on theoretical and empirical foundations (Brown and Moore, 2012; Churchill, 1979). The research objectives should be clearly determined as researchers conduct EFA to identify the latent constructs underlying a set of indicators (Fabrigar et al., 1999; Norris and Lecavalier, 2010).

In this study a measurement model first developed by using Exploratory Factor Analysis (EFA) and secondly by Confirmatory Factor Analysis (CFA). After the verification of the measurement model, Structural Equation Modeling (SEM) employed to examine causal relationships and verify the structural model. Accordingly, this study has chosen the CB-SEM, also known as latent-variable-analysis (LVA) or covariance-structure-analysis (CSA), which uses AMOS program to validate and verify the newly constructed second order Servant Governance. Hence, SEM is a statistical methodology that takes a confirmatory approach to the analysis of a structural theory bearing a phenomenon. According to Hair et al. (2010), researchers can confirm or reject a specific grounded theory through CFA. SEM fits the purpose of this study in which developing and verifying the proposed model on the one hand and testing the nomological validity of the proposed model on the other (Ullman and Bentler, 2007). Goodness-of-fit used to conform and disconfirm the model. If goodness-of-fit is adequate, the model argues for the acceptability of hypothesized relations among variables; if it is inadequate, the acceptability of such relations is rejected (Byrne, 2010). Here, the purpose of the model fit testing is to investigate the appropriateness (Goodness - of-fit or GOF) between the data collected and the developed theoretical model. Additionally, descriptive statistics (frequencies, percentages, means and standard deviations) and inferential statistics (T-test, ANOVA) also used.

5.10 Ethical Considerations

Ethics refer to the moral values and principles that form the basis of a code of conduct or the manner in which the research is conducted and how the results are reported (Collis and Hussey, 2014). Some of the ethical considerations that a social research activity has to secure to its participants include: avoiding harm, voluntary participation, and the right to confidentiality and anonymity (Collis and Hussey, 2014). This study has considered all ethical requirements throughout all phases of the research. The participants were informed about the aim and importance of the study and why their participation is required for the research. The participants were also assured that participation is voluntary and can withdraw at any stage of survey completion. Additionally, the participants were assured that their confidentiality and anonymity is protected and data collectors first assure the respondents by delivering the formality letters. Before commencing the data collection, this study secures and received official letters from the respective regional states and city administrations in addition to Addis Ababa University data collection cooperation request letter

5.11 Summary

The main aim of this chapter was to present and justify the philosophical perspectives, approaches, methods, and statistical techniques used in this research to achieve the main research objectives. This chapter is devoted to the description and explanation of the overall methodological aspects and associated theoretical, philosophical, practical positions, and scientific procedures followed throughout the study. In specific terms, this chapter presents detailed explanation on the methodology related particulars of the study, namely: research paradigm, research approach, research design, research strategy, research setting, sources of data and sampling techniques, Instrumentation, validity, and reliability of instruments, methods of data analysis, and ethical aspects of the study.

The present study chosen Postpositivist research paradigm and Dubin's method/Lyman Theory-then research theory building approach. According to Fischer (1998), for postpositivists, truth or knowledge can only be gained through empirical falsification. Similarly, according to the imminent political and social philosopher Popper (1963, 1977), falsification is a process of "conjectures and refutations." Hypotheses, propositions, or theories cannot be scientific unless there is the possibility of a contrary case.

Therefore, consistent with the chosen research paradigm, and theory building approach, survey research design found more suitable and appropriate than other design for this particular dissertation. Thus, the survey is designed with the intent of verifying newly developed higher order servant governance construct and examining the explanatory power of servant governance in determining government performance, citizens' satisfaction, and trust on government. This study has chosen Factor analysis (exploratory and confirmatory) and structural equation modeling (SEM) as methods of data analysis. Structural equation modeling (SEM) is a second-generation statistical methodology and useful in developing and expanding theory, particularly when second and even third order factors provide a better understanding of relationships that may not be apparent initially (Astrachan, Patel & Wanzenreid, 2014). Concept and theory development require the ability to operationalize hypothesized latent constructs and associated indicators, which is only possible with SEM.

CHAPTER SIX: MEASUREMENT SCALE DEVELOPMENT

6.1 Introduction

This chapter presents a discussion of the instrumentations of the study and its associated measurement scale development procedure followed during the study. The rationale behind allotting an independent chapter for these particular methodological elements of the study is that *the researcher did not adopt a standard model or a model previously developed by other researchers, rather a self-conceptualized and developed, 'Servant Governance model' as an alternative public administration approach, and its associated survey instrument designed accordingly.* In line with this, we believe that all the process and technicalities of the procedures should scientifically be well justified and thoroughly discussed for they have pivotal impact in determining the quality and acceptability of the conclusion and result of any study.

Therefore, the prime objective of this chapter is to discuss the overall technicalities of the five-step instrument development process followed to ensure high-quality survey items/measures, whose psychometric properties are well examined and established. In other words, this chapter is a showcase on the details of how the pool of items used to operationalize the constructs, leading-up to their deployment in the questionnaire and their specification in the measurement model were generate.

6.2 General Framework of Measurement Scale Development

In order to arrive at sound and acceptable results, empirical inquiries obviously demand objective and logical scientific procedures. On the other hand, empirical inquires are often complex and rigorous activities requiring long processes. As a result, empirical inquires are usually required to have well designed scientific frameworks that could be considered as a blueprint to make the logical flow of activities throughout the investigation process clear and objective.

Similarly, a scale development process usually begins with the design of a framework which covers all aspects of the construct, so that the model could be tested using measures exhibiting good psychometric properties. A measurement scale development is a multistep rigorous process, which demands to conduct several separate studies and involves different procedures.

Thus, the study was initially designed to have the general framework portrayed under figure 6.1. which is mainly based on the widely-adopted procedures suggested by Churchill (1979) and two other authoritative sources in developing the measurement scale, DeVellis (1991) and Spector (1992).

Accordingly, generally, the basics of scale development process involve five major steps. First, before a scale can be developed, the construct of interest must be clearly and precisely defined. This is because of the fact that a scale cannot be developed until what that scale intended to measure is made clear. This may seem to be a simple task, but it is at this step that many scale development efforts go astray. Too many scale developers spend insufficient time defining and refining the construct of interest (Spector, 1992).

Secondly, the scale itself is designed. This involves deciding on the exact format of the scale, including selection of response choices, and writing of instructions. Item stems also are written at this step. The rationale here is to designate an initial item pool that will be subjected to statistical analysis at later steps. Thirdly, the initial version should be pilot-tested with a small number of respondents who are asked to critique the scale. They should indicate which items are ambiguous or confusing, and which items cannot be rated along the dimension chosen. Then, the scale should be revised on the basis of the pilot respondents' feedback.

Fourthly, the survey administration and item analysis conducted. The collocated data subjected to an item analysis to choose a set of items that form an internally consistent scale. To this end, coefficient of alpha (Cronbach, 1951), a statistical parameter representing internal-consistency of reliability, is calculated. At this stage, the essential property of reliability is established initially. If the items successfully produce an internally consistent scale, the next step can proceed. Otherwise, one must return to an earlier step to revise the scale. Finally, at the fifth step, the scale is validated and normed. Traditionally, validity has been defined as the property that a scale measures its intended construct. (In other words, a valid scale measures what it was designed to measure.) At this step, a series of validation studies should be conducted to verify as to whether the scale conforms to the predicted level. This step is much like theory-testing, for relations of the scale with its specified construct.

If valid evidences supporting the theoretical position held initially are achieved, this entails confidence is gained as the scale effectively measures the theoretical construct it is intended to measure. *These five steps that are often recommended and practiced as the basics in developing a measurement scale are thus taken as the major guiding steps or general framework of the study as stated in Figure 6.1 below adopted from Spector.* Accordingly, all stages of the scale development procedures required for one-time, cross-sectional data were fully addressed in this study except the norm development. The norm development was not considered necessary, as it is not the aim of this study to create standards or benchmarks against which the responses of sampled participants' scores are to be compared.

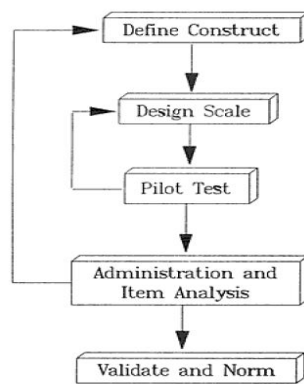


Figure 6.1 Adopted General Framework of the scale development process

6.3 Basics of Measurement Scale Development in Social Science

Beyond general framework, any scientific inquiry attempt including measurement model development demands various other issues to be considered throughout the process, For instance, in order to develop an appropriate model and its associated measurement scales, before deciding on the actual items to measure a construct, a number of decisions need to be made. In developing or testing a social science measurement scale, five critical issues or basics are often recommended to be considered, these include; 1. Dimensionality of the construct, 2. Type of scale, 3. Number of indicators, 4. Formative versus reflective scale, and 5. Categorical or continuous scale. Further explanation on these basics or guiding principles pertaining to model development process, and how they are treated in this specific study are presented here under.

6.3.1 Dimensionality of Constructs

Constructs can vary from being highly specific and narrowly defined to being multi-dimensional. Some constructs are quite simple and their content can be covered adequately with a single or composite items. Others are so complex that they may be broken down into several sub-constructs. The content of complex constructs can only be adequately covered by a scale with multiple subscales. With this understanding, two dimensionalities of constructs can generally be identified, namely, uni-dimensionality and multi-dimensionality of constructs

6.3.1.1 Uni-dimensionality of Constructs

A necessary condition for assigning meaning to estimated constructs is that the measures posited as alternate indicators of each construct must be acceptably uni-dimensional (Anderson and Gerbing 1988) and each set of alternate indicators has only one underlying trait or construct in common (Hattie, 1985). The question of how to divide a construct finely must be taken with a view to the principle of parsimony. Spector (1992) cautions that if the theory becomes overly complex and unwieldy, and if it cannot be supported empirically, then subdividing of constructs is inappropriate. In other words, the simplest quality explanation among equal quality explanations is the one that should be adopted. Taking this in to account, all the constructs in the study are specified uni-dimensional, i.e. each observed variable is connected to only one construct.

6.3.1.2 Multi-dimensionality of Constructs

Super ordinate constructs are often operationalized by summing scores within their respective dimensions. Although this approach is widespread, it disregards measurement error and fails to capture differences that might exist on the relationships between the construct and its dimensions. These problems are avoided when a superordinate construct is specified as a first-order factor and dimension scores are treated as observed variables (DeVellis, 2012). However, this approach confounds random measurement error with dimension specificity (i.e., systematic variance in each dimension not captured by the superordinate construct) and ignores the relationships between each dimension and its measures. These limitations are overcome by second-order factor models that treat the superordinate construct as a second-order factor, its dimensions as first-order factors, and measures of the dimensions as observed variables (DeVellis, 2012, Bagozzi & Edwards, 1998; Spector, 1992).

With this premise, in this particular dissertation except the construct of satisfaction (treated as first-order constructs) the other three constructs of the study were operationalized as superordinate second-order factor models or treated as second-order, multidimensional constructs.

6.3.2 Type of Scale

Constructs may be measured by either a single indicator item or several items, which tap different aspects of the construct. Multiple items are generally considered superior to single-item scales because they are (1) able to more fully represent a complex theoretical concept of specific attribute, (2) able to discriminate among fine degrees of an attribute and (3) less prone to random error (Nunnally and Bernstein 1994). In the present study, multiple scale items used to capture servant governance, performance, satisfaction, and political trust constructs.

6.3.3 Number of Indicators

The indicators of a construct should be “logical (theoretical) consequences of the latent variable, not causally related to each other and sufficiently highly to suggest a common core concept” (Bentler and Chou 1987 p. 82). Furthermore, taking the multidimensionality of a construct in to account it is desirable to have an adequate number of items or indicators. This assures the broad construct well representation and minimizes computational problems. However, there seems to be some confusion regarding the appropriate number of indicators per factor (p/f) and the relationship of the number of indicators with sample size. The following guidelines have been offered to researchers: With a sample size of 150, three or more per factor will usually be sufficient for a convergent and proper solution (Hair et al., 2010).

In actual research, the number of factors needed to fit the data increases as the number of indicators and, thus, the complexity of the data increases. Furthermore, use of multi-items is constrained by the time required to complete the questionnaire also raises the possibility of increased vulnerability to measurement context effects. Following the general advice, each construct measured in this study contain three to ten indicators.

6.3.4 Formative or Reflective Scale

There are two measurement models for constructs with multiple measures. One is formative and the other is reflective measurement models (Fornell et al. 1991; Hair et al. 2006, 2010). The choice of one of these models has its own implications for statistical analysis. Formative scales are not latent, and are not validated as are conventional reflective factors, i.e. internal consistency and reliability are not important (Hair et al., 2006, 2010). Formative factors present greater difficulty with statistical identification, and additional variables or constructs must be included along with a formative construct to achieve the ideal model (Hair et al., 2006, 2010). Typically, the formative scale will do better in accounting for variances in the dependent variable. However, when there is high multicollinearity among the measured variables, formative specifications make it difficult to assess the individual contribution of each variable (Fornell et al., 1991). When it comes to this research, latent variables are found to have an observable causation effect on the measured variables. To this end, reflective type of modelling approaches was followed for they are not only fits the abstract nature of many social science constructs, but also best represent many individual difference characteristics and perceptual measures (Hair et al., 2006, 2010). Specifically, reflective indicator latent variables applied in this study.

6.3.5 Categorical or Continuous Scale

Under structural equation modelling (SEM) dependent variables are assumed to be continuous; independent variables, however, may be categorical (Hair et al., 2006, 2010). The continuity requirements are consistent with the assumption in SEM that all relations among variables are linear (Hair et al., 2006, 2010). A four-point Likert scales are commonly prepared and used in measuring and evaluating governance, government performance, citizens' satisfaction, satisfaction with democracy and trust considered as continuous scale (World value survey, Afrobarometer survey, Asia Barometer Survey, governance evaluation survey and Eurobarometer). Similarly, in order to meet the SEM requirement for the continuous variable data the study used a four-point rating scale.

6.4 Defining the Construct

According to Spector, (1992) one of the most vital steps in the development of a scale is the conceptual task of defining the construct. Scale cannot be developed to measure a construct unless the nature of that construct is clearly delineated. In this regard, it is stated that “without a well-defined construct, it is difficult to write good items and to derive hypotheses for validation purposes” (Spector, 1992, P. 12).

Several phenomena in the social sciences exhibit a complex and abstract nature, which poses important challenges, both substantive and methodological, to their conceptualization and operational representation. Moreover, it has been recognized that “specifying the relationship between concepts and operational indicators is equally important to social research as the substantive theory linking concepts to one another” (Carmines & Zeller, 1979, p. 11). In line with these statement Spector, stated that one of the difficulties in social science research is that many constructs are theoretical abstractions, with no known objective reality (Spector, 1992). The latent nature of a complex construct means that it cannot be directly observed, but needs to be inferred from its manifestations (Netemeyer, Bearden, & Sharma, 2003). Latent constructs are theoretical constructs may be unobservable cognitive states, either individual (e.g., attitudes) or shared (e.g., cultural values).

The construct is variable rather than constant in that some aspect of it (e.g. strength or magnitude) changes. It is latent, rather than manifest in that it is not directly observable; Approximated units or constructs may be viewed as broad mental configurations of a given phenomenon. Though not directly observable, constructs may be observed through variables, which are operationalized empirically by measurement. Latent variables can be used to represent theoretical constructs in models to investigate measurement issues and in testing and refining theories (Hughes, Price et al. 1986). Latent variable analysis is a form of structural equation modeling (SEM), which can (1) estimate multiple and interrelated dependence relationships and (2) represent unobserved concepts in these relationships and account for measurement error in the estimation process. Defining the construct may be the most difficult part of scale construction (Churchill, 2010). This is particularly true with abstract and complex constructs. The conceptual work should begin with a general definition of the construct and then move to specifics.

In the delineation of a construct, it is helpful to base the conceptual and scale development effort on work that already exists. Unless the construct is new, the existing literature should serve as a starting point for construct definition. Prior conceptual definitions and operationalization of the construct can provide a solid foundation. Often a scale development effort can help refine a popular construct that has not been sufficiently developed in the literature.

The first step to construct definition is a literature review. Operationalizing constructs initially involves generating - typically through exploratory techniques, such as literature searches a set of items which tap each of the dimensions of the construct at issue. Slightly different nuances of meaning of statements in the item pool should be incorporated, to provide a better foundation for the eventual measure. The final measure is produced by refining and editing the original list to best suit the specific research context. Churchill (1979) recommends that researchers “have good reasons for proposing additional new measures given the many available for most marketing constructs of interest” (p. 67).

Indeed, unlike the independent construct, the dependent variable constructs examined in this research have in some form used in previous research. It is therefore, appropriate to draw those constructs and their relating measures from the literature, while modifying them to fit this particular research needs. After all, “science continually emphasizes improvement in the measures of the variables with which it works” (Churchill 1979, p. 70).

The constructs used in the servant governance model were shown in Chapter 4 (Figure 4.1). Thus, the approach taken here fits best with the rationales of instrument development follows exploratory design (Bryman, 2006; Harrison and Reilly, 2011). Since relevant quantitative instruments measuring the newly developed servant governance are not readily available, the exploratory design is an effective choice (Creswell and Plano Clark, 2011). In the context of quantitative instrument development, as discussed above it should be noted that a reflective measurement model is more appropriate for measuring ‘servant’ governance than the formative model (Bollen and Lennox, 1991; Edwards and Bagozzi, 2000). This is because it is more realistic to treat servant governance as latent variable that is the common cause of sub-dimensions and indicator behaviours, i.e., with a change in latent “servant Governance” all dimensions and indicators would have to change as well.

Hence, the causation here flows from the higher order servant governance to the sub dimensions and from the sub dimensions to indicators. The servant governance scale development follows the general approach, involving theoretical and empirical construct validation procedures suggested by (Churchill, 1979; DeVellis, 1991; Spector, 1992 and MacKenzie et al., 2011).

6.4.1. Dimensions of Servant Governance

The dimensions of Servant Governance were operationalized using all the available academic literature. The quality of institutional foundation and governance establishment, social contract, Legitimacy; the democratic quality and inclusiveness of the process of governance, governance process; the nature of the government in serving citizens; the quality of organizational structure in allocation of power, maintain rule of law separation of power, check and balance system and accountability. Hence, Servant Governance is a societal instrumental institution and institutionalized socio-political system of integration, governing and serving the collective shared values of the public. Accordingly, servant governance realized through the principle of consented institutionalized system, consensus on the articulation of public interest and goal setting, concerned agent in serving the principal and concerted structure in the allocation and distribution of power in maintaining separation of power and checks and balance. The quality of how power is installed or system is established; how power is exercised and power is utilized and how power is structured.

Therefore, servant governance is conceived and defined through four interdependent pillars. The first is the legitimacy of the institution and institutionalized foundation and its essence of establishment, which is Consent. Three sub-dimensions they are constitutional consent, Institutional Legitimacy, and Authorized Government represent the first pillar of servant governance. Second is the process and procedures through which citizens and governance actors articulate public interest, co-determine policies and the guarantee of civil liberties to all citizens in their daily lives and political participation, which is Consensus. Likewise, the second pillar of servant governance conceptualized and represented by three sub-dimensions. The sub-dimensions are Synergetic Governance, Inclusive Governance, and Democratic Politics. The third pillar of servant governance is the concerned of the government, institutions, and leadership as an instrument in serving citizens as principal in addressing societal problems to the best interest and will of citizens, which is Concerned. The third pillar conceptualized and represented by three

dimensions Serving Government, Responsive Institutions, and Altruistic Leadership. The fourth is the existence of institutionalized constraints on the exercise of authority and allocation power to maintain the constitutional separation of power, check, and balance system and the independence and interdependence of government organs, which is Concerted. But the concerted pillar is measured under the Consented pillar of servant governance.

Hence, Servant Governance is conceptualized as a multidimensional second order construct operationalized by nine first order dimensions, which is measured by 40 indicators. The entire Servant Governance indicators measured on four-point scale (1-4). The operational indicator of servant governance is derived from codings of the consented and concerted institution and institutional establishment (Three dimensions) consensus and inclusiveness on the overall process of governance (three dimensions) and concerned government and public institution in serving citizens (three dimensions).

6.4.1.1 Constitutional Consent

Constitutional Consent; consent over the institutional establishment of the political system and the guiding document, constitution. It is operationalized as the extent to which the level of consent over the constitution, statehood, and fundamental guiding principles of democracy. This construct is captured on three questions (CON1-CON3) & is measured using 4-point Likert scale.

6.4.1.2 Institutional Legitimacy

Institutional Legitimacy: This refers to faith on the functionality and capacity of the socio-political system of governance. It measures the extent to which the capacity of a political governance to engender and maintain the belief that existing institutions are the most appropriate or proper ones for the society. This construct is measured by four questions (INL-INL4) and is assessed by using four-point Likert scale.

6.4.1.3 Authorized Government

Authorized Government: This refers to the legitimate authority of the government in enforcing constitutional authority and establishing operational government. It measures the extent to which the government is legal, constitutional, have public support, and acceptance by its citizens. This construct is based on four questions (AUT1-AUT4) and is measured using 4 Likert scale.

6.4.1.4 Democratic Politics

Democratic Politics: it measures the extent to which the active democratic participation and engagement of citizens in the process of governance in handling their own public affairs and practicing democratic rights. This construct is assessed through five questions (DMO1-DMO5) adopted from the study of Afrobarometer 2013, Kripanont, 2007; Zakour, 2004; Srite and karahanna, 2000) and is measured using four-point Likert scale.

6.4.1.5 Synergetic Governance/Co-determination/

Synergetic governance/Co-determination/: it measures the level inclusiveness, dialogue, codetermination, consultations in formulating socioeconomic, and development policies, which directly or indirectly affects the lives of citizens and the general public. This construct is based on four questions (SYN1-SYN4) and is measured using four-point Likert scale.

6.4.1.6 Inclusive Governance /Co-governance/

Inclusive governance/co-governance/: it measures the extent to which the existence of strong governance stakeholders (political parties, interest groups, and CSOs) and their active engagement in addressing multifaceted socio-economic and political problems affects the well-being of citizens. This construct is based on 5 questions (ING1-ING5) and is measured using four-point Likert scale.

6.4.1.7 Serving Government

Serving Government is conceptualized as a kind of government for the people: it measures the extent to which government centred citizens as the epicentre of governance, acts in the best interest of citizens and the constitution. This construct is based on 4 questions (SER1-SER5) and is measured using four-point Likert scale.

6.4.1.8 Altruistic Leadership

Altruistic public leadership: it measures the extent to which the competences, integrity and commitment of the public leadership in serving and empowering citizens towards their personal and solving societal problem. This construct is based on five items (ALT1-ALT5) and is measured using four-point Likert scale.

6.4.1.9 Responsive Institutions

Responsive Public Institutions: Measures the extent to which the responsiveness and functionality of public institutions in serving citizens and addressing societal problem with complete adherence to guiding principles and public service ethos. This construct is based on five questions (RES1-RES5) and is measured using four-point Likert scale.

6.4.2 Government Performance

To operationalized the perceived government performance, this study used the conceptualization used by Bouckaert et al. 2002. Bouckaert and his colleagues distinguish two distinct streams within the performance approach macro and micro performance. One stream focuses on macro-performance, that is the role (or perceived role) of government in providing certain broad public goods such as economic growth, controlling inflation, employment opportunity, health care, education, water, and sanitation, and so on. Hence, in this study government performance is refers to the extent to which the role (or perceived role) of government in providing certain broad public goods and services (macro and micro-performance), such as economic growth, controlling inflation, employment opportunity, health care, education, water and sanitation, and so on. In order to capture and measure government performance, this study adopted the standardized 10 indictors (GP1-GP10), which represents the two dimensions of government performance, which is commonly used. This study adopted the items from the work of (Afrobarometer survey, 2013, Asia Barometer Survey, 2003; Guldbrandtsen and Skaaning, 2010). (Scale: Very Badly, Badly, Good/well, and Very Good).

6.4.3 Overall Citizens Satisfaction

In this particular study, overall citizen satisfaction is operationalized as the level of satisfaction or dissatisfaction of citizens with the quality of service provided by the government. Accordingly, this study used the unidimensional two indictors to measure the overall citizen satisfaction. Several scholarly studies over the years have focused on overall citizen satisfaction through using these indicators (DeHoog, Lowery, & Lyons, 1990; Kelly & Swindell, 2002; Lyons, Lowery, & DeHoog et al., 1992; Gregg G, 2004). (Scale: Very Dissatisfied, Dissatisfied, Satisfied, and Very Satisfied).

6.4.4 Political Trust/Trust on Government

In this study political trust refers to an issue-oriented perspective whereby citizens become trustful or distrustful of government because they are satisfied or dissatisfied with policy alternatives. The political trust can be further subdivided into the components of diffuse or system-based trust, and specific or institution-based trust (Miller 1974).

Political trust in this study measured through two-dimensions: trust in institution and satisfaction with democracy. Trust in institutions measures the degree in which individuals have confidence in the institutions (government and parliament) and public administration of the country where they live. This construct is measured based on 10 questions (IT1-IT10) adopted from the work of (Schneider, 2016; World Value Survey, 2005; Afrobarometer survey, 2013; OECD, 2007) and is measured using four-point Likert scale. Trust in government: “Please indicate to what extent you trust the following institutions to operate in the best interests of society (Scale: Don’t trust at all; Don’t trust very much; Trust somewhat and Trust completely).

Satisfaction with democracy/democratization measures the level of satisfaction with democratic political system as regime principle and satisfaction with democracy works in practice as regime performance. This construct is measured based on 2 questions adopted from the work of (Norris 2011, Canache, Mondak, and Seligson 2001; Linde and Ekman 2003 Afrobarometer survey, 2013). How satisfied are you with the (Scale: Very Dissatisfied, Dissatisfied, Satisfied, and Very Satisfied).

Table 6.1: Summary of items and the proposed structure of the construct

Construct	Role in the model	Proposed structure	No of items
Servant Governance	Strategic superordinate higher order construct	Multidimensional and higher order construct with 9 dimensions	40
Government Performance	Consequence of servant governance	Multidimensional and higher order construct with 2 dimensions	10
Citizens Satisfaction	Consequence of servant governance	one-dimensional	2
Political trust	Consequence of servant governance	Multidimensional and higher order construct with 2 dimensions	12

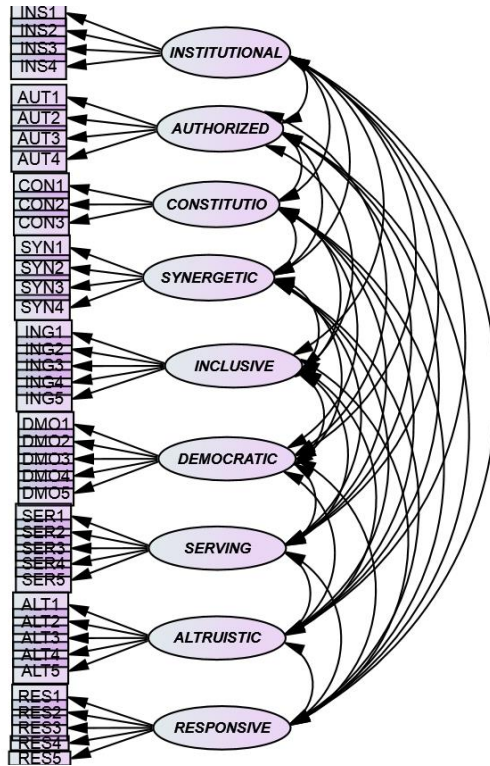


Figure 6.2: The Developed Servant Governance Confirmatory factor analysis model

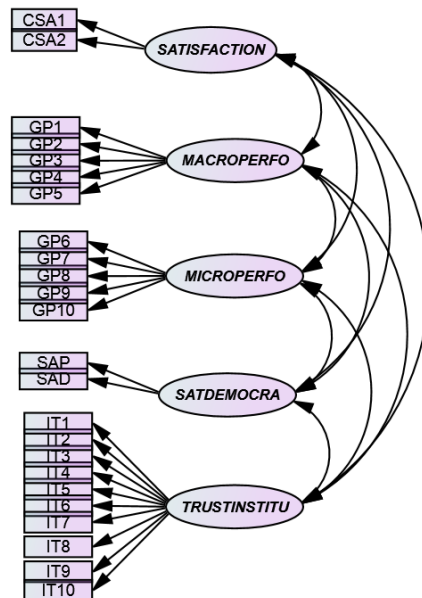


Figure 6.3: Adopted Performance, Satisfaction, and Trust Confirmatory factor analysis model

6.5 Design and Pre-testing the Questionnaire

In order to assure that there are neither ambiguous nor confusing questions and keeping in mind the main objective of the research, the questionnaire design went through different stages and took over a year before it was finalized (from January 2017 to December 2017).

Pre-testing is considered to be critical and essential part of the questionnaire design in order to provide valid, reliable and unbiased results and to detect any potential problems in the questionnaire such as difficulty, time, wording and also see how it works and whether changes are necessary before the start of the actual survey (Sekaran and Bougie, 2011; Creswell, 2008). In this study, two stages of pre-test took place before producing the final version of the questionnaire, one with the academics (Expert knowledge) and the other with pilot study participants.

The researcher sought the help of academic experts from Gondar and Addis Ababa University in order to obtain content and face validity. The experts that participated in the pre-testing stage were 7 academics who were diverse background and related to the topic of study from the department of Economics, Law, Sociology, Management, Public Administration, Psychology and Political Science from Gondar and Addis Ababa university and as well as 3 instrument experts from Gondar university were also participated. The meetings and discussions with academicians were focused on refining the questionnaire items and to check the relevancy and accuracy of the items in answering the purpose it was designed. The participants provided a very constructive feedback and suggestions before producing the final version of the questionnaire. In general, to improve face and content validity the initial list was critically reviewed and finally almost five to six items per dimension were retained with the first version of 50 indicators for the nine servant governance dimensions. Formal rating of initial items by the same three researchers yielded similar results.

6.6 Pilot Study and Result

It is important to pilot test the questionnaire before using it in the final survey. The main purpose of the pilot study was to ensure the readability, clarity, and easiness of the questionnaire items and to improve questions, format, and scales (Presser et al., 2004) and to examine the reliability of the instrument (Creswell, 2008).

Through the questionnaire, respondents asked to rate the level of their agreement, satisfaction and trust towards the statement provided separately for each construct. Accordingly, the questionnaire was designed to capture all this information. In addition to the cover letter, the questionnaire was five parts. The first part of the questionnaire comprises items that are related to measuring the servant governance. The second part of the questionnaire comprises items that are related to government performance. The third and the fourth part of the questionnaire comprises items that are related to citizens' satisfaction and political trust respectively. The final part comprises items related to socioeconomic background information of the respondents. The questionnaire was translated into the local language, Amharic. Several steps were taken to ensure the accuracy and readability of the survey translations. First, the student researcher with assistant translator translated items that were originally in English into Amharic. Second, another Amharic-speaking English Language and Literature faculty member, University of Gondar, who is proficient in English, checked the Amharic translation for accuracy.

Before administering the questionnaire, a pilot study was conducted using the final questionnaire produced in Gondar within the period of January-February 2018. This study has ensured that each pilot respondent have had no problem understanding or answering the question while piloting. These respondents were requested to raise any concerns about the readability and ease of comprehension of the questions. Using 57 pilot data, the reliability of the items loading on the same construct was tested using internal consistency. This study used Cronbach's α , item-to-total correlation and inter-item correlation criteria to test the reliability of the pilot study. Based on pilot study item analysis result 10 indicators were dropped from the initial pool items, 1 indicators from each of the eight SG dimensions and 2 indicators from the dimension of constitutional consent. The entire nine dimensions and the other constructs achieved a high reliability Alpha value, above 0.7. The final version of 40 indicators the SG constructs after the pilot result presented in figure 6.2 above.

Table 6.2: Pilot Study Result

Construct	Number of Items	Cronbach Alpha	Inter-item correlations	Item-to-total correlation
Constitutional	3	.793	.562	.56-.69
Institutional	4	.869	.637	.69-.80
Authorized	4	.856	.600	.58-.80
Synergetic	4	.820	.531	.54-.70
Inclusive	5	.796	.436	.43-.69
Democratic	5	.849	.530	.58-.76
Serving	5	.860	.560	.56-.81
Altruistic	5	.801	.447	.47-.72
Responsive	5	.859	.557	.64-.72
Mac-Performa	5	.858	.551	.63-.71
Mic-Performa	5	.854	.540	.54-.83
Satisfaction	2	.751	.602	.602
Sati.Democracey	2	.846	.736	.736
Trust.Institution	10	.923	.548	.51-.81

The results in Table 6.2 suggest that the constructs have adequate reliability, with a score ranging from 0.751 for satisfaction to .923 for trust in institution. This means that the items related to each construct used in the proposed model were positively correlated to one another. Table 6.2 also presents the results of another two internal consistency reliability indicators, namely inter-item correlation and item-to-total correlation. Hair et al. (2010) suggests that the values should exceed 0.5 for the item-to-total correlation and 0.3 for inter-item correlation. The results of the pilot study exceeded the cut-off value for all the constructs used in the questionnaire and 40 indicators used to measure the nine dimensions of servant governance.

After piloting the questionnaire, the final refined version of servant governance scale administered for data gathering. After securing endorsements of the survey from Addis Ababa University, Regional States, and City Administrations, the research assistant and data collectors in the respective study area administered the questionnaire. Obtaining oral consents from the respondents, the surveys were scheduled and conducted mostly on respondent's home and some on working place in case of self-administered.

Depending on their preference, and time available the target respondents completed the questionnaire through schedule interview by taking prior appointment and largely self administered survey. Clear instructions were provided with cover letter as to how the respondents could complete the questionnaire that they were requested to give their responses by putting a tick (√) mark on any one of the alternatives provided.

Following procedures to enhance response rates in survey research, a cover page of the questionnaire was included describing the purpose and importance of the study and assuring them that their responses would remain confidential. Besides, supervision and follow-ups were used to monitor researcher assistant doing their data collection according to the instruction and procedures provided. A copy of the questionnaire has been annexed with this thesis report (Appendix I).

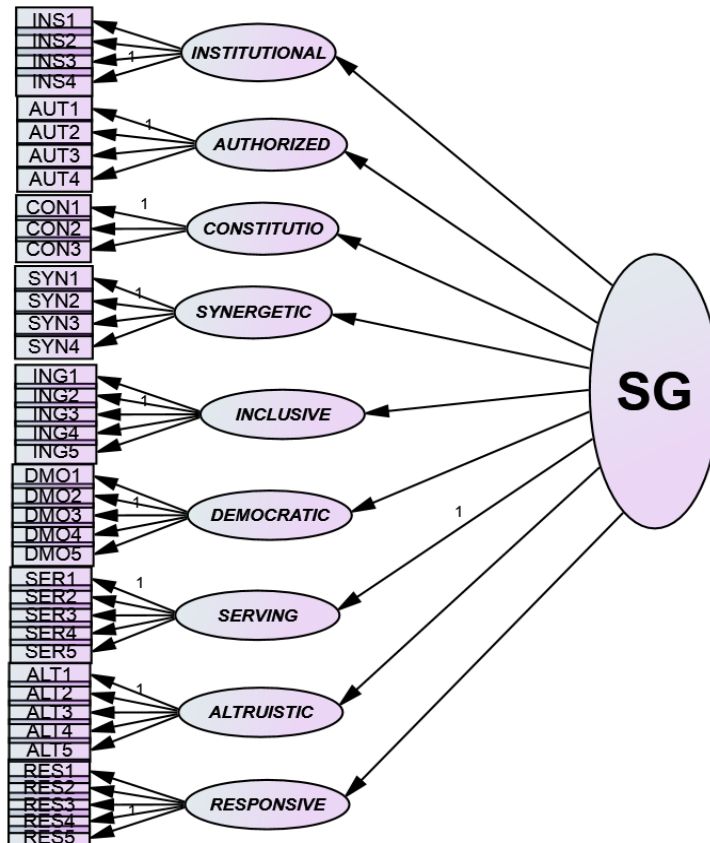


Figure 6.4: The developed Second Order Servant Governance Model with Measurement Items

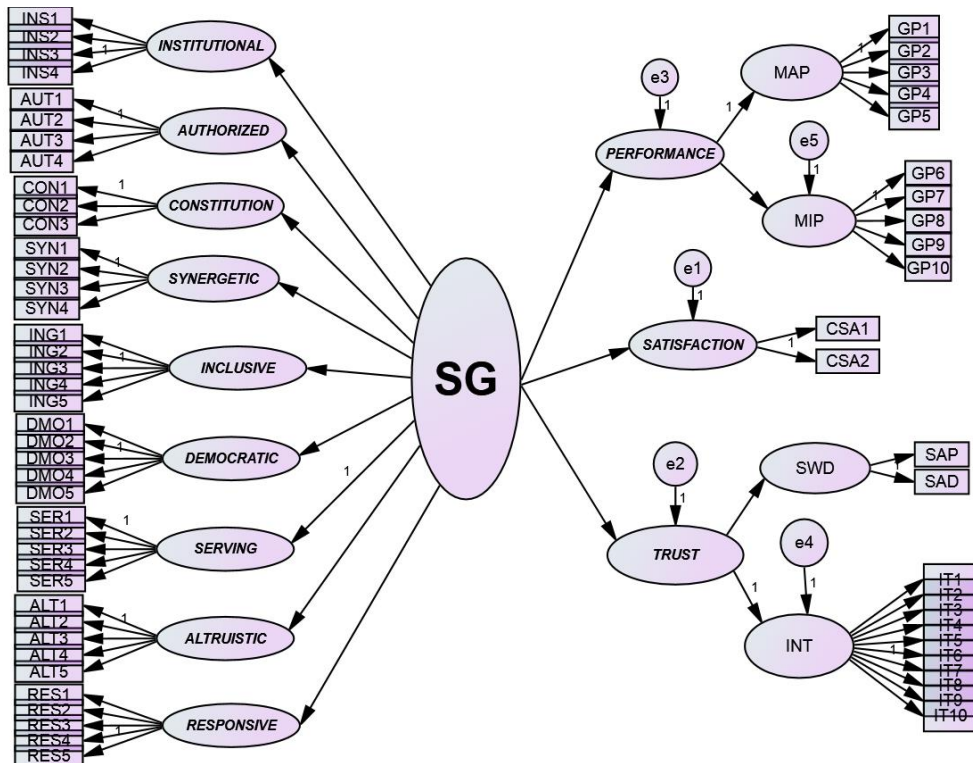


Figure 6.5: Proposed Structural Model of the Study (SG, Performance, Satisfaction, and Trust)

6.7 Summary

This chapter presents a discussion of the instrumentations of the study and its associated measurement scale development procedure followed during the study. The rationale behind allotting an independent chapter for these particular methodological elements of the study is that the researcher did not adopt a standard model or a model previously developed by other researchers, rather a self-conceptualized and developed, ‘Servant Governance model’ as an alternative public administration approach, and its associated survey instrument designed accordingly. Therefore, the prime objective of this chapter is to discuss the overall technicalities of the five-steps instrument development process followed to ensure high-quality survey items/measures, whose psychometric properties are well examined and established. In other words, this chapter is a showcase on the details of how the pool of items used to operationalize the constructs and leading-up to their deployment in the questionnaire.

This study considered servant governance as higher order latent construct that is the common cause of sub-dimensions and indicator behaviours, i.e., with a change in latent “servant Governance” all dimensions and indicators would have to change as well. Hence, the causation here flows from the higher order servant governance to the sub dimensions and from the sub dimensions to indicators. The servant governance scale development followed the general approach, involving theoretical and empirical construct validation procedures suggested by (Churchill, 1979; DeVellis, 1991; Spector, 1992 and MacKenzie et al., 2011). The scale development went through different stages and took over a year before it was finalized. Among the five scale development steps, this chapter covered the first three steps. Accordingly, construct definition, scale designing, and pilot study was presented. In this study, two stages of pre-test took place before producing the final version of the questionnaire, one with the academics (Expert knowledge) and the other with pilot study participants. In general, to improve face and content validity the initial list was critically reviewed and finally almost five to six items per dimension were retained with the first version of 50 indicators. The pilot result suggested that the constructs has adequate reliability, with a score ranging from 0.751 for satisfaction to .923 for trust in institution. Moreover, inter-item correlation and item-to-total correlation exceeded the cut-off value for all the constructs used in the questionnaire and 40 indicators of SG and 10, 2, and 12 indicators of Performance, Satisfaction, and Trust respectively included in the final study.

CHAPTER SEVEN: DESCRIPTIVE STATISTICAL ANALYSIS AND RESULTS

In the previous two chapters, the research methodology and the measurement scale development discussed and justified. The choice of the survey research approach to answer the research questions and steps followed to develop measurement scale was discussed. This chapter presents the descriptive analysis of the data obtained from the survey respondents. The Statistical Package for the Social Science (SPSS) version 24.0 employed for data analysis including data screening, frequencies and percentages, reliability analysis and t-tests. The presentation of the results from the data analysis in this chapter focuses on presenting data preparation and assumptions tests, the demographic profile of survey respondents and descriptive statistics of the main constructs of the study. Further, this chapter briefly presents the evaluation of servant governance, the level of government performance, citizens' satisfaction, and political trust.

7.1 Data Screening and Preparation

This study collected survey data from residents living in Adama, Addis Ababa, and Hawassa and Bahir Dar city administrations between the periods of April 2018 to June 2018 simultaneously. This study by using scheduled and self-administered data collection mechanisms collected 1160 questionnaires, with survey response rate of (96%) from the 1200 survey samples. In the preliminary cleaning stage, 43 questionnaires removed because of incompleteness and inconsistency. In the second stage of data cleaning, 21 questionnaires were removed due to outliers. Therefore, in both data cleaning stages, 64 questionnaires were dropped. As a result, this study used 1096 final survey questionnaires for further analysis.

Table 7.1: Response Rate of Questionnaires

Questionnaires	Number	Percentage
Returned	1160	96%
Unreturned	40	4 %
Total	1200	100 %

Source: survey data, 2018

According to Pallant (2002, 2005) prior to doing many of the statistical analysis, it is important to check if the data is not violating any of the ‘assumptions’ to proceed parametric tests. Testing of assumptions usually involves obtaining descriptive statistics, which includes the mean, standard deviation, range of scores, skewness, and kurtosis. Accordingly, we have tested the data for its fitness towards the assumptions of linearity, normality, multicollinearity, and homoscedasticity through SPSS 24.0.

7.1.1 Missing Data

According to Hair et al. (2010), missing data is considered as an influential problem in data analysis that may affect the results of the research. In treating, the missing values important to consider the percentage of missing values in the data and also whether missing values are happening randomly, or whether there is some systematic pattern. According to Pallant (2010) and Schumacker and Lomax (2004) missing data up to 5% is considered acceptable. After the initial screening in the SPSS 24.0, it was found that the missing data were distributed in a randomly and were below the 5%. This percentage of missing data is very low and considered as acceptable. Therefore, we applied the ‘mean substitution’ method to replace missing data, as suggested by many scholars (Pallant, 2010; Byrne, 2006; Arbuckle, 2009). The prepared data are presented in Tables 1 and 2 in Appendix II.

7.1.2 Outliers

An outlier is defined as “observations with a unique combination of characteristics identifiable as distinctly different from the other observation” (Hair et al, 2006, p.73). According to Tabachnick and Fidell, detecting and treating outliers is critical since it may affect the normality of the data and can seriously distort statistical tests (2007). In this regards, Tabachnick and Fidell (2007) suggest that extreme outliers should be deleted. Univariate outliers and multivariate outliers are the two methods used to detect the outliers (Hair et al., 2006) . In the current study, SPSS was used to identify the univariate outliers for the data files by determining frequency distributions of z-score, as suggested (Kline, 2010). Accordingly, twenty one (21) lowest and highest outliers rows (21, 20, 51, 120, 124, 134, 264, 265, 353, 360, 653, 758, 924, 983, 1073, 1085, 1087, 1093, 1114, 1115, and 1116) were deleted. In the current study, we used Mahalanobis D2measure to determine the multivariate outlier and found no problem.

7.1.3 Testing the Normality Assumption

Inferential statistics assumes that variables have normal distributions. Non-normally distributed variables can distort relationships and significance tests. Several pieces of information used in testing this assumption like data curve, skewness, and kurtosis. According to Hair et al. (2010), testing the presence of normality is essential in multivariate analysis. In other words, if the data is not normally distributed then it may affect the validity and reliability of the results. In the current study, in addition to normality data curve, we employed skewness-Kurtosis methods. The skewness value indicates the symmetry of the distribution (Pallant, 2010). A negative skew indicates that the distribution is shifted to the right; whereas positive skew indicates a shift to the left. Kurtosis provides information about the height of the distribution (Pallant, 2010). The positive kurtosis value indicates a peaked distribution; whereas a negative value indicates a flatter distribution. According to Tabachnick and Fidell (2007), the normal range for skewness-kurtosis value is ± 2.58 . Following this recommendation, all the items in the dataset were found to be normally distributed (i.e., $< \pm 2.58$). More specifically the skewness and Kurtosis values in sample one (369), sample two (727), and combined sample (1096) was in the range of ± 1 which is considered negligible. Tables in the Appendix show the means, standard deviation, skewness and kurtosis values for each variable. This confirms that there was no major issue of non-normality of the data.

7.1.4 Testing the Multi-collinearity Assumption

There should be no perfect linear relationship between two or more of the predictors. So, the predictor variables should not correlate too highly. Multicollinearity exists when there is a strong correlation between two or more predictors in a regression model. If there is collinearity between predictors, it becomes impossible to obtain unique estimates of the regression coefficients. One way of identifying multicollinearity is to scan a correlation matrix of all of the predictor variables and see if any they correlate very highly. According to Hair et al., (2006) correlation of 0.8 and above can be an indicator of possible multicollinearity between independent variables. As we can see from table in the appendix the Person correlation coefficient of this study is less than 0.8. It shows that there is no collinearity problem. The other method of testing multicollinearity is determined by the variance inflation factor (VIF) and tolerance (Pallant, 2010).

The VIF indicates whether a predictor has a strong linear relationship with the other predictor(s). Although there are no hard and fast rules about what value of the VIF should cause concern, Pallant (2010) suggests that a value of tolerance greater than 0.10 and VIF value of less than 3 is a good indicator of absence of multicollinearity problem. The VIF and tolerance value of this study is within the recommended range and assures the absence of multicollinearity refer in the appendix.

7.1.5 Testing the Linearity Assumption

Standard multiple regressions can only accurately estimate the relationship between dependent and independent variables if the relationships are linear in nature. That is to say, the mean values of the outcome variable for each increment of the predictor(s) lie along a straight line. To check whether Servant Governance /Exogenous construct /are directly correlated with PGP, SAT and POT/ Endogenous construct/ residual plot against the fitted values were plotted. Montgomery et al., (2002) advocated that the preferable method of detection of linearity is examination of residual plots (plots of the standardized residuals as a function of standardized predicted values, readily available in most statistical software). Thus, from the figure depicted in appendix, it could be easily understood that the observations are lies on the straight line of the graph and the linearity assumption is fully met.

7.1.7 Testing the Homoscedasticity Assumption

Homoscedasticity describes a situation in which the error term is the same across all values of the independent variables. This just means that the residuals at each level of the predictor (s) should have the same variance (homoscedasticity); when the variances are very unequal, it is said to be heteroscedasticity. According Tabachnick and Fidell (1996) slight heteroscedasticity has little effect on significance tests; however, when heteroscedasticity is marked, it can lead to serious distortion of findings and seriously weaken the analysis. This assumption can be checked by visual examination of a plot of the standardized residuals (the errors) by the regression standardized predicted value. Figure in appendix show a plot of the study and as it can be observed from the figure the plot of fitted value against the standardized residual are vary without any systematic pattern. The error terms are varied constantly without any increment or decrements. Thus, this non-systematic or random pattern indicates the presence of homoscedasticity and the assumption is kept.

7.2 Reliability and Item Analysis

Internal reliability involves the issue of whether or not the indicators that make up the scale are consistent. The reliability of the constructs in the study was checked by Cronbach's Alpha (Cronbach, 1951). According to Hinton et al., internal reliability is achieved when Alpha value of ≤ 0.90 is excellent reliability, 0.70-0.90 is high reliability, 0.50-.70 is moderate reliability, and ≤ 0.50 is low reliability (Hinton et al., 2004). Accordingly, the internal consistency results of the study are ranging from 0.781 for Constitutional Consent to .920 for Authorized Government. This means that the items related to each construct used in the proposed model have internal consistency. Table 7.2 also presents the results of two internal consistency reliability indicators, namely inter-item correlation and item-to-total correlation. Hair et al. (2010) suggests that the values should exceed 0.5 for the item-to-total correlation and 0.3 for inter-item correlation. The reliability results of the study exceeded the cut-off value for all the constructs used.

Table 7.2: Cronbach's Alpha, Inter-item and item-to-total correlation for 1096 samples

Construct	Number of Items	Cronbach Alpha	inter-item correlations	item-to-total correlation
Constitutional	3	.781	.491-.604	.572-.658
Institutional	4	.828	.509-.588	.633-.688
Authorized	4	.920	.683-.821	.785-.851
Synergetic	4	.784	.381-.610	.478-.674
Inclusive	5	.852	.422-.658	.574-.729
Democratic	5	.855	.444-.625	.581-.720
Serving	5	.889	.514-.764	.611-.792
Altruistic	5	.858	.466-.643	.607-.748
Responsive	5	.839	.434-.633	.624-.659
Mac-Performa	5	.884	.462-.691	.669-.798
Mic-Performa	5	.824	.386-.635	.554-.692
Satisfaction	2	.846	.734	.734
Sati.Democracey	2	.868	.767	.767
Trust.Institution	10	.903	.441-.706	.521-.773

7.3 Demographic Profile

As explained, this study has considered 1096 usable questionnaires for further analysis. In the following section, the demographic profiles of the 1096 survey respondents discussed briefly.

7.3.1 Gender of the Survey Respondents

Table 7.3 below shows the gender of the survey respondents. Accordingly, among 1096 sample respondents 656, which account 59.9%, were male and 440 accounts 40.1% were female.

Table 7.3 Gender of the survey respondents

Gender					
		Frequency	%	Valid Percent	Cumulative Percent
Valid	Male	656	59.9	59.9	59.9
	Female	440	40.1	40.1	100.0
	Total	1096	100.0	100.0	

Source, survey 2018

7.3.2 Survey Respondents Martial Status

Table 7.4 below shows the distribution of respondents according to there marital status. Accordingly, 47.4% of the respondents are single and 45% are married. 3.1% divorced, 2.7% death and 1.8% separated. This shows that the largest numbers of respondents are single and married.

Table 7.4: Survey Respondents Martial Status

Marital status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	493	45.0	45.0	45.0
	Single	519	47.4	47.4	92.3
	Divorced	34	3.1	3.1	95.4
	Separated	20	1.8	1.8	97.3
	Death	30	2.7	2.7	100.0
	Total	1096	100.0	100.0	

7.3.3 Survey Respondents Age

The age of the respondents is presented in the table below. The figures shows that the majority i.e. 40.5% of the respondents were between the age of 26-35, followed by 26.4% between the ages of 18-35, and then 20.8% between the ages of 36-45, the remaining 11.1% and 1.2% of the respondents were between 46-60 and 61 years and above respectively. This indicates that the respondents of the survey were an active segment of the population and the ideas given should be considered as appropriate and constructive.

Table 7.5: Survey Respondents Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	289	26.4	26.4	26.4
	26-35	444	40.5	40.5	66.9
	36-45	228	20.8	20.8	87.7
	46-60	122	11.1	11.1	98.8
	61and above	13	1.2	1.2	100.0
	Total	1096	100.0	100.0	

7.3.4 Survey Respondents Educational Qualification

The table below shows the distribution of respondents according to the educational qualification. The majority of survey respondents, (428), constitutes 39.1% are first Degree holders, followed by (258), that means 23.5% 9-12 grade complete, (193) and (98), standing at 17.6% and 8.9% of the respondents are Diploma and master's holder respectively. The remaining respondents 49(4.5%), and 49(4.5%) and 21(1.9%) never attended formal education, attended grade 1-8 and PhD holder respectively.

Table 7.6: Survey Respondents Educational Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No school	49	4.5	4.5	4.5
	primary (1-8)	49	4.5	4.5	8.9
	secondary (9-12)	258	23.5	23.5	32.5
	Diploma	193	17.6	17.6	50.1
	Degree	428	39.1	39.1	89.1
	Masters	98	8.9	8.9	98.1
	PhD	21	1.9	1.9	100.0
	Total	1096	100.0	100.0	

7.3.5 Survey Respondents Employment Status

The table below shows the distribution of respondents according to the employment status or type of job. Accordingly, (393), that means 35.9% of the respondents are government employees, followed by (263), that means 24% are working on private sector, (132) and (134), standing at 12% and 12.2% of the respondents are student and jobseeker respectively. Also, respondents 58(5.3%), and 47(4.3%) were working on private business and non-governmental organization. The remaining respondents were engaged on agricultural sector and homemaker.

Table 7.7: Survey Respondents Employment Status

Type of Job		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Student	132	12.0	12.0	12.0
	Jobseeker	134	12.2	12.2	24.3
	Agriculture	21	1.9	1.9	26.2
	Private Se.	263	24.0	24.0	50.2
	Private Bu.	58	5.3	5.3	55.5
	Civil Ser.	393	35.9	35.9	91.3
	CSOs	47	4.3	4.3	95.6
	Retired	21	1.9	1.9	97.5
	Homemaker	27	2.5	2.5	100.0
Total	1096	100.0	100.0		

7.3.6 Survey Respondents Regional Distribution

The table below shows the regional distribution of surveyed respondents. Accordingly, (290), that means 26.5% of the surveyed respondents were from Addis Ababa, followed by (276), that means 25.2% of the surveyed respondents were from Bahir Dar, (270) and (260), standing at 24.6% and 23.7% of the surveyed respondents were from Adama and Hawassa city administrations respectively.

Table 7.8: Survey Respondents by Region

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Adama/Oromiya	270	24.6	24.6	24.6
	BD/Amhara	276	25.2	25.2	49.8
	Hawassa/SNNP	260	23.7	23.7	73.5
	Addis Ababa	290	26.5	26.5	100.0
	Total	1096	100.0	100.0	

Source, Survey 2018

7.4 Descriptive Statistics of Servant Governance

The descriptive statistics including the frequency, means and standard deviation for each variable used in the proposed research model are presented in the following subsections. The descriptive statistics is computed before splitting the collected sample for measurement model validation and structural equation model testing.

7.4.1 Servant Governance: Constitutional Consent

Constitutional Consent; consent over the institutional establishment of the political system and the guiding document, constitution. It is operationalized as the extent to which the level of consent over the constitution, statehood, and fundamental guiding principles of democracy. In order to measure the constitutional consent construct three items developed through rigorous measurement scale development procedures and measured using a four point Likert scale. The scale ranged from 1(strongly disagree) to 4(strongly agree) with higher scores represents the level of consent over the political establishment of the constitutional governance of the country. The results in Table 7.9 show that the descriptive statistics frequency, mean and standard deviation of this sub dimension.

The results in Table 7.9 show that the mean for the items that measure the constitutional consent construct is ranged between 1.95(\pm .856) and 2.01(\pm .845) for the 1096 survey samples, which indicates that the vast majority of the respondents were disagreeable on this particular construct. Citizens feel that the present political-administrative system and the supreme governing document (constitution) is not primarily established and grounded on the consent of all political elites of the country.

The survey revealed that the level of agreement over the constitutional governance foundation at the national level was 24%, whereby 18.4% of the respondents declared agreement over the constitutional governance establishment and 5.6% of the respondents reported strong agreement. On the other hand, 76% of the respondents were disagreed over the presence of consent over institutional establishment of the political system. 31% of respondents strongly disagreed and 45% of the respondents disagreed with the consent of political elites over the constitution.

Moreover, the mean and the standard deviation of the distribution of responses is found to be 1.98 and .703 respectively, which is very close to the value of ‘Disagree’, indicating that frequency of responses concentrated around disagreement on this particular matter. Therefore, it can be concluded that, the present political-administrative system of Ethiopia lacks national consent among main political elites of the country.

Table 7.9: Descriptive Statistics of Constitutional Consent Construct

Items	Strongly D.	Disagree	Agree	Strongly A.	Total	Mean	SD
CON1	322 (29.4)	497 (45.3)	216 (19.7)	61 (5.6)	1096 (100)	2.01	.845
CON2	326 (29.7)	522 (47.6)	186 (17)	62 (5.7)	1096 (100)	1.99	.833
CON3	376 (34.3)	459 (41.9)	205 (18.7)	56 (5.1)	1096 (100)	1.95	.856

7.4.2 Servant Governance: Institutional Legitimacy

Institutional Legitimacy: This refers to faith on the functionality and capacity of the socio-political system of governance. It measures the extent to which the capacity of a political governance to engender and maintain the belief that existing institutions are the most appropriate or proper ones for the society. In order to measure the Institutional Legitimacy dimension of servant governance four items developed through and was measured by using a 4-point Likert scale. Respondents were asked to indicate the degree to which they agreed with these items. The scale ranged from 1 (strongly disagree) to 4 (strongly agree) with higher scores represents the presence of strong institutional legitimacy which means citizens have faith on the functionality, capacity and appropriateness of political administrative system of governance. The results in Table 7.10 show that the descriptive statistics of Institutional Legitimacy.

The results in Table 7.10 show that the mean for the items that measure the institutional legitimacy construct is ranged between 2.00(±.863) and 2.17(±.933) for the 1096 survey samples, which indicate that the vast majority of the respondents were disagreeable on this particular construct. The result indicates that citizens not agree with the appropriateness, functionality, and its capacity of the governance system in ensuring justice and egalitarian society.

The survey revealed that the level of agreement over Institutional Legitimacy at the national level was 33.6%, whereby 28% of the respondents declared to be agreed and 5.6% of the respondents were strongly agreed. On the other hand, 66.4% of the respondents were disagreed with the appropriateness, functionality, and capacity of the governance system, 28.6% of respondents were strongly disagreed, and 37.8% of the respondents were disagreed. Moreover, the mean and the standard deviation of the distribution of responses is found to be 2.10 and .715 respectively, which is very close to the value of ‘Disagree’, indicating that frequency of responses concentrated around disagreement on this particular matter. Therefore, it can be concluded that citizens lacks faith over the prime notion of existence, capacity and its proper functionality of the governance system in ensuring justice and egalitarian society.

Table 7.10: Descriptive statistics of Institutional Legitimacy Construct

Items	Strongly D.	Disagree	Agree	Strongly A.	Total	Mean	SD
INS1	318 (29.0)	434 (39.6)	283 (25.8)	61 (5.6)	1096 (100)	2.08	.875
INS2	262 (23.9)	441 (40.2)	334 (30.5)	59 (5.4)	1096 (100)	2.17	.854
INS3	365 (33.3)	407 (37.1)	282 (25.7)	42 (3.8)	1096 (100)	2.00	.863
INS4	310 (28.3)	375 (34.2)	323 (29.5)	88 (8.0)	1096 (100)	2.17	.933

7.4.3 Servant Governance: Authorized Government

Authorized government: This refers to the legitimate authority of the government in enforcing constitutional authority and establishing operational government. It measures the extent to which the government is legal, constitutional, have public support, and acceptance by its citizens.

In order to explore the authorized government dimension of servant governance, four items developed through rigorous process of measurement development and was measured by using a 4-point Likert scale. Respondents were asked to report the degree to which they agreed with these items. The scale ranged from 1 (strongly disagree) to 4 (strongly agree) with higher scores representing the acceptance of the government and its authority to govern. The results in Table 7.11 show the descriptive statistics i.e. frequency, mean and standard deviation.

The results in Table 7.11 show that the mean for the items that measure the authorized construct is ranged between 1.88(\pm .898) and 1.90(\pm .904) for the 1096 survey samples, which indicate that the vast majority of the respondents disagreed on this particular construct. The result indicates that the present government is not viewed as legitimate in the eyes of the public and citizens questioned the legality, constitutionality, acceptance, and public support of the government.

Hence, the overall legitimacy of the government to steer the society and the economy is challenged. The findings of the survey indicated a high level of disagreement or negative evaluation among the respondents for the authorized government items in the survey since all of them were rated below 50% as shown below. The survey revealed that the level of legitimacy of the government at the national level was only 24.3%, whereby 18.6% of the respondents declared to be agreed with the legitimacy of the government and 5.7% of the respondents strongly agreed. On the other hand, 75.7% of the respondents disagreed over legitimacy of the government, 42.8% of respondents strongly disagreed and 32.9% of the respondents disagreed. Moreover, the mean and the standard deviation of the distribution of responses is found to be 1.89 and .813 respectively, which is very close to the value of ‘Disagree’, indicating that frequency of responses concentrated around disagreement on this particular matter. Therefore, it can be concluded that, the present government is not considered as having legitimate authority in the eyes of citizens.

Table 7.11: Descriptive Statistics of Authorized Government Construct

Items	Strongly D.	Disagree	Agree	Strongly A.	Total	Mean	SD
AUT1	475 (43.3)	307 (28.0)	260 (23.7)	54 (4.9)	1096 (100)	1.90	.927
AUT2	446 (40.7)	382 (34.9)	204 (18.6)	64 (5.8)	1096 (100)	1.90	.904
AUT3	442 (40.3)	388(35.4)	207 (18.9)	59 (5.4)	1096 (100)	1.89	.893
AUT4	458 (41.8)	376 (34.3)	202 (18.4)	60 (5.5)	1096 (100)	1.88	.898

7.4.4 Servant Governance: Democratic Politics

Democratic Politics: it measures the extent to which the active democratic participation and engagement of citizens in the process of governance in handling their own public affairs and practicing democratic rights. In order to explore the democratic nature of the political governance five items were adopted from previous research and was measured by using a 4-point Likert scale ranging from 1(Strongly Disagree) and 4(Strongly Agree). The results in Table 7.12 show that the descriptive statistics of democratic politics dimension of servant governance. Accordingly, the average mean score for the citizens engagement items ranged between 1.72(\pm .838) and 2.02(\pm .943).

The findings of the survey indicated a very negative evaluation of the democratic politics (democratic participation and engagement) since all of the indicators were rated below 50% as shown below. 78% of survey respondents declared the absence of democratic participation and restrictions in practicing democratic rights. Almost close to 8 in 10 survey participants negatively evaluated the democratic nature of the political governance like of Demonstration (82.2%), Criticizing the government (80.1%), Freedom of speech (67.4%), Joining political organaation (78.7%), and Free and fair election of government officials (80.1%).

The findings of the survey indicated a high level of disagreement or negative evaluation among the respondents over the demonstration, criticizing the government, freedom of speech, joining political organaztion and free and fair election of government officials. Overall (45.1%) of respondents strongly disagreed and (32.9%) of the respondents disagreed. The respondents' agreement for this particular dimension is only 22% with (17.8%) who were agreed and (4.2%) that were strongly agreed. Moreover, the mean and the standard deviation of the distribution of responses is found to be 1.81 and .687 respectively, which is very close to the value of 'Disagree', indicating that frequency of responses concentrated around disagreement on this particular matter. Therefore, it can be concluded that the fundamental constitutional rights of citizens strongly restricted by the government in power.

Table 7.12: Descriptive statistics of Democratic Politics construct

	Strongly D.	Disagree	Agree	Strongly A.	Total	Mean	SD
DMO1	542 (49.5)	358 (32.7)	157 (14.3)	39 (3.6)	1096 (100)	1.72	.838
DMO2	552 (50.4)	325 (29.7)	184 (16.5)	35 (3.2)	1096 (100)	1.73	.852
DMO3	403 (36.8)	335 (30.6)	287 (26.2)	71 (6.5)	1096 (100)	2.02	.943
DMO4	500 (43.6)	385 (35.1)	161 (14.7)	50 (4.6)	1096 (100)	1.78	.859
DMO5	473 (43.2)	404 (36.9)	185 (16.9)	34 (3.1)	1096 (100)	1.80	.828

7.4.5 Servant Governance: Synergetic Governance

Synergetic Governance: It measures the level inclusiveness, dialogue, codetermination, and consultations in formulating socioeconomic and development policies, which directly or indirectly affects the lives of citizens and the public. In order to measure the co-determination dimension of servant governance, four items developed through rigorous process of measurement development and was measured by using a 4-point Likert scale. Respondents were asked to indicate the degree to which they agreed with these items.

The results in Table 7.13 show that the descriptive statistics of synergetic of policy formulation. Accordingly, the average mean score for the synergetic governance items ranged between 1.94(\pm .850) and 2.23(\pm .899) for the 1096 survey participants. The findings of the survey indicated a high level of disagreement or negative evaluation among the respondents for the synergetic of policy formulation in the survey since all of them were rated below 50% as shown below. The overall evaluation of synergy was only 19.4%. This indicates that, 80.6% almost close to 8 in 10 survey respondents declared the absence of inclusiveness, dialogue, codetermination, and consultations in policy formulation. 37.9% of respondents strongly disagreed and 42.6% of the respondents disagreed. The respondents' agreement for this dimension is only 19.4% with 15.4% who agreed and 4% strongly agreed. Moreover, the mean and the standard deviation of the distribution of responses is found to be 2.06 and .623 respectively, which is very close to the value of 'Disagree', indicating that frequency of responses concentrated around disagreement on this matter. Therefore, it can be concluded that public policy making lacks inclusiveness, dialogue, codetermination, and consultations in the eyes of the public.

Table 7.13: Descriptive statistics of Synergetic Governance Construct

Items	Strongly D.	Disagree	Agree	Strongly A.	Total	Mean	SD
SYN1	531 (48.4)	404 (36.9)	128 (11.7)	33 (3.0)	1096 (100)	2.02	.900
SYN2	396 (36.1)	492 (44.9)	173 (15.8)	35 (3.2)	1096 (100)	1.94	.851
SYN3	363 (33.1)	506 (46.2)	181 (16.5)	46 (4.2)	1096 (100)	2.00	.934
SYN4	372 (33.9)	469 (42.8)	192 (17.5)	63 (5.7)	1096 (100)	2.06	.911

7.4.6 Servant Governance: Inclusive Governance

Inclusive governance/co-governance/: it measures the extent to which the existence of strong governance stakeholders (political parties, interest groups, and CSOs) and their active engagement in addressing multifaceted socio-economic and political problems affects the well-being of citizens. To explore the co-governance dimension of servant governance, 5 items developed and measured by using a 4-point Likert scale. The results in Table 7.14 show that the descriptive statistics of co-governance dimension of servant governance. Accordingly, the average mean score for the co-governance items ranged between 1.83(\pm .819) and 2.01(\pm .818) for the 1096 survey samples.

The overall evaluation with the existence and functionality of governance stakeholders was 24.5%. The findings of the survey indicated the absence of active engagement and participation of governance stakeholders (political parties, interest groups, and CSOs) in addressing multifaceted socio-economic and political problems affects the wellbeing of citizens. Moreover, the mean and the standard deviation of the distribution of responses is found to be 1.94 and .653 respectively, which is very close to the value of ‘Agree’, indicating that frequency of responses concentrated around agreement on this matter. Therefore, it can be concluded that, governance stakeholders (interest groups, and CSOs, market within society) was not played significant role and limited participation of in addressing multifaceted socio-economic problems affects the wellbeing of citizens.

Table 7.14: Descriptive Statistics of Inclusive Governance Construct

Items	Strongly D.	Disagree	Agree	Strongly A.	Total	Mean	SD
ING1	288 (26.3)	465 (42.4)	283 (25.8)	60 (5.5)	1096 (100)	2.10	.854
ING2	437 (39.9)	450 (41.1)	169 (15.4)	40 (3.6)	1096 (100)	1.83	.819
ING3	361 (32.9)	474 (43.2)	202 (18.4)	59 (5.4)	1096 (100)	1.96	.853
ING4	333 (30.4)	506 (46.2)	216 (19.3)	45 (4.1)	1096 (100)	1.97	.813
ING5	307 (28.0)	520 (47.4)	212 (19.8)	52 (4.7)	1096 (100)	2.01	.818

7.4.7 Servant Governance: Serving Government

Serving Government: it measures the extent to which government centred citizens as the epicentre of governance, acts in the best interest of citizens and the constitution. This construct is measured by 5 items developed through rigorous process of measurement development and was measured by using a 4 point Likert scale. Respondents were asked to rate the extent to which the government serves on the best interest and will of its citizens. The scale ranged from 1 (strongly disagree) to 4 (strongly agree) with higher scores represents the government acts in the best interest of citizens and stands to transform the wellbeing of the public. The results in Table 7.15 show that the descriptive statistics of serving government dimension. Accordingly, the average mean score for the items related to serving government ranged between 1.88(\pm .910) and 2.17(\pm .881) for the 1096 sample.

The results indicated that the citizens believed the government acts in its own best interest, advances its political party interest than primarily stands to serve the public, and acts in the best interest of the public. Furthermore, the overall level respondents disagreement over the government acts in the best interest of citizens, the constitution and will of the public at the national level was 72.3%. Almost close to 7 in 10 citizens doesn't feel the government acts according to the will of citizens and the constitution. (33.4%) of respondents were strongly disagreed and 38.9% of the respondents were disagreed. The respondents' agreement for this dimension is only 27.7% with 20% who were agreed and 7.7% that were strongly agreed. Moreover, the mean and the standard deviation of the distribution of responses is found to be 1.96 and .732 respectively, which is very close to the value of 'Disagree', indicating that frequency of responses concentrated around disagreement on this matter.

Therefore, it can be concluded that, the government who hold political power acts in its own interest, rather than serving and acting the best interest of citizens and the constitution.

Table 7.15: Descriptive Statistics of Serving Government Construct

Items	Strongly D.	Disagree	Agree	Strongly A.	Total	Mean	SD
SER1	447 (40.8)	406 (37.0)	166 (15.1)	77 (7.0)	1096 (100)	1.88	.910
SER2	404 (36.9)	433 (39.5)	193 (17.6)	66 (6.0)	1096 (100)	1.93	.884
SER3	302 (36.7)	474 (43.2)	158 (14.4)	62 (5.7)	1096 (100)	1.89	.852
SER4	390 (35.6)	424 (38.7)	224 (20.4)	58 (5.3)	1096 (100)	1.95	.878
SER5	289 (26.4)	392 (35.8)	356 (32.5)	59 (5.4)	1096 (100)	2.17	.881

7.4.8 Servant Governance: Altruistic Leadership

Altruistic Public Leadership: it measures the extent to which the competences, integrity, and commitment of the public leadership in serving and empowering citizens towards their personal and solving societal problem. To explore the leadership dimension of servant governance 5 items developed and was measured by using a 4-point Likert scale. The results in Table 7.16 show that the descriptive statistics of altruistic leadership. Accordingly, the average mean score for the altruistic leadership items ranged between 1.69(\pm .792) and 1.95(\pm .862) for the 1096 survey samples.

The findings of the survey indicated a negative evaluation all the leadership items and the disagreement about the altruistic leadership construct at national level was 80.8. Almost close to 8 in 10 survey respondents negatively evaluated the public official's responsiveness (14.7%); citizens first (19%), competency (20.7%), promoting unity and tolerance (23.2%), and visionary (23.9%). Overall, 38.6% of respondents were strongly disagreed and 42.2% of the respondents were disagreed. The respondents' agreement for this dimension is only 19.2% with 14.8% who were agreed and 4.4% that were strongly agreed. Moreover, the mean and the standard deviation of the distribution of responses is found to be 1.85 and .658 respectively, which is very close to the value of 'Disagree', indicating that frequency of responses concentrated around disagreement on this matter. Therefore, it can be concluded that, public officials in leadership position have not have altruistic leadership quality and competences in serving citizens.

Table 7.16: Descriptive Statistics of Altruistic Leadership Construct

Items	Strongly D.	Disagree	Agree	Strongly A.	Total	Mean	SD
ALT1	531 (48.4)	404 (36.9)	128 (11.7)	33 (3.0)	1096 (100)	1.69	.792
ALT2	396 (36.1)	492 (44.9)	173 (15.8)	35 (3.2)	1096 (100)	1.86	.792
ALT3	363 (33.1)	506 (46.2)	181 (16.5)	46 (4.2)	1096 (100)	1.92	.811
ALT4	372 (33.9)	469 (42.8)	192 (17.5)	60 (5.7)	1096 (100)	1.95	.862
ALT5	455 (41.5)	439 (40.1)	138 (12.6)	64 (5.8)	1096 (100)	1.83	.863

7.4.9 Servant Governance: Responsive Institutions

Responsive Public Institutions: Measures the extent to which the responsiveness and functionality of public institutions in serving citizens and addressing societal problem with complete adherence to guiding principles and public service ethos. In order to capture this sub dimension five items developed through rigorous process of measurement development and was measured by using a 4-point Likert scale. Respondents were asked to rate the degree to which they agreed with these items. The scale ranged from 1 (strongly disagree) to 4 (strongly agree) with higher scores representing a more positive evaluation of the performance of public management in addressing societal problems and serving citizens. The results in Table 7.17 show that the descriptive statistics of responsiveness dimension of servant governance. Accordingly, the average mean score for the responsiveness items ranged between 1.83(\pm .765) and 2.02(\pm .819).

The findings of the survey indicated a high level of disagreement over the responsiveness of public management in addressing societal problems. The disagreement about the responsiveness of public management construct at national level was 78.4. Almost close to 7.8 in 10 survey respondent's disagreement over the responsiveness of public management. Moreover, the mean and the standard deviation of the distribution of responses is found to be 1.93 and .623 respectively, which is very close to the value of 'Disagree', indicating that frequency of responses concentrated around Disagreement on this particular matter.

Therefore, it can be concluded that, public management is not responsive in addressing societal problems and serving citizens. Also lacks the competence, responsiveness, and consistency in serving the public with complete adherence to guiding principles and public service ethos.

Table 7.17: Descriptive statistics of Responsive Institution Construct

Items	Strongly D.	Disagree	Agree	Strongly A.	Total	Mean	SD
RES1	309 (28.2)	505 (46.1)	234 (21.4)	48 (4.4)	1096 (100)	2.02	.819
RES2	400 (36.5)	518 (47.3)	146 (13.3)	32 (2.9)	1096 (100)	1.83	.765
RES3	321 (29.3)	538 (49.1)	186 (17.0)	51 (4.7)	1096 (100)	1.97	.805
RES4	353 (32.2)	511 (46.6)	197 (18.0)	35 (3.2)	1096 (100)	1.92	.790
RES5	351 (32.0)	490 (44.7)	211 (19.3)	44 (4.0)	1096 (100)	1.95	.820

7.4.10 Overall Ratings of Servant Governance and One-Sample Test Result

The scores of respondents towards the level of servant governance have been aggregated and relevant statistical values (i.e., mean and standards deviations) for each dimension have been computed and evaluated. Besides, to arrive at a single aggregate statistical value that could represent the overall perceived level of servant governance, an aggregate mean, and standard deviation computed by considering all response values on each item.

The study revealed that respondents end up giving low average ratings for all dimensions of servant governance. The range for servant governance ratings is from 1.81 for Democratic politics to 2.10 for Institutional Legitimacy. According to Best (1977) on a four-point Likert scale, responses the mean score ranging from 1-1.75 is lowest, from 1.76-2.5 is low, from 2.51-3.25 is good/high and from 3.26-4 is considered very good/ very high. Accordingly, the survey respondents rated the dimensions of servant governance within the average value of low (1.75-2.5).

Table 7.18: Descriptive statistics of Servant Governance dimensions

Descriptive Statistics										
	Consti	Instit	Inclu.	Demo.	Altra	Servi.	Respo	Syner	Autr.	SG
Mean	1.982	2.106	1.94	1.810	1.849	1.965	1.9380	2.059	1.891	1.949
N	1096	1096	1096	1096	1096	1096	1096	1096	1096	1096
SD	.7039	.7153	.653	.68798	.6582	.7329	.6235	.7007	.8131	.5397
Min.	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Max.	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	3.67
Rem.	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low

Moreover, as depicted above in Table 7.18 the aggregate rating towards Servant Governance for the country was found a mean of 1.949 (SD=0.5397) on a 4-point scale, which is close to the value of 'Low. These findings reflect that Ethiopia faces broad problems in governance realm concerning the consent, consensus and concerned. Moreover, employing the value of 2.5, as used in a similar study (Nguni, 2005; Hukpati, 2009); the result indicated that the overall governance for the country was given as "low." According to Best (1977) as on a four-point Likert scale, response's mean score ranging from 1.76-2.5 is low.

Although descriptive statistics in the above shows the perceived level of servant governance was low but does not shows whether the difference in their mean value is statistically significant. Further to test the statistical significance, one sample t-test has been employed to compare the mean value with that of the average test mean value of 2.5 on a four-point Likert scale (as 2.5 is the possible average response on a four-point Likert scale). A one sample t-test result confirmed that the overall level of servant governance was significantly low from the average by a mean difference of. -5505 which is (1.9495-2.5) whose P value is 0.00 as it is < 0.05. Hence, a hypothesis formulated at the very outset of the study stating, “The overall level of servant governance is low” has been supported by this t-test analysis. The test for the difference in sample mean from the hypothesized mean/average test mean value is statistically significant, even at the 99% level. Hence, we rejected the null hypothesis and accepted the alternative hypothesis. Therefore, the samples mean of overall level of servant governance is statistically low or does not close to the hypothesized value. The mean is different from the test value of 2.5 by -.5505 that is, the mean lies in the range '2.5 -.5825' to '2.5--.5185' and we can say this with 99% confidence."

Table 7.19: One-Sample Test statistics of Servant Governance

	Test Value = 2.5					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
SG	-33.767	1095	.000	-.55054	-.5825	-.5185

7.4.11 Evaluation of Servant Governance: Comparison by Region

For examining regional variations on the perceived level servant governance, descriptive statistics of the respondents towards the overall level of SG have been aggregated for each of the four regions. Statistical values (i.e., mean and standards deviations) presented in the Table 7.20 below. This finding indicates that the mean value of Oromiya region of Adama (M=2.190, SD=.537) and SNNP of Hawassa (M=2.135, SD=.543), was slightly different from the score of Amhara region of Bahir Dar (M=1.80, SD=.484), and the nation capital city of Addis A. (M=1.699, SD=.422). Therefore, Oromiya and SNNP regions demonstrate to some extent positive attitude towards the overall system of governance than Amhara regional state and Addis Ababa city administration.

Table 7.20: Descriptive statistics of Servant Governance by Region

Regional States	Mean	N	Std. Deviation	Minimum	Maximum
Adama/Oromiya	2.1910	270	.53621	1.00	3.33
BD/Amhara	1.8008	276	.48489	1.00	3.62
Hawassa/SNNP	2.1350	260	.54343	1.00	3.67
Addis Ababa	1.6996	290	.42268	1.00	3.33
Total	1.9495	1096	.53977	1.00	3.67

To test the statistical significance, mean comparison test was conducted to compare the servant governance score for the four regions, resulting there is statistically significant regional differences in the perceived level of servant governance being found. The result which is portrayed in Table 7.21 below shows statistically significant regional difference at the p less than .05 level in the SG score of Adama (M=2.190, SD=.537), Hawassa (M=2.135, SD=.543), Bahir/D (M=1.80, SD=.484), and Addis A. (M=1.699, SD=.422): [F(3, 1092)=65.58, p=.000]. Despite reaching statistical significance, the actual difference in mean scores among the regions was large effect (eta squared=.153). According to Cohn (1988) the value of eta squared above 14% is considered as large effect. This means 15.3% of the variance in the perceived level of servant governance is explained by regional difference.

The hypothesis stating ‘There is regional difference on the overall level of servant governance’ was supported by the mean comparison test. Hence, H_0 are rejected, and the alternative hypotheses H_a accepted.

Table 7.21: ANOVA Table of Servant Governance by Region

			Sum of Squares	df	Mean Square	F	Sig.	eta square
SG * Regions	Between Groups	(Combined)	48.903	3	16.30	65.89	.000	.153
	Within Groups		270.121	1092	.247			
	Total		319.024	1095				

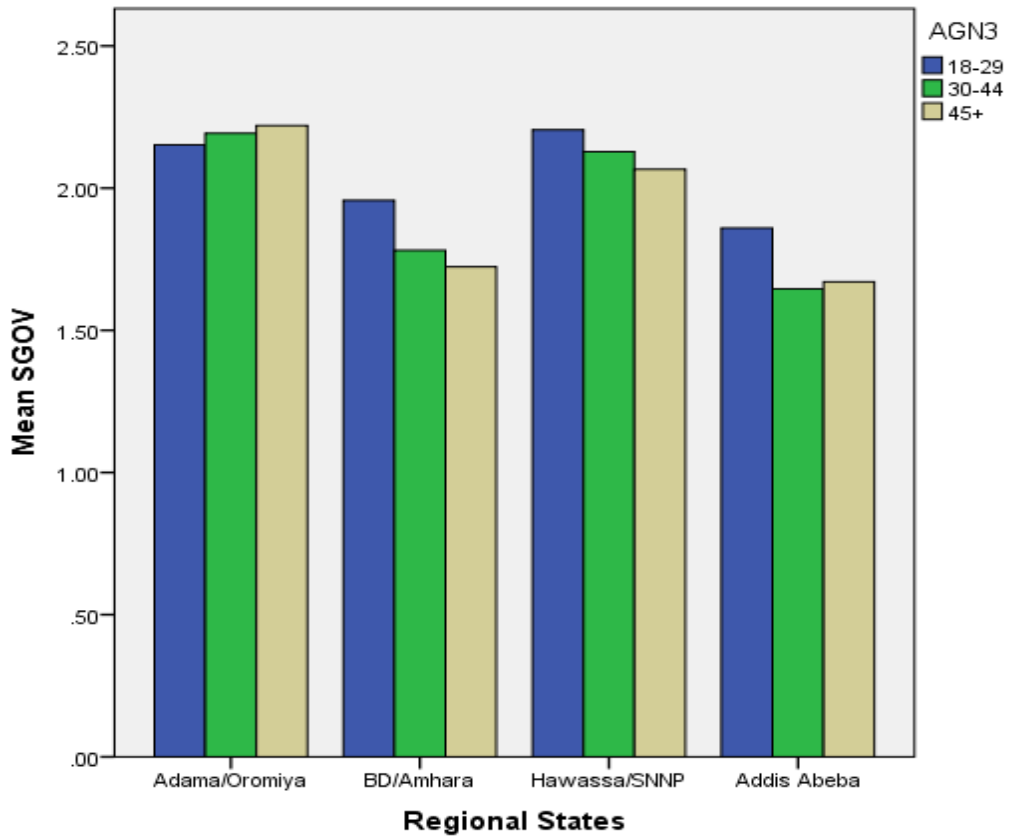


Figure 7.1: Servant Governance by Region and Age

7.5 Evaluations of Government Performance

This section examines how citizens evaluated the macro and micro-economic performance of the government. In order to measure government performance in providing broad public goods and services such as economic growth, employment, health care, education, 10 scale items adopted from previous researches. Scale items was measured by using a 4 point Likert scale ranging from 1(Very Badly) and 4(Very Good). The following sections present the descriptive statistics frequency, mean and standard deviation of macro and micro-economic performance.

7.5.1 Evaluations of Government Performance: Macroeconomics

The results in Table 7.22 show that the descriptive statistics frequency, mean and standard deviation of macro-economic performance. The findings of the survey indicated a very negative evaluation of the macroeconomic performance of the Ethiopian government since all of the macroeconomic items were rated below 50% as shown below. Almost close to 8 in 10 citizens feels the Ethiopian government managed the macro-economy very badly or badly. Accordingly, economic management (77.9%), living standard of the poor (80%) and job creation (71.1%), controlling inflation (80.7%) and narrowing income gaps (82.8%).

The results in Table 7.22 show that the mean for the items that measure the macro-economic performance is ranged between 1.95(\pm .856) and 2.01(\pm .845) for the 1096 survey samples, which indicate that most of the respondents were negatively evaluated the macro performance of the government. Moreover, the mean and the standard deviation of the distribution of responses is found to be 1.82 and .693 respectively, which is very close to the value of 'Disagree', indicating that frequency of responses concentrated around disagreement on this matter. Therefore, it can be concluded that, the government performance in job creation, controlling inflation, managing the economy, narrowing income gaps, and improving living standard of the poor was low.

Table 7.22: Evaluations of government performance: Macroeconomics

	Very Badly	Badly	Well	Very Well	Total	Mean	SD
GP1	406 (37.0)	448 (40.9)	212 (19.3)	30 (2.7)	1096 (100)	1.88	.812
GP2	511 (46.6)	366 (33.4)	179 (16.3)	40 (3.6)	1096 (100)	1.77	.851
GP3	353 (32.2)	426 (38.9)	276 (25.2)	41 (3.7)	1096 (100)	2.01	.851
GP4	532 (48.5)	353(32.2)	178(16.2)	33 (3.0)	1096 (100)	1.74	.837
GP5	537 (49.0)	370 (33.8)	144 (13.1)	45 (4.1)	1096 (100)	1.72	.843

7.5.2 Evaluations of Government Performance: Microeconomics

The results in Table 7.23 show that the descriptive statistics frequency, mean and standard deviation of micro-economic performance. This study found that positive ratings of government over handling and delivering of health and education services (52%) and (55.8%) respectively. At the same time, the government encountered significant elements of poor performance in areas of electrification (33%), water and sanitation (39.6%), and Roads accessibility and facility (24.6%).

The results in Table 7.23 show that the mean for the items that measure the micro-economic performance construct is ranged between 1.95(\pm .856) and 2.01(\pm .845) for the 1096 survey samples, which indicate that the vast majority of the respondents were negatively evaluated the macro performance of the government. Moreover, the mean and the standard deviation of the distribution of responses is found to be 2.33 and .689 respectively, which is very close to the value of 'Badly', indicating that frequency of responses concentrated around badly on this particular matter. Therefore, it can be concluded that, except in the areas of health and education facilities, the government performance was low particularly in the areas of water and sanitation, Roads accessibility and electrification.

Table 7.23: Evaluations of government performance: Microeconomics

	Very badly	Badly	Well	Very Well	Total	Mean	SD
GP6	231 (21.1)	339 (30.9)	424 (38.7)	102 (11.1)	1096 (100)	2.36	.917
GP7	182 (16.6)	301 (27.5)	485 (44.3)	128 (11.7)	1096 (100)	2.51	.904
GP8	240 (21.9)	424 (38.7)	346 (31.6)	86 (7.8)	1096 (100)	2.26	.886
GP9	228 (20.8)	324 (29.6)	441 (40.2)	103 (9.3)	1096 (100)	2.38	.917
GP10	263 (24.0)	471 (43.0)	279 (25.5)	83 (7.6)	1096 (100)	2.16	.875

7.5.3 Overall Level of Government Performance and One Sample Test Result

The responses scores of respondents towards the perceived government performance have been aggregated and relevant statistical values (i.e., mean and standards deviations) for each dimension have been computed and evaluated. Besides, to arrive average statistical value that could represent the overall government performance, an aggregate mean and standard deviation has been computed. Accordingly, it was discovered that citizens evaluated the government performance below the average level or negatively evaluated. It can be observed from Table 7.24 the single aggregate statistical value that could represent the overall government performance is found very close to the value of low where (M=2.07, SD=.615). According to Best (1977) on a four-point Likert scale, mean score ranging from 1.76-2.5 is considered as low.

Table 7.24 Descriptive Statistics of the Government Performance

	N	Mean	Std. Deviation	Std. Error Mean
OGP	1096	2.0787	.61501	.01858

Moreover, to test the statistical significance, one sample t-test has been employed to compare this mean value with that of the average test mean value of 2.5 on a four point Likert scale. The one sample t-test result confirmed that the perceived government performance was significantly low from the average by a mean difference of -.4225, which is (2.077-2.5) whose P value is 0.000. Hence, a hypothesis formulated at the very outset of the study stating, “The overall level of government performance is low” has been supported by this t-test analysis. The test for the difference in sample mean from the hypothesized mean/average test mean value is statistically significant, even at the 99% level. Hence, we rejected the null hypothesis and accepted the alternative hypothesis. The sample mean of citizens towards government performance is statistically low or does not close to the hypothesized value. The mean is different from the test value of 2.5 by -.4212 to 2.5 -.3848 that is, the mean lies in the range '2.5 -.4577' to '2.5--.3848 and we can say this with 99% confidence."

Table 7.25 One-Sample Test result of Overall Government Performance

One-Sample Test						
	Test Value = 2.5					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
OGP	-22.676	1095	.000	-.42126	-.4577	-.3848

7.5.4 Evaluations of Government Performance: Comparison by Region

For examining the regional variations over OGP score, descriptive statistics of the respondents towards the overall level of OGP have been aggregated to each of the four regions and relevant statistical values (i.e., mean and standards deviations) presented in the Table 7.26 below. This finding indicates that the mean value of Oromiya region of Adama (M=2.302, SD=.687) and SNNP of Hawassa (M=2.278, SD=.552), was slightly different from the score of Amhara region of Bahir/D (M=1.93, SD=.597), and the nation capital city of Addis A. (M=1.83, SD=.464). Therefore, Oromiya and SNNP regions positively evaluated the performance of the government than Amhara region and Addis Ababa city administration.

Table 7.26: Descriptive statistics of Overall Government Performance by Region

Regions	Mean	N	Std. Deviation
Adama/Oromiya	2.3022	270	.68711
BD/Amhara	1.9312	276	.59730
Hawassa/SNNP	2.2781	260	.55293
Addis Abeba	1.8324	290	.46487
Total	2.0787	1096	.61501

To test the statistical significance, mean comparison test was conducted to compare the government performance score for the four regions, resulting there is statistically significant regional differences in the perceived level of government performance being found. The result which is portrayed in Table 7.27 below shows statistically significant regional difference at the p less than .05 level in the OGP score of Adama (M=2.302, SD=.687), Hawassa (M=2.278, SD=.552), Bahir/D (M=1.931, SD=.597), and Addis A. (M=1.832, SD=.464): [F(3, 1092)=47.06, p=.000). Despite reaching statistical significance, the actual difference in mean scores between the groups was large effect (eta squared=.115). According to Cohn (1988) the value of eta squared above 14% is large effect. This means 11.5% of the variance in OGP is explained by regional difference. The hypothesis stating ‘There is regional difference on the overall level of government performance’ was supported by the mean comparison test. Hence, H₀₃ are rejected, and the alternative hypotheses H_{a3} accepted.

Table 7.27 ANOVA Table Government Performance by Region

ANOVA Table			Sum of Squares	df	Mean Square	F	Sig.	Eta Squared
OGP * Regions	Between Groups	(Combined)	47.424	3	15.808	47.06	.000	.115
	Within Groups		366.751	1092	.336			
	Total		414.175	1095				

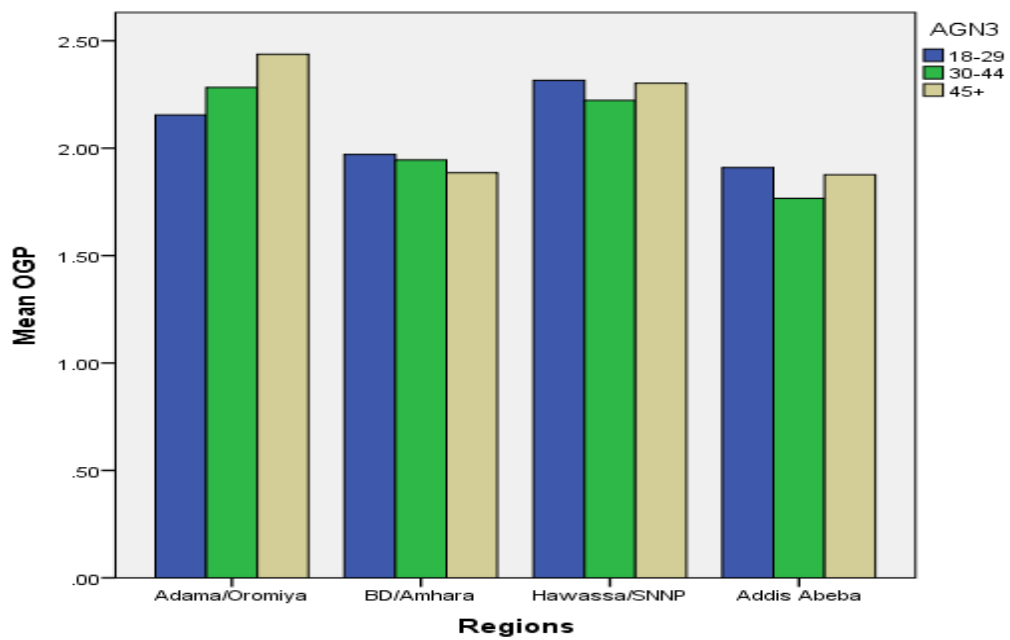


Figure 7.2: Overall Government Performance by Region and Age

7.6 Citizens' Satisfaction on the Government

Citizens' satisfaction measures the extent to which the level of satisfaction or dissatisfaction on the overall services delivery and performance of government. This variable is measured by 2 items adopted from previous research work and was measured by using a 4-point Likert scale. Satisfaction: How satisfied are you with the (Scale: Very dissatisfied, dissatisfied, Satisfied, Very satisfied).

The survey result reveal that the level of citizens satisfaction with the overall quality of basic services at national level was only 24.3%, where 21.6% of the respondents declared to be satisfied with the quality of basic services and 2.6% of the respondents declared to be very satisfied. The net dissatisfaction of respondents with quality of basic services was 75.7% where 43.7% were dissatisfied and 32% were very dissatisfied. Similarly, the survey result reveal that the level of satisfaction with the overall service accessibility was 24.1% where 20.9% of the respondents declared to be satisfied and 3.2% of the respondents declared to be very satisfied. The net dissatisfaction of respondents in this sector was 75.9% where 46% were dissatisfied and 29.9% were very dissatisfied. In addition to service delivery satisfaction with local government, this study measured the overall level of satisfaction to the three tiers of government local, regional, and federal. Although the local government has the lower level of administration has direct contact with citizens, it was rated the lowest followed by regional government. Surprisingly, the federal government that has not direct contact with citizens was rated above local and regional government. Accordingly, below Table 7.24, shows majority of respondents (73%, 72%, and 70%) were dissatisfied with the overall administration and performances of local, Regional, and Federal government respectively.

Table 7.28: Descriptive statistics of Overall Citizens' Satisfaction

	V. Dissatisfied	Dissatisfied	Satisfied	V.Satisfied	Total	Mean	SD
SA1	351 (32.0)	479 (43.7)	237 (21.6)	29 (2.6)	1096 (100)	1.95	.800
SA2	328 (29.9)	504 (46.0)	229 (20.9)	35 (3.2)	1096 (100)	1.97	.797.
SAL	365 (33.3)	435(39.7)	251 (22.9)	45 (4.1)	1096 (100)	1.98	.852
SAR	384 (35.0)	406 (37.0)	254 (23.2)	52 (4.7)	1096 (100)	1.98	.879
SAF	428 (39.1)	342 (31.2)	275 (25.1)	51 (4.7)	1096 (100)	1.95	.909

7.6.1 Overall Level of Citizens' Satisfaction and One-Sample Test Result

The responses scores of respondents towards the citizens' satisfaction have been aggregated and relevant statistical values (i.e., mean and standards deviations) have computed. Accordingly, it was discovered that low level of citizens satisfaction on the government. It can be observed from Table 7.25 the single aggregate statistical value that could represent the overall citizens satisfaction on the government is found very close to the value of low where (M=1.96, SD=.698). According to Best (1977) on a four point Likert scale, mean score ranging from 1.76-2.5 is considered as low

Table 7.29 Descriptive Statistics of the Citizens' Satisfaction

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
SAT	1096	1.9661	.69887	.02111

Descriptive statistics in the above shows the perceived level of citizens' satisfaction on the government was low. However, it does not show whether the difference in their mean value is statistically significant. A one-sample t-test has been conducted to compare this mean value with that of the average test mean value of 2.5 on a four point Likert scale. Accordingly, one sample t-test result confirmed that the overall level of citizens' satisfaction was significantly low from the average by a mean difference of -.5339 which is (1.966-2.5) whose P value is 0.00 as it is < 0.05. Hence, a hypothesis formulated at the very outset of the study stating, "The overall level of citizens satisfaction is low" has been supported. The test for the difference in sample mean from the hypothesized mean/average test mean value is statistically significant, even at the 99% level. Hence, we rejected the null hypothesis and accepted the alternative hypothesis. Therefore, the sample mean of citizens' satisfaction on the government is statistically low or does not close to the hypothesized value. The mean is different from the test value of 2.5 by -.53394 to 2.5 -.4925, that is the mean lies in the range '2.5 -.5754' to '2.5-.4925 and we can say this with 99% confidence."

Table 7.30 One-Sample Test Statistics of the Overall Citizens' Satisfaction

One-Sample Test						
	Test Value = 2.5					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
OSAT	-25.293	1095	.000	-.53394	-.5754	-.4925

7.6.2 Citizens' Satisfaction on the Government: Comparison by Region

For illustrating regional variations on the Satisfaction score, descriptive statistics of the respondents towards the overall level of satisfaction on the government have been aggregated to each of the four regions and relevant statistical values (i.e., mean and standards deviations) presented in the Table 7.31 below. This finding indicates that, the mean value of Oromiya region of Adama (M=2.16, SD=.734) and SNNP of Hawassa (M=2.17, SD=.767), was slightly different from the score of Amhara region of Bahir/D(M=1.77, SD=.590), and the nation's capital city of Addis A. (M=1.78, SD=.585). Therefore, the overall level of citizens' satisfaction in Oromiya and SNNP regions is to some extent higher than Amhara region and Addis Ababa city administration

Table 7.31: Descriptive statistics of Citizens' Satisfaction by Region

Regions	Mean	N	Std. Deviation
Adama/Oromiya	2.1615	270	.73469
BD/Amhara	1.7710	276	.59062
Hawassa/SNNP	2.1754	260	.76769
Addis Abeba	1.7821	290	.58537
Total	1.9661	1096	.69887

In order to test the statistical significance, mean comparison test conducted. The result which is portrayed in Table 7.32 below confirmed there was statistically significant regional variations in the level of citizens satisfaction score of Hawassa (M=2.175, SD=.767), Adama(M=2.161, SD=.7346),Addis A.(M=1.782,SD=.585), and Bahir/D.(M=1.77, SD=.590): [F(3, 1092)=31.038, p=.000).

Despite reaching statistical significance, the actual difference in mean scores among regions was medium effect (eta squared=.079). According to Cohn (1988) the value of eta squared above 6% is medium effect. This means 7.9% of the variance in SAT is explained by regional difference. The hypothesis stating ‘There is regional difference on the overall level of citizens’ satisfaction on the government’ was supported by the mean comparison test. Hence, H0₄ are rejected and the alternative hypotheses Ha₄ accepted.

Table 7.32: ANOVA Table Citizens’ Satisfaction by Region

ANOVA Table			Sum of Squares	df	Mean Square	F	Sig.	Eta Square
OSAT * Regions	Between Groups	(Combine)	42.021	3	14.007	31.038	.000	.079
	Within Groups		492.797	1092	.451			
	Total		534.817	1095				

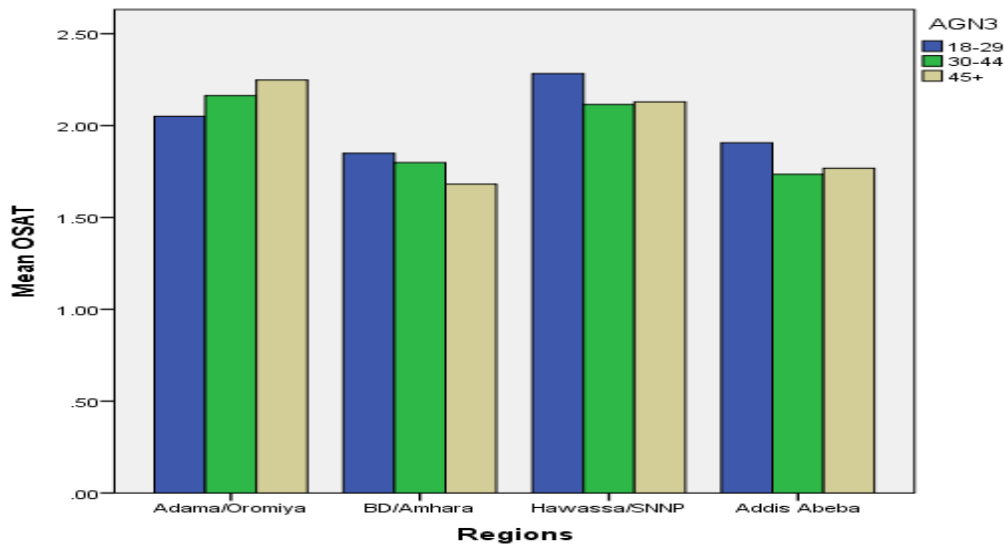


Figure 7.3: Overall Citizens Satisfaction by Region and Age

7.7 Level of Political Trust/Trust on Government

This section examines how citizens evaluated the level of trust on the government. In order to measure trust on government 12 items adopted from previous research works and and was measured by using a 4-point Likert scale.

7.7.1 Level of Political Trust: Satisfaction with Democracy

In order to measure the intermediate level of political trust, this study used the survey items that measure the overall level of the democratic political system of the country/democratic growth together with the item that measure the way democracy works at the moment/satisfaction in democratic. The results in Table 7.33 show that the descriptive statistics frequency, mean and standard deviation. In this regard, citizens were asked to rate the level of satisfaction or dissatisfaction over the way democracy works in Ethiopia. Accordingly, for survey item, how satisfied are you with the way democracy works in Ethiopia? This study found that, level of satisfaction with this particular item at the national level was only 23.6%, where 20% of the respondents declared to be satisfied with the way democracy works in Ethiopia and 3.6% of the respondents declared to be very satisfied. The net dissatisfaction of respondents was 76.4% where 31.5% were dissatisfied and 44.9% were very dissatisfied. Similarly, to measure the second item, respondents were asked to rate the level of satisfaction or dissatisfaction over the democratic political system. Overall, how satisfied are you with the democratic political system of Ethiopia? Accordingly, regardless of the current government democratic performance, majority of the survey respondents (77.4%) declared their dissatisfaction over the democratic political system. The survey result reveal that the level of satisfaction with this particular item at the national level was only 22.6%, where 19% of the respondents declared to be satisfied with the democratic political system and 3.6% of the respondents declared to be very satisfied. The net dissatisfaction of respondents was 77.4% where 31.4% dissatisfied and 46% very dissatisfied.

Table 7.33: Descriptive statistics of Satisfaction with Democracy

Items	V.dissatisfied	Dissatisfied	Satisfied	V.satisfied	Total	Mean	SD
SAD	492 (44.9)	345 (31.5)	219 (20.0)	40 (3.6)	1096 (100)	1.82	.874
SAP	504 (46.0)	344 (31.4)	208 (19.0)	40 (3.6)	1096 (100)	1.80	.870

7.7.2 Level of Political Trust: Trust in Institutions

Trust in political institutions measures the degree in which individuals have confidence in the institutions and public administration of the country where they live. The Table 7.34 below show the citizen's trust in government institutions. The findings generally show very low level of trust that citizens have in the government institutions, whereby the examined institutions were rated less than 50% of trust. The national security force has the most trusted institution compared to others with a net trust of 48% while the national electoral commission the least trusted institution with 79.8%. Similarly, all other public and government institution not trusted by citizens were Broadcasting agency (74.2%), Police and Security (67.4%), Judiciary (75.4%), Federal government (64.1%), Parliament (68.7%), Ruling party/EPRDF (69.5%), and Opposition political parties (70.2%). Additionally, citizens do not trust the following local and regional public organizations. Those not trusted organizations were Civil service (74.2%), Revenue and tax (67.4%), regional parliament (75.4%), Regional government (64.1%), Private business (68.7%), City Administration (69.5%), and Keble/woreda office (70.2%)

Table 7.34 Descriptive statistics of Trust on Institutions

		Mean	Std. Deviation	N
IT1	National Electorate Commission	1.71	.860	1096
IT2	The National defence forces	2.40	1.065	1096
IT3	Broadcasting Agencies	1.89	.848	1096
IT4	IT4. The police	2.02	.884	1096
IT5	The courts/ Justice system	1.88	.830	1096
IT6	The government (Federal)	2.06	.965	1096
IT7	Ruling Party/EPRDF	1.93	1.010	1096
IT8	Opposition Political parties	2.03	.852	1096
IT9	National Parliament (HPR)	2.03	.860	1096
IT10	The Civil service	2.11	.803	1096

7.7.3 Overall Level of Political Trust and One-Sample Test Result

The responses scores of respondents towards the level of Political support/trust have been aggregated and relevant statistical values (i.e., mean and standards deviations) for each dimension have been computed and evaluated. Besides, to arrive at a single aggregate statistical value that could represent the overall level of Political trust, an aggregate mean and standard deviation have been computed by considering all response values on each item. Accordingly, it was discovered that low level of political trust/ or trust on government. It can be observed from Table 7.35 single aggregate statistical value that could represent the overall Political trust is found to be very close to the value of low (M=1.901, SD=.695). According to Best (1977), on a four point Likert scale, mean score ranging from 1.76-2.5 is considered as low.

Table 7.35 Descriptive Statistics of Overall Political Trust

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
DESA	1096	1.8134	.81990	.02477
TRIN	1096	1.9897	.72003	.02175
POT	1096	1.9016	.69563	.02101

Furthermore, to test the statistical significance, one sample t-test has been employed to compare this mean value with that of the average test mean value of 2.5 on a four point Likert scale. A one sample t-test result confirmed that the overall level of political trust was significantly low from the average by a mean difference of -.5984 which is (1.901-2.5) whose P value is 0.00 as it is < 0.05. Hence, a hypothesis formulated at the very outset of the study which is “The overall level of political trust is low” has been supported by this t-test analysis. The test for the difference in sample mean from the hypothesized mean/average test mean value is statistically significant, even at the 99% level. Hence, we rejected the null hypothesis and accepted the alternative hypothesis. Therefore, the sample mean of political trust is statistically low or is not close to the hypothesized value. The mean is different from the test value of 2.5 by -.6397 to 2.5 -.5572 that is, the mean lies in the range '2.5 -.6397 ' to '2.5--.5572 and we can say this with 99% confidence."

Table 7.36 One-Same Test result of Political Trust

One-Sample Test						
	Test Value = 2.5					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
DESA	-27.723	1095	.000	-.68659	-.7352	-.6380
TRIN	-23.461	1095	.000	-.51026	-.5529	-.4676
POT	-28.480	1095	.000	-.59843	-.6397	-.5572

7.7.4 Level of Political Trust: Comparison by Region

For examining regional variations over political trust score, descriptive statistics of the respondents towards the overall level of POT have been aggregated to each of the four regions. The relevant statistical values (i.e., mean and standards deviations) presented in Table 7.37 below. This finding indicates that the mean value of SNNP region of Hawassa (M=2.18, SD=.710) and Oromiya region of Adama (M=2.11, SD=.724) was slightly different from the score of Amhara region of Bahir/D(M=1.71, SD=.614), and the nation’s capital city Addis A. (M=1.63, SD=.558). Therefore, Oromiya and SNNP demonstrate to some extent higher level of political trust than Amhara region and Addis Ababa city administration.

Table 7.37 Descriptive Statistics of Political Trust by Region

Regions	Mean	N	Std. Deviation
Adama/Oromiya	2.1169	270	.72482
BD/Amhara	1.7108	276	.61405
Hawassa/SNNP	2.1815	260	.71056
Addis Abeba	1.6317	290	.55814
Total	1.9016	1096	.69563

To test the statistical significance, mean comparison test was conducted to compare the POT score for the four regions. The result which is portrayed in table 7.38 below confirmed there was statistically significant regional variations in the level of political trust score of Hawassa (M=2.18,

SD=.710), Adama (M=2.116, SD=.724), Bahir/D. (M=1.710, SD=.614), and Addis A. (M=1.631, SD=.558): [F(3, 1092)=50.05, p=.000]. Despite reaching statistical significance, the actual difference in mean scores among regions was medium effect (eta squared=.121). According to Cohn (1988) the value of eta squared above 6% is considered as medium effect. Accordingly, 12.1% of the variance in political trust is explained by regional difference. The hypothesis stating ‘There is regional difference on the overall level of political trust’ was supported by the mean comparison test. Hence, H₀₆ is rejected, and the alternative hypotheses H_{a6} is accepted.

Table 7.38 ANOVA Table Political Trust by Region

ANOVA Table			Sum of Squares	Df	Mean Square	F	Sig.
POT * Regions	Between Groups	(Combined)	64.057	3	21.352	50.056	.000
	Within Groups		465.810	1092	.427		
	Total		529.867	1095			

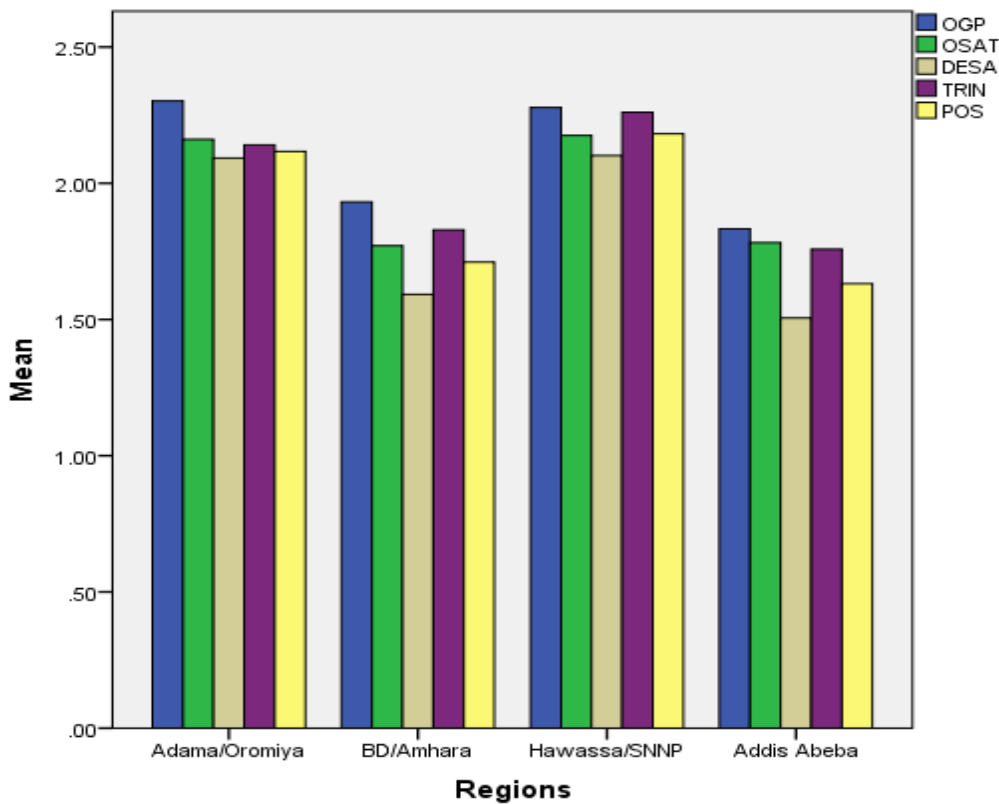


Figure 7.4: Overall Level of Political Trust by Region and Age

7.8 Summary

Chapter 6 presented the first three steps of the scale development process, and the details of the measurement items used to measure the constructs of the study. Chapter 7 presented the fourth step that is item analysis part of scale development. This study collected survey data from residents living in Adama, Addis Ababa, Bahir Dar, and Hawassa city administrations between the periods of April 2018 to June 2018 simultaneously. The study collected 1160 survey data with survey response rate of (0.96%) from out of 1200 target samples. Two stages of data cleaning conducted and 64 questionnaires dropped. First 43 questionnaires removed because of incompleteness and inconsistency and then 21 questionnaires removed due to outliers in the second stage of data cleaning. As a result, this study used 1096 final survey questionnaires for further analysis.

The descriptive analysis of the data obtained from the survey respondents analyzed through Statistical Package for the Social Science (SPSS) version 24.0. This chapter briefly presented the data preparation, parametric tests assumptions, item analysis, the demographic profile of survey respondents and descriptive statistics of the main constructs of the study.

According to Pallant (2002, 2005) prior to doing many of the statistical analysis, it is important to check if the data is not violating any of the assumptions to examine parametric tests. Accordingly, we have tested the data for its fitness towards the assumptions of linearity, normality, multicollinearity, and homoscedasticity. After testing the parametric assumptions, item analysis and internal reliability of the data examined through, Alpha, inter item correlation and item to total correlation. Accordingly, the internal consistency results of the study are ranging from 0.781 for Constitutional Consent to .920 for Authorized Government. This means that the items related to each construct used in the proposed model have internal consistency.

The scores of respondents towards the level of servant governance, government performance, citizens' satisfaction, and trust on government have been aggregated and relevant statistical values (i.e., mean and standards deviations) for each construct have been computed and evaluated.

The study revealed that respondents end up giving low average ratings for all dimensions: Constitutional(M=1.98,SD=.703);Institutional(M=2.10,SD=.715);Authorized(M=1.89;SD=.813), Democratic (M=1,81; SD=.687); Synergetic (M=2.05;SD=.700); Inclusive (M=1.94; SD=.653);

Serving (M=1.96; SD=.732); Altruistic (M=1.84; SD=.658) and Responsive (M=1.93; SD=.632). According to Best (1977) on a four-point Likert scale, mean score ranging from 1.76-2.5 is considered as low. Therefore, the survey respondents rated the dimensions of servant governance within the average value of low (1.75-2.5).

The overall level of government performance and citizens' satisfaction is found very close to the value of low (M=2.07, SD=.615; M=1.96, SD=.698) respectively. Furthermore, a one sample t-test result confirmed that the overall level of government performance and citizens' satisfaction was significantly low from the average by a mean difference of -.4225 which is (2.077-2.5) and -.5339 which is (1.966-2.5) whose P value is 0.00 as it is < 0.05 respectively. The study further revealed that citizens evaluated the political trust below the average level. The study found a low level of satisfaction with democracy (M=1.81, SD=.819), institutional trust (M=1.98, SD=.720), and overall political trust (M=1.90, SD=.695). The one sample t-test result confirmed that the political trust was significantly low from the average by a mean difference of -.5984 which is (1.901- 2.5) whose P value is 0.000 as it is < 0.01.

CHAPTER EIGHT: MEASUREMENT MODELS ANALYSIS AND VALIDATIONS

8.1 Introduction

Among the five major steps in the scale development, we have briefly discussed the first three steps in chapter six and the fourth one of item analysis in chapter seven. The fifth and the last steps in the measurement development is scale validation, which is presented in this chapter. Scale validity refers to the property that a scale measures its intended construct (Churchill, 1979). The purpose of scale validation is to verify the scale behaves as predicted and confirm the scale item measures the construct it designed to measure. Churchill (1979) stated, “Scale validation is like a theory-testing and once evidence in support of validity is compiled, confidence is gained that the scale measures the theoretical construct it is intended to measure” (p. 45).

The two well-known and widely used scale validation analytical tools in the social science are Exploratory and Confirmatory factor analysis. The present study also used EFA and CFA to validate the newly developed Servant Governance scale items and the adopted indicators from prior studies to measure the construct of government performance, citizens’ satisfaction, and political trust. Therefore, following the methodological guidelines of scale validation, a two-stage approach has used to examine the scale validity and reliability of the measurement model (Churchill, 1979; DeVellis, 1991; Spector, 1992; MacKenzie et al., 2011). Validation through EFA and CFA needs two separate samples (Hair et al., 2010; Miller & Yang, 2008). Accordingly, in order to avoid capitalization on chance in a single sample for both exploratory and confirmatory analysis, we divided the original 1096 total sample into exploratory sub-sample and a validation sub-sample. Hence, we divided the sample into 1/3, that means (369 sample) to conduct exploratory factor analysis and 2/3, that means (727 sample) to conduct confirmatory factor analysis. An exploratory factor analysis (EFA) was thus run on in the first sample in order to check whether the factorial structure that emerged from empirical data replicated what was expected from theoretical considerations. Similarly, the factor structure produced from exploratory analysis validated through confirmatory analysis in the second sub sample. In the following sub sections, we briefly present exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) together with how they used in the current study.

8.2 Measurement Model Validation I: Exploratory factor analysis (EFA)

Exploratory factor analysis (EFA) is a family of multivariate statistical method that attempts to identify the smallest number of hypothetical constructs (also known as factors, dimensions, latent variables, synthetic variables, or internal attributes) that can parsimoniously explain the covariation observed among a set of measured variables (also called observed variables, manifest variables, effect indicators, reflective indicators, or surface attributes). The purpose is to identify the common factors that explain the order and structure among measured variables. In the social and behavioural sciences, factors are assumed unobservable characteristics of people, which are manifested in differences in the scores attained by those people on the measured variables (Tucker & MacCallum, 1997). As described by Brown, Hair et al., Miller and Yang, a factor is an unobservable variable that influences more than one observed measure and that accounts for the correlations among these observed measures. In other words, the observed measures are interrelated because they share a common cause (i.e., they are influenced by the same underlying construct); if the latent construct was partitioned out, the intercorrelations among the observed measures will be zero (Brown, 2015; Hair et al., 2010; Miller & Yang, 2008).

According to Churchill (1979), exploratory factor analysis can be quite useful for validating both unidimensional and multidimensional scales. For unidimensional scales, factor analysis used to explore possible sub dimensions within the group of items selected. Similarly, in the case of multidimensional scales, factor analysis used to verify that the items empirically form the intended subscales. Moreover, according to Hinkin (1998) the use of EFA allows to verify: a) the same number of pre-specified dimensions emerges from the data; b) indicators cluster together as theoretically expected; c) signs of the loadings are compatible with theory and, d) in each factor, have the same direction; and indicators do not cross-load. Moreover, according to Hinkin EFA provides a preliminary empirical account of the dimensionality and content of the construct (1998). Factor analysis (and principal component analysis) “a technique for identifying groups or clusters of variables and used to understand the structure of a set of variables; to construct a questionnaire to measure an underlying variable; and to reduce a data set to a more manageable size while retaining as much of the original information as possible” (Field, 2009, p. 28).

Factor analysis derives its factors by analyzing the pattern of covariation (or correlation) among items. Groups of items that tend to interrelate with one another more strongly than they relate to other groups of items will tend to form factors. The idea here is somewhat like convergent and discriminate validity. Items that intercorrelate relatively high are assumed to reflect the same construct (convergent validity), and items that intercorrelate relatively low are assumed to reflect different constructs (discriminant validity) (Churchill, 1979; DeVellis, 1991; Spector, 1992 and MacKenzie et al., 2011).

Founded on philosophical and statistical principles EFA was first applied by Spearman (1904) and rapidly became a fundamental tool in the evaluation of theories and validation of measurement instruments (Haig, 2014; Henson & Roberts, 2006; Izquierdo, Olea, & Abad, 2014). As noted by Edwards and Bagozzi (2000), the relationships between constructs and their indicator variables are important because that knowledge allows unambiguous “mapping of theoretical constructs onto empirical phenomena” (p.155). According to Julnes (2008, p.516), it is a recent trend to use sophisticated statistical tools for measuring validity of structures in public administration research. Nonetheless, the situation has changed in response to the demand to conduct public administration research in doctoral levels and “by the increasing recognition of heterogeneity in the key concerns within public administration.” Similarly, Coursey (2008) indicates the recent developments in public administration research have considered Structural Equation Modeling (SEM), but the uses of Confirmatory Factor Analysis (CFA) are less developed. Coursey (2008, p. 565) expresses the need to integrate CFA in public administration research to a greater level as in other disciplines. Coursey (2008, p.567) cited an earlier work of Simon (1946) for the lesser use of CFA because of “the lack of clearly defined latent constructs and their measurement.” Coursey (2008, p.567) further remarks for the development of a theory particularly in reference to public administration theory, there has to be evident based accurate test measures of reliability and validity of complex latent variables. In this regard, “public administration tends to fail this test.” Then he questions when the findings in public administration show variations, what would be the responsible factor for the variations to refer to whether the validity and reliability measures or the failure in line with the actual latent concepts. For such inabilities in the use of CFA in public administration research, Coursey (2008, p. 567) underscores, “in short, public administration is hampered by prediction models that have little, if any, validation of their percussive measurement models.”

8.3 Exploratory Factor Analysis: Validating Servant Governance

In chapter six of section 6.4.1, we have discussed briefly the conceptual foundation of underlying construct of servant governance. Servant governance is a multidimensional higher order construct conceptualized by nine first order dimensions. Hence, we have prior knowledge about the constructs underlying the servant governance dimensions and items that measure a particular dimensions, this is because items measures each sub dimensions developed inductively and related in advance. The nine constructs are: Constitutional Consent, Institutional Legitimacy, Authorized Government; Democratic Politics, Synergetic Governance, Inclusive Governance; Serving Government, Responsive Institutions and Altruistic Leadership.

As mentioned in chapter six, scale items are developed and prepared in order to capture the proposed model of servant governance. All scale items are measured on a four point-Likert scale. The items are subjected to factor analysis in order to examine the collected data yields the proposed nine dimensions of servant governance and items exactly dropped on their underlying factors only and all the latent variables, which capture much of the variance on the proposed servant governance. Therefore, by using EFA, this study examined whether or not those qualitatively developed scale items have grouped together on their respective dimensions of servant governance and each latent construct responsible for items.

8.3.1 Assumptions in Exploratory Factor Analysis

All the statistical assumptions to proceed factor analysis conducted through the divided 1/3 sub sample. Accordingly, Linearity, normality, multicollinearity assumptions tested and assured. Criteria for determining factor adequacy were established in advance. Given the sample size used (369), pattern coefficients ≥ 0.3 were considered practically and statistically significant (Norman & Streiner, 2014). Complex loadings that were salient on more than one factor were rejected to make simple structure (MacKenzie et al., 2011). Factors with a minimum of three salient pattern coefficients and internal consistency reliability ≥ 0.70 , and that were theoretically meaningful were considered adequate. Additionally, the following criteria were also used extracted communality of the items higher than 0.5, the sphericity test of Bartlett significant at a 5% level and the Kaiser-Meyer-Olkin test higher than 0.7 (Field, 2009; Hair et al., 2010).

Accordingly, before conducting the EFA, we have tested the relationship strength between the variables in order to proceed with a factor analysis. A sampling adequacy measurement according to the Kaiser-Meyer-Olkin criterion resulted in .946, which indicated the sample's adequacy (Field, 2009; MacKenzie et al., 2011). Furthermore, Bartlett's sphericity test indicated strong relationships between the variables with P value of .000.

Table 8.1 KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.946
Bartlett's Test of Sphericity	Approx. Chi-Square	8883.572
	Df	780
	Sig.	.000

After confirming that the correlation matrix was factorable, principal component analysis was selected over common factor analysis because the intent was to identify a total variance explained by factors. PCA components may enhance parsimony in other statistical analyses and may contribute information for decisions regarding the number of factors to retain for subsequent common factor analysis, but most methodologists recommend that common factor analysis be employed when the purpose is to identify latent constructs responsible for the variation of measured variables (Gaskin, & Happell, 2014; Norman & Streiner, 2014; Norris & Lecavalier, 2010; Price, 2017; Tucker & MacCallum, 1997). For example, Fabrigar and Wegener (2012), recommended the following: “When the goal of research is to identify latent constructs for theory building or to create measurement instruments in which the researcher wishes to make the case that the resulting measurement instrument reflects a meaningful underlying construct, we argue that common factor analysis (EFA) procedures are usually preferable” (p. 32). However, this distinction may make little difference when there are ≥ 40 -measured variables (Loehlin & Beaujean, 2017). In order to take the advantages of both analytical tools, we have employed both PCA and Common factor analysis to crosscheck the results and we have found similar results except minor variations in values of communality.

8.3.2 Exploratory Factor Analysis Result of Servant Governance

PCA with promax rotation has conducted to assess the underlying structure for the forty items of the servant governance scale. From the very beginning, this study followed the inductive approach of scale development, 40 items initially developed to capture each of the nine constructs of Servant Governance and, here we expected nine factors produce eigenvalues greater than one. A principal component analysis (PCA) conducted on the 40 items with oblique factor rotation (Promax). The Kaiser–Meyer–Olkin measure verified the sampling adequacy for the analysis, KMO = .946 which is well above the acceptable limit of .6 ('superb' according to Field, 2009.) Bartlett's test of sphericity $\chi^2(780) = 8883.572$ $p < .001$, indicated that correlations between items were sufficiently large for PCA and not random. As theoretically developed and proposed, nine components produced eigenvalues over Kaiser's criterion of 1 and in combination explained 68.17% of the variance. The extracted communality was higher than 0.5, the factorial loadings were higher than the minimum threshold (0.3); there were no cross-loadings at all except RES3, all the items exactly dropped on their respective latent dimensions and the Cronbach's Alpha coefficients were higher than 0.7 for all factors.

In addition to prior knowledge about the sub dimensions and scale items, we used a combination of Kaiser Eigenvalues, Screen plot and total amount of explained variance criterion to extract and retain the nine sub dimensions of Servant Governance model. Kaiser (1960) recommended retaining all factors with eigenvalues greater than 1. According to Field (2005, 2009) and Hair et al., (2010) Kaiser's criterion is accurate when the sample size exceeds 250 and the average communality is greater than or equal to 0.6. Similarly, Kaiser eigvalue is appropriate method for factor retention when the number of variables between 30 and 50 (Field, 2005, 2009; Hair et al., 1998). Therefore, by using a combination of factor extraction criteria such as predetermined prior knowledge about the dimensions, the recommended sample size, and the convergence of the screen plot and Kaiser's criterion on nine components, all the nine dimensions of servant governance retained. Therefore, the proposed nine dimensions of servant governance model supported empirically through the collected data at hand by using Exploratory Factor Analysis.

Hence, by using one third of the sub sample, this study confirms the most important points analyzed by factor analysis such as: the same number of pre-specified dimensions emerges from the data; indicators cluster together as theoretically expected; signs of the loadings are compatible with theory and, in each factor have the same direction; and indicators do not cross-load. According to (Hinkin, 1998), Factor analysis procedure provides a preliminary empirical account of the dimensionality and content of the construct.

After rotation the first factor (Democratic Politics) accounted for 8.84% of the variance, the second factor (Serving Government) accounted for 10.81%, the third factor (Altruistic Leadership) accounted for 10.13%, the fourth factor (Inclusive Governance) accounted 9.84%, the Fifth factor (Authorized Government) accounted 9.46%, the six factor (Responsive Institution) accounted 8.78%, the seventh factor (Institutional Legitimacy) accounted 7.77%, and the last two factors (Synergetic Governance) and (Constitutional Consent) accounted 8.14% and 6.02% respectively. Table 8.2 and 8.3 displays the items and factor loadings for the rotated patten and structure matrix PCA.

Table 8.2 Total Variance Explained Servant Governance

Total Variance Explained							
Co mp.	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings ^a
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	
1	15.585	38.962	38.962	15.585	38.962	38.962	8.845
2	2.116	5.290	44.253	2.116	5.290	44.253	10.812
3	1.712	4.280	48.532	1.712	4.280	48.532	10.132
4	1.546	3.865	52.397	1.546	3.865	52.397	9.846
5	1.490	3.725	56.122	1.490	3.725	56.122	9.460
6	1.388	3.470	59.592	1.388	3.470	59.592	8.782
7	1.296	3.239	62.831	1.296	3.239	62.831	7.778
8	1.075	2.688	65.520	1.075	2.688	65.520	8.144
9	1.012	2.529	68.049	1.012	2.529	68.049	6.025

Extraction Method: Principal Component Analysis.

a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.

Table 8.3 Oblique rotation of Components Analysis Pattern Matrix

Pattern Matrix ^a										
	Component									Com.
	1	2	3	4	5	6	7	8	9	
DMO2	.838									.747
DMO1	.798									.679
DMO4	.774									.658
DMO3	.746									.701
DMO5	.447									.464
SER1		.848								.782
SER2		.807								.755
SER3		.775								.745
SER5		.763								.601
SER4		.757								.665
ALT2			.828							.766
ALT5			.768							.626
ALT4			.766							.706
ALT3			.712							.656
ALT1			.568							.542
ING5				.841						.667
ING4				.771						.665
ING3				.718						.623
ING2				.655						.718
ING1				.644						.576
AUT3					.906					.858
AUT4					.821					.785
AUT2					.817					.824
AUT1					.763					.748
RES2						.892				.726
RES1						.698				.646
RES4						.669				.575
RES3			.367			.654				.646
RES5						.653				.630
INS1							.835			.680
INS4							.791			.650
INS3							.755			.685
INS2							.735			.621
SYN2								.831		.739
SYN3								.751		.693
SYN4								.694		.557
SYN2								.626		.632
CON2									.912	.771
CON1									.885	.771
CON3									.630	.639
Varianc	8.84	10.812	10.13	9.846	9.46	8.782	7.778	8.144	6.025	
Extraction Method: Principal Component Analysis.										
Rotation Method: Promax with Kaiser Normalization.										
a. Rotation converged in 7 iterations.										

Table 8.4 Oblique rotation of Components Analysis Structure Matrix

Structure Matrix									
	Component								
	1	2	3	4	5	6	7	8	9
DMO2	.858	.454	.439	.428	.449	.424	.400	.340	.350
DMO3	.821	.479	.382	.408	.481	.364	.506	.371	.326
DMO4	.802	.374	.410	.413	.476	.361	.388	.339	
DMO1	.801	.477	.334		.416	.373	.332	.397	
DMO5	.615	.395	.449	.465	.518	.384	.334		
SER1	.551	.868	.506	.456	.516	.433	.434	.494	.342
SER2	.460	.861	.549	.492	.554	.473	.409	.477	.383
SER3	.465	.851	.523	.494	.519	.541	.364	.463	.452
SER4	.379	.798	.543	.421	.487	.443	.368	.416	.421
SER5	.349	.750	.316	.436	.391	.426	.392	.435	.360
ALT2	.378	.519	.856	.549	.353	.454	.467	.455	.389
ALT4	.349	.449	.828	.582	.433	.434	.356	.498	.310
ALT3	.412	.518	.788	.484	.440	.406	.453	.496	.411
ALT5	.400	.420	.772	.441	.400	.416		.449	
ALT1	.447	.476	.700	.476	.390	.453		.464	
ING5	.374	.493	.586	.811	.432	.416	.534	.551	.405
ING4	.365	.459	.534	.809	.391	.419	.437	.393	.322
ING5		.407	.429	.796	.482	.343	.363	.360	
ING2	.415	.413	.505	.771	.426	.421	.345	.486	
ING1	.471	.461	.477	.706	.357	.463	.369		
AUT3	.468	.531	.465	.520	.923	.480	.420	.378	.334
AUT2	.545	.563	.473	.524	.900	.447	.467	.434	.331
AUT4	.498	.528	.421	.502	.879	.465	.444	.386	.389
AUT1	.553	.551	.449	.389	.846	.462	.426	.399	.324
RES2	.415	.421	.342	.368	.389	.837	.314	.347	
RES1	.449	.492	.431	.470	.470	.786	.423	.393	
RES5		.522	.462	.457	.460	.753	.316	.317	.405
RES4	.390	.376	.604	.426	.337	.747	.381	.352	.305
RES3	.324	.465	.474	.396	.413	.744	.367	.388	.307
INS3	.424	.467	.380	.465	.433	.375	.820	.362	
INS1	.379	.373			.308	.409	.799		
INS4	.344	.392	.317	.412	.422		.793	.304	
INS2	.392		.390	.451	.361	.323	.765		
SYN2	.426	.442	.468	.480	.392	.403	.358	.848	.305
SYN3	.452	.491	.514	.381	.346	.354	.340	.814	.338
SYN1	.439	.611	.444	.559	.390	.357	.413	.723	.380
SYN4		.363	.471	.333		.331		.696	
CON1	.350	.362	.331	.323	.341	.322		.323	.869
CON2		.374		.304					.867
CON3		.510	.421	.341	.341	.341	.359	.507	.749

Extraction Method: Principal Component Analysis.
Rotation Method: Promax with Kaiser Normalization.

Table 8.5 Oblique rotation of Component Correlation Matrix

Component Correlation Matrix									
Com.	1	2	3	4	5	6	7	8	9
1	1.000	.512	.458	.452	.528	.449	.459	.415	.330
2	.512	1.000	.554	.531	.570	.534	.467	.550	.469
3	.458	.554	1.000	.602	.479	.529	.420	.541	.397
4	.452	.531	.602	1.000	.515	.491	.498	.491	.378
5	.528	.570	.479	.515	1.000	.483	.449	.416	.356
6	.449	.534	.529	.491	.483	1.000	.409	.407	.368
7	.459	.467	.420	.498	.449	.409	1.000	.391	.348
8	.415	.550	.541	.491	.416	.407	.391	1.000	.370
9	.330	.469	.397	.378	.356	.368	.348	.370	1.000
Extraction Method: Principal Component Analysis.									
Rotation Method: Promax with Kaiser Normalization.									

Generally, by using established considerations regarding the content validity, item factor loading structure interpretation, and internal consistency analysis (Cronbach's alpha) resulted all forty items exactly dropped in their respective factors maintained and hence no item is deleted.

8.4 Exploratory Factor Analysis: Validating Government Performance

In the second exploratory factorial analysis 10 items, which measures the macro and micro aspects of government performance analyzed through principal component analysis (PCA) with oblique factor rotation (Promax). The Kaiser–Meyer–Olkin measure verified the sampling adequacy for the analysis, KMO = .890 (‘superb’ according to Field, 2009) Bartlett’s test of sphericity $\chi^2(1779)$, 45df, $p < .001$, indicated that correlations between items were sufficiently large and not random. As expected only two components produced eigenvalues over Kaiser’s criterion of 1 and in combination explained 63.2% of the total variance. The extracted communality was higher than 0.5, the factorial loadings of all items were higher than 0.6, and the value of the Cronbach’s Alpha coefficients were higher than 0.7 for two constructs.

Table 8.6 KMO and Bartlett's Test OGP

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.890
Bartlett's Test of Sphericity	Approx. Chi-Square	1779.322
	df	45
	Sig.	.000

Table 8.7 Total Variance Explained values of OGP

Total Variance Explained							
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings ^a
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	5.091	50.910	50.910	5.091	50.910	50.910	4.461
2	1.241	12.410	63.320	1.241	12.410	63.320	4.111
Extraction Method: Principal Component Analysis.							
a. When factors are correlated, sums of squared loadings cannot be added to obtain a total variance.							

Table 8.8 Oblique rotation of Components Analysis Pattern Matrix OGP

Pattern Matrix ^a			
Oblique Rotate Loadings			
	Component		Commu
	1	2	
GP2	.888		.775
GP4	.868		.726
GP5	.867		.667
GP1	.733		.577
GP3	.691		.632
GP9		.845	.574
GP7		.831	.568
GP6		.711	.666
GP8		.695	.614
GP10		.645	.533

Table 8.9 Oblique rotation of Components Analysis Structure Matrix OGP

Structure Matrix		
Oblique Rotate Loadings		
	Component	
	1	2
GP2	.880	.506
GP4	.852	.480
GP5	.813	.416
GP3	.784	.564
GP1	.759	.473
GP7	.460	.816
GP8	.544	.776
GP6	.486	.752
GP9	.323	.745
GP10	.509	.722

Table 8.10 Oblique rotation of Components Correlation Matrix OGP

Component Correlation Matrix		
Component	1	2
1	1.000	.585
2	.585	1.000

8.5 Exploratory Factorial Analysis: Validating Citizens' Satisfaction

Next to government performance, two items, which measures overall citizens' satisfaction analyzed. A principal axis factoring (PAF) conducted on the citizens' satisfaction items with oblique factor rotation (Promax). The Kaiser–Meyer–Olkin measure verified the sampling adequacy for the analysis, KMO = .500 ('adequate' according to Field, 2009). Bartlett's test of sphericity $\chi^2(275)$, df 1 $p < .001$, indicated that correlations between items were sufficiently large for factor analysis. As proposed only one factor produced eigenvalues over Kaiser's criterion of 1 and explained 86.3% of the total variance. The extracted communality was higher than 0.5, the factorial loadings of all items were higher than 0.7 and the value of the Cronbach's Alpha coefficient is greater than 0.7.

Table 8.11 KMO and Bartlett's Test SAT

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.500
Bartlett's Test of Sphericity	Approx. Chi-Square	275.170
	df	1
	Sig.	.000

Table 8.12 Total Variance Explained values of SAT

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.727	86.332	86.332	1.452	72.587	72.587
2	.273	13.668	100.000			

Extraction Method: Principal Axis Factoring.

Table 8.13 Factor Matrix of SAT

Factor Matrix ^a		
	Factor	
	1	communali
CSA2	.852	.726
CSA1	.852	.726
Extraction Method: Principal Axis Factoring.		

8.6 Exploratory Factorial Analysis: Validating Political Trust

In the final exploratory factorial analysis, 12 items that measure the two dimensions of the political trust analyzed. A principal axis factoring (PAF) conducted on twelve items with oblique factor rotation (Promax). The Kaiser–Meyer–Olkin measure verified the sampling adequacy for the analysis, KMO = .920 (‘superb’ according to Field, 2009). Bartlett’s test of sphericity $\chi^2(2469),=66df, p< .001$, indicated that correlations between items were sufficiently large for conducting factor analysis. Analysis was run to obtain eigenvalues for each factor in the data. As expected only two factors produced eigenvalues over Kaiser’s criterion of 1 and in combination explained 61% of the total variance. The extracted communality and the factorial loadings of all items were higher than 0.5 and the value of the Cronbach’s Alpha coefficients were higher than 0.7 for two dimensions.

Table 8.14 KMO and Bartlett's Test POT

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.920
Bartlett's Test of Sphericity	Approx. Chi-Square	2469.890
	df	66
	Sig.	.000

Table 8.15 Total Variance Explained Values of POT

Total Variance Explained							
Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings ^a
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	6.312	52.597	52.597	5.899	49.157	49.157	5.681
2	1.060	8.830	61.427	.640	5.331	54.488	4.411
Extraction Method: Principal Axis Factoring.							
a. When factors are correlated, sums of squared loadings cannot be added to obtain a total variance.							

Table 8.16 Oblique rotation of Factor Analysis Pattern Matrix POT

Pattern Matrix ^a			
Oblique Rotated Loadings			
	Factor		Comm.
	1	2	
IT9	.810		.633
IT6	.747		.651
IT4	.727		.511
IT3	.706		.592
IT5	.699		.513
IT10	.673		.504
IT7	.645		.609
IT1	.579		.640
IT2	.567		.562
IT8	.408		.411
SAD		.912	.780
SAP		.904	.725

Table 8.17 Oblique rotation of Components Analysis Structure Matrix POT

Structure Matrix		
Oblique Rotated Loadings		
	Factor	
	1	2
IT6	.805	.619
IT9	.796	.564
IT1	.777	.692
IT7	.771	.640
IT3	.767	.594
IT5	.716	.527
IT4	.715	.507
IT10	.634	.432
IT2	.601	.456
IT8	.439	
SAD	.616	.883
SAP	.576	.850

Table 8.18 Oblique rotation of Factor Correlation Matrix POT

Factor Correlation Matrix		
Factor	1	2
1	1.000	.721
2	.721	1.000

8.7 Measurement Model Validation II: Confirmatory Factorial Analysis(CFA)

Confirmatory factor analysis (CFA) is a powerful technique for formal evaluation of measurement models. When comparing CFA with EFA, CFA allows for actual hypothesis testing. Moreover, EFA has no mechanism to directly test that indicators fall on separate dimensions = *factors (divergent validity)* or represent their presumed factor well (*convergent validity*). Additionally, CFA has far more varied and powerful measures of overall model fit. EFA is still very useful for initial measurement model development but CFA is far superior for testing the reliability and validity of a scale or index. There are other CFA advantages and differences related to error estimation and more complex mathematical concerns (Brown, 2006) but hypothesis testing and model fit are the primary, practical distinctive advantages.

Over the last decade, there has been a surge in the use of structural equation models (SEM) in the social science literatures. However, According to Julnes (2008, p. 516), it is a recent trend to use sophisticated statistical tools for measuring validity of structures in public administration research. Nonetheless, the situation has changed in response to the demand to conduct public administration research in doctoral levels and “by the increasing recognition of heterogeneity in the key concerns within public administration.” Similarly, Coursey (2008) indicates the recent developments in public administration research have considered Structural Equation Modelling (SEM), but the uses of Confirmatory Factor Analysis (CFA) are less developed. Coursey (2008, 565) expresses the need to integrate CFA in public administration research to a greater level as in other disciplines. According to Coursey, lack of clearly defined latent constructs and associated measurement validation is historically noted problem in public administration (2008). Coursey (2008, 567) further remarks for the development of a theory particularly in reference to public administration theory, there has to be evident based accurate test measures of reliability and validity of complex latent variables. In this regard, “public administration tends to fail this test.”

8.8 Confirmatory Factor Analysis

In the first step of validation, we have conducted four exploratory factor analyses separately for the constructs of Servant Governance, Government Performance, Citizens' Satisfaction, and Political Trust. In the second step of validation, a confirmatory factorial analysis carried out on the validation sub sample using Amos 23.0. Unlike exploratory factorial analysis, measurement validation through CFA has done in two steps. In the first step, we analyzed the pooled measurement model of the proposed servant governance and the pooled measurement for the three construct (PGP, SAT & POT) together in the second CFA analysis. After validating the pooled measurement model, we analyzed the superordinate higher order Servant Governance construct with its nine dimensions. The measurement model or confirmatory factor analysis confirms the relationship between a set of measurement items and their respective factors based on theory (Hair et al., 2006).

Hair et al., (2006) has suggested that the validity of the CFA should be assessed through two stages: (1) goodness of fit indices and (2) Construct Validity. Within construct validity, there are convergent and discriminant validity (Hair et al., 2006). Discriminant validity is demonstrated when measures of different concepts or constructs are distinct (i.e., there are low correlations among the concepts) (Hair et al., 2006). Although the criteria for what counts as a low correlation vary across sources, Brown (2006) notes that correlations between constructs of 0.85 or above indicate poor discriminant validity. When measures of the same concept are highly correlated, there is evidence of convergent validity (Hair et al., 2006; Miller & Yang, 2008). Therefore, this study has considered these two stages (1) goodness of fit indices and (2) Construct Validity to validate the measurement model.

8.8.1 Goodness of Fit Indices

Goodness of fit is "the degree to which the actual or observed input matrix (Covariances or correlations) is predicted by the estimated model" (Hair et al., 2006, p. 580). According to Bollen (1989), the χ^2 likelihood ratio test, which is highly important a "badness-of-fit" test, is the most identified and apparent measure correlated with CFA. The proposed model does not meet the requirements of the collected data very precisely if the p value of χ^2 is significant (i.e., <0.05), whereas it meets the demands of the collected data if p-value is >0.05 is achieved.

According to Byrne (2001), there is progressing debate on whether a model that has a significant χ^2 statistic must into consideration as valid. Measuring data through using SEM usually takes place by, deploying goodness-of-fit (GOF) measures.

However, both the sensitivity of the Likelihood Ratio Test to sample size and its basis on the central χ^2 distribution, which assumes that the model fits perfectly in the population (i.e., that H_0 is correct), have led to problems of fit that are now widely known. Because the χ^2 statistic equals $(N-1)F_{min}$, this value tends to be substantial when the model does not hold and when sample size is large (Joreskog & Sorbom, 1993). Yet, the analysis of covariance structures is grounded in large sample theory. As such, large samples are critical to the obtaining of precise parameter estimates, as well as to the tenability of asymptotic distributional approximations (MacCallum et al., 1996). Thus, findings of well-fitting hypothesized models, where the χ^2 value approximates the degrees of freedom, have proven to be unrealistic in most SEM empirical research. Indeed, given this problematic aspect of the Likelihood Ratio Test, scholars have addressed the χ^2 limitations by developing goodness-of-fit indices that take a more pragmatic approach to the evaluation process. Indeed, the past three decades have witnessed a plethora of newly developed fit indices, as well as unique approaches to the model-fitting process (Gerbing & Anderson, 1993; Hu & Bentler, 1995; Marsh, Balla, & McDonald, 1988; Tanaka, 1993; Hair et al., 2006). Accordingly, three categories of goodness-of-fit indices developed and commonly used to evaluate the fitness of the model in SEM research. They are Absolute Fit, Incremental Fit, and Parsimony Fit Index.

8.8.1.1 Absolute Fit Index (AFI)

Absolute Fit assess whether a specific model leaves appreciable unexplained variance. For evaluating the absolute fit of the model, Chisquare (χ^2) accompanied by the model's degree of freedom and its probability, goodness of fit index (GFI), and the root mean square error of approximation (RMSEA) are widely used (Hair et al., 2006; Alkhalidi & AL-Faoury, 2007). The recommended values are: RMSEA < 0.08, GFI > 0.90, and P-value > 0.05.

According to Steiger (1990) of all the absolute fit tests, the root mean squared error of approximation (RMSEA) is the best-fit test. Although this index, and the conceptual framework within which it is embedded, was first proposed by Steiger and Lind in 1980, it has only recently

been recognized as one of the most informative criteria in covariance structure modeling. This discrepancy, as measured by the RMSEA, is expressed per degree of freedom, thus making it sensitive to the number of estimated parameters in the model (i.e., the complexity of the model); values less than .05 indicate good fit, and values as high as .08 represent reasonable errors of approximation in the population (Browne & Cudeck, 1993). MacCallum et al., (1996) have recently elaborated on these cut points and noted that RMSEA values ranging from .08 to .10 indicate mediocre fit, and those greater than .10 indicates poor fit. Overall, MacCallum and Austin (2000) have strongly recommended routine use of the RMSEA for at least three reasons: (a) It would appear to be adequately sensitive to model misspecification (Hu & Bentler, 1998), (b) commonly used interpretative guidelines would appear to yield appropriate conclusions regarding model quality (Hu & Bentler, 1998, 1999), and (c) it is possible to build confidence intervals around RMSEA value.

8.8.1.2 Incremental Fit Index (IFI)

Incremental Fit Index compares the (Generating Model (GM)) specific model to possible baseline or null models estimated using the same data. Indices such as Tucker-Lewis index (TLI), comparative fit index (CFI), and the incremental fit index (IFI) are commonly used incremental fit tests. The recommended values AGFI > 0.80, CFI > 0.90, TLI > 0.90, NFI > 0.90.

8.8.1.3 Parsimonious Fit Index (PFI)

Parsimonious Fit Index also it is called adjusted measure. This fit index asks how well the model measures both fit and parsimony, taking into account the degree of freedom used in the model specification (Hair et al., 2006, 2010). Indices such as Normed fit index (the adjusted chi-square by the degree of freedom) $CMIN/df < 5 < 3$ and PRATIO > .60 are commonly used. As discussed above, there are several Fitness Indexes that reflect how fit is the model to the data at hand. However, there is no agreement among researchers which fitness indexes to use. However, Hair et al., (2006, 2010) and Holmes-Smith (2006) recommend the use of at least one fitness index from each category of model fit tests.

Although, using one fitness index from each fitness category is adequate in evaluating the model fitness, we have used more than two fitness indexes from each category.

Table 8.19: Summary of Fitness Index and the Level of Acceptance for Every Index

Name of category	Name of index	Level of acceptance
Absolute fit	Chisq	$P > 0.05$
	RMSEA	$RMSEA < 0.08$
	GFI	$GFI > 0.90$
	RMSR	$RMSR < 0.10$
Incremental fit	CFI	$CFI > 0.90$
	TLI	$TLI > 0.90$
	AGFI	$AGFI > 0.80$
Parsimonious fit	Chisq/df	$\text{Chi square/ df} < 5.0$
	PNFI	$PNFI > 0.60$

Source: Hair et al. 2006; 2010; Holmes-Smith, 2006; Hu and Bentler, 1995; 1998; Marsh et al., 1988

8.8.1.4 Goodness of Fit Indices Result

The first pooled Confirmatory Factor Analysis conducted on nine constructs along with 40 items. As shown in figure 8.1 below the nine constructs are: Constitutional Consent, Institutional Legitimacy, Authorized Government, Democratic Politics Synergetic Governance, Inclusive Governance, Serving Government, Altruistic Leadership, and Responsive Institutions. Each construct is loaded with its measurement item and examined through CFA analysis. Following the recommendation, this study used more than one fit indices from each category to assure the goodness of the model fit (Hair et al., 2006, 2010; Holmes-Smith, 2006; Hu & Bentler, 1995; Marsh et al., 1988). Construct validity is fulfilled when all fitness indexes for the models meet the required values presented in table 8.19.

Table 8.20: Final pooled SG and PST measurement model fit Result

Fit criteria	χ^2	χ^2/ df	GFI	RMSEA **	TLI	CFA	PNFI	PCFI
Level of accept.	P > 0.05	< 5.0	> 0.90	< 0.08	> .90	> .90	> .90	> .60
Pooled SG MM	1564.44*	2.225	.903	.041(.038; .044)	.944	.950	.822	.856
Pooled PST MM	799.39*	3.65	.908	.060(.056; .065)	.933	.942	.798	.815
Comment	Satisfied	Satisf	Satisf.	Satisfied	Satis.	Satis.	Satis.	Satis.

* p< .001 ** Confidence interval shown in parentheses df= degrees of freedom

SG: Servant Governance

PST: Performance, Satisfaction, and Trust

MM: Measurement Model

Table 8.21: Hoelter's sample size adequacy index

Model	HOELTER	HOELTER
	.05	.01
Pooled SGMM	232	246
Pooled PSTMM	356	369

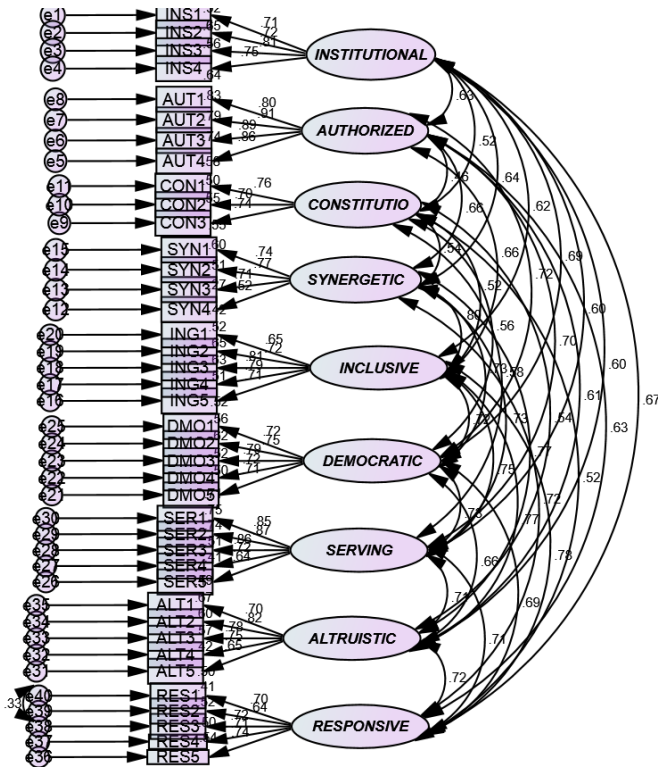


Figure 8.1: Final Verified Servant Governance Measurement Model

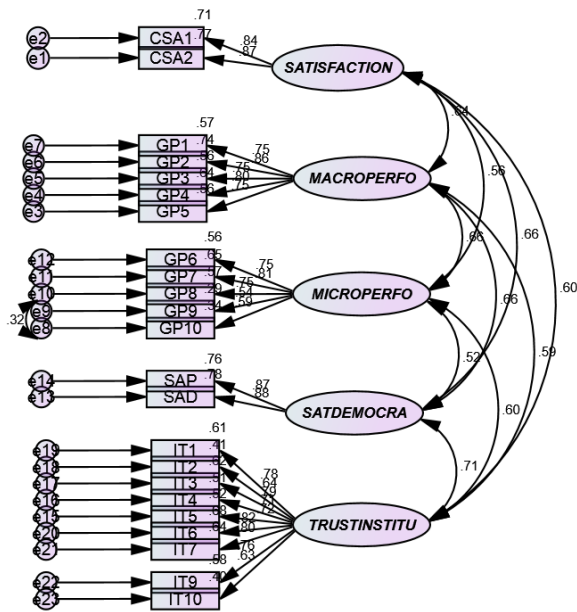


Figure 8.2: Final Customized Performance, Satisfaction, and Trust Measurement Model

Goodness fit index discussion

The RMR GFI and REMSA classified as absolute indices of fit because they basically compare the hypothesized model with no model at all (Hu & Bentler, 1995). The standardized RMR, represents the average value across all standardized residuals, and ranges from zero to 1.00; In a well-fitting model, this value will be small (say, .05 or less). The value of RMR .026 and .034 shown in Appendix represents the average discrepancy between the samples observed and hypothesized correlation matrices. It can be interpreted as meaning that the model explains the correlations to within an average error of .026 and .034 for SG and PST respectively (Hu & Bentler, 1995). As reported in Table 8.20 the values of GFI is .903 and .908 for pooled SG and pooled PST measurement model respectively, we can conclude that our hypothesized model fits the data on hand.

As discussed above, the most important absolute fit index is RMSEA. In Table 8.20, we see that the RMSEA value for our hypothesized pooled SG measurement model is .041, with the 90% confidence interval ranging from .038 to .044 and the p-value for the test of closeness of fit equal to 1.000. Interpretation of the confidence interval indicates that we can be 90% confident that the true RMSEA value in the population will fall within the bounds of .038 and .044, which represents a good degree of precision. Given that (a) the RMSEA point estimate is $< .05$ (.041); (b) the upper bound of the 90% interval is .044, which is less than the value suggested by Browne and Cudeck (1993), and (c) the probability value associated with this test of close fit is $> .50$ ($p = 1.000$), we can conclude that the initially hypothesized servant governance model fits the data very well. Similarly, the RMSEA value for our hypothesized second pooled performance, satisfaction, and trust (PST) measurement model is .060, with the 90% confidence interval ranging from .056 to .065 and the p-value for the test of closeness of fit equal to 1.000; therefore, similar interpretation and conclusion drawn.

TLI and CFI are goodness-of-fit statistics for baseline comparisons, which can be classified as incremental or comparative indices of fit (Hu & Bentler, 1995; Marsh et al., 1988). As with the GFI and AGFI, incremental indices of fit are based on a comparison of the hypothesized model against some standard. However, whereas this standard represents no model at all for the GFI and AGFI, it represents a baseline model.

As shown in Table 8.20, for pooled SG the value of TLI (.944) and CFI (.950) and for pooled PST measurement model the value of TLI (.933) and CFI (.942), indicated that the model fitted the data well. Therefore, once again the hypothesized measurement model in both cases adequately described the sample data.

The other fit indices used in this study are related to the issue of model parsimony. The fit index (PRATIO) relates to the initial parsimony ratio proposed by James et al. (1982). PRATIO, it is computed relative to the NFI and CFI. In both cases, as was true for PGFI, the complexity of the model is taken into account in the assessment of model fit (James et al.; Mulaik et al., 1989). A value $> .60$ was considered representative of a well-fitting model (Bentler, 1992). As shown in Table 8.20, the value of PNFI is .822 and PCFI is .856 for pooled SG measurement model and the value of PNFI is .798 and PCFI is .815 for pooled PST measurement model. Hence, the values in both cases fall in the range of recommended values. Hence, it is concluded that the measurement model is parsimony. Additionally, the adjusted chi-square by the degree of freedom values is below the suggested criterion ($CMIN/df < 5$) for both pooled measurement model (see. Table 8.20).

Finally, in order to examine the adequacy of sample size, Hoelter's (1983) Critical N (CN) (labeled as Hoelter's .05 and .01 indices) index used. Development of Hoelter's index arose from an attempt to find a fit index that is independent of sample size. Specifically, its purpose is to estimate a sample size that would be sufficient to yield an adequate model fit for a χ^2 test (Hu & Bentler, 1995). Hoelter proposed that a value in excess of 200 is indicative of a model that adequately represents the sample data. As shown in Table 8.21, both the .05 and .01 CN values for our hypothesized SG model were > 200 (356 and 369, respectively) and (232 and 246, respectively) for our hypothesized PST measurement mode. From this finding, we can conclude that our validation sample size ($N = 727$) was satisfactory according to Hoelter's benchmark that the CN should exceed 200. Overall, the required level of model fitness index from each of the three (Absolute, Incremental, and Parsimony Fit Index) categories were above the required level and confirmed. From this standpoint, it is concluded that, the data at hand supported the hypothesized Pooled SG and PST measurement models.

8.8.2 Construct Validity Assessment

Validity is the extent to which measurement of the constructs accurately represents the concept of interest. Scale validity is required to ensure that a scale is unidimensional, conforms to its conceptual definition and meets the necessary level of reliability (Hair et al., 2010). The most widely accepted form of validity are convergent and discriminant which are used in this particular study. The details of each type of validity are presented below.

8.8.2.1 Convergent Validity

Convergent validity means the indicators measuring certain construct share a high proportion of variance in common (Hair et al., 2010). For the purpose of this study convergent validity is assessed by factor loading, average variance extracted and composite reliability. As a rule, factor loading should have all standardized regression weight of above 0.50 and all critical ratios (t-value) should be greater than 1.96 (Hair et al., 2010). Average variance extracted (AVE) calculates the overall amount of variance in the indicators accounted for by the latent construct. The rule of thumb is that AVE value should be greater than 0.5. As shown in the equation below, it can be calculated as the total of all squared standardized factor loadings (squared multiple correlations) divided by the number of factors.

$$AVE = \sum \kappa^2 / n$$

Composite Reliability measures the internal consistency and as a rule of thumb it should be greater than 0.70 (Hair et al., 2010; Bagozzi and Yi, 1988). The formula that is used to calculate composite Reliability is as follows

$$CR = (\sum \kappa)^2 / [(\sum \kappa)^2 + (\sum 1 - \kappa^2)]$$

Note: in the formula mentioned above k represents factor loadings (standardized regression weights) and n represents total number of items

Table 8.22: Summary of Convergent Validity assessment criterion

Convergent Validity:	Suggested Values
Average Variance Extracted	AVE > 0.50
Composite Reliability	CR > 0.70
Factor Loading	All standardized regression weight of above 0.50 and all critical ratios (t-value) should be greater than 1.96

Table 8.23: SG model Convergent Validity: Factor loading, AVE and Composite Reliability

	Dimensions								
	1	2	3	4	5	6	7	8	9
INS1	.706								
INS2	.718								
INS3	.806								
INS4	.747								
AUT3		.891							
AUT2		.910							
AUT1		.798							
AUT4		.860							
CON3			.739						
CON2			.704						
CON1			.761						
SYN4				.621					
SYN3				.711					
SYN2				.772					
SYN1				.741					
ING5					.714				
ING4					.795				
ING3					.809				
ING2					.722				
ING1					.651				
DMO5						.706			
DMO4						.723			
DMO3						.790			
DMO2						.746			
DMO1						.718			
SER5							.641		
SER4							.716		
SER3							.859		
SER2							.867		
SER1							.845		
ALT5								.651	
ALT4								.755	
ALT3								.776	
ALT2								.819	
ALT1								.700	
RES5									.735
RES4									.706
RES3									.720
RES2									.638
RES1									.705
AVE	0.55	0.75	0.540	0.509	0.548	0.543	0.625	0.551	0.508
CR	0.83	0.923	0.779	0.805	0.858	0.856	0.892	0.859	0.838

Table 8.24: PST model Convergent Validity: Factor loading, AVE and Composite Reliability

	Diminsions				
	1	2	3	4	5
IT5	.721				
IT4	.714				
IT3	.788				
IT2	.638				
IT1	.783				
IT6	.825				
IT7	.798				
IT9	.763				
IT10	.629				
SAD		.883			
SAP		.873			
GP5			.745		
GP4			.803		
GP3			.750		
GP2			.863		
GP1			.755		
GP10				.623	
GP9				.578	
GP8				.752	
GP7				.797	
GP6				.734	
CSA2					.875
CSA1					.843
AVE	0.552	0.771	0.615	0.696	0.738
CR	0.917	0.871	0.889	0.827	0.849

8.8.2.2 Discriminant Validity

Discriminant validity is defined as “the degree to which two conceptually similar concepts are distinct” (Hair et al., 2010, p.125). Discriminant validity assessed by comparing the average variance extracted values for any two constructs with the square of correlation estimate between these two constructs and any other latent variable (inter-construct correlation). The logic behind this argument is that a latent construct should explain its items better than it explains another construct (Fornell & Larcker, 1981; Hair et al., 2006, 2010). Discriminant validity is significant when average variance extracted is greater than squared correlation estimates between constructs. The result shown in Table 8.25 highlights a significant level of discriminant validity, as AVE is greater than the squared correlation estimate for all the constructs. Accordingly, all the dimensions computed in two-pooled CFA model and presented in figure 8.1 and figure 8.2 satisfied the requirement of discriminant validity.

Table 8.25: Discriminant validity of Servant Governance Model

	INS	AUT	CON	SYN	ING	DMO	SER	ALT	RES
INS	0.744								
AUT	0.390	0.865							
CON	0.272	0.213	0.734						
SYN	0.403	0.433	0.290	0.728					
ING	0.390	0.435	0.272	0.648	0.738				
DMO	0.47	0.522	0.311	0.534	0.521	0.736			
SER	0.363	0.484	0.331	0.537	0.562	0.538	0.79		
ALT	0.358	0.372	0.293	0.594	0.599	0.429	0.51	0.74	
RES	0.443	0.398	0.274	0.525	0.614	0.477	0.51	0.52	0.71

* Note: Numbers on diagonal are the AVEs and off-diagonal numbers are squared inter-constructs correlations.

Aberrations in the table represents: Institutional, Authorized, Constitutional, Synergetic, Inclusive, Democratic, Serving, Altruistic and Responsive

Table 8.26: Discriminant validity PST

	TRI	SATD	MAC	MIC	SAT
TRI	0.74				
SATD	0.50	0.88			
MAC	0.35	0.43	0.78		
MIC	0.36	0.29	0.44	0.83	
SAT	0.36	0.43	0.40	0.31	0.86

* Note: Numbers on diagonal are the AVEs and off-diagonal numbers are squared inter-constructs correlations.

Aberrations in the table represents: Trust in institution, Satisfaction with Democracey, Macro performance, Micro Performance and Satisfaction on the government

8.8.3 Internal Consistency/Reliability Assessment

Internal consistency relates to the homogeneity of the items within a scale (DeVellis, 2003) or, in the case of multidimensional constructs, within each latent variable (dimension) of the measurement model. In this study, we have used four internal consistency tests: compatibility of signs of the indicators with theoretical expectations; inter-item within-construct correlations item-to-total within-construct correlations; and Crobanche’s Alpha value greater than 0.7.

As for the signs of loadings, in all the estimated models they were compatible with theoretical expectations and, in each latent variable (dimension), has the same direction. As for the inter-item within-construct correlations, as implied by the measurement model, they were all adequately high (on average $\geq .30$). Therefore, the set of indicators a priori associated with each latent variable seemed to offer a good joint representation of it. We also checked whether item-to-total within-construct correlation was high enough (on average $\geq .50$) and the Crobanche’s Alpha values for all dimensions are greater than .70 (for all refer Table 8.27 below). Overall, the nine-dimensions of servat governance and performance, satisfaction and trust measurement models satisfactorily met the internal consistency requirement.

Table 8.27: Cronbach's Alpha, Inter-item correlation for the CFA study 727

Construct	Number of Items	Cronbach Alpha	inter-item correlations	item-to-total correlation
Servant Governance				
Constitutional	3	.779	.492-.588	.579-.652
Institutional	4	.834	.529-.596	.641-.689
Authorized	4	.921	.687-.828	.758-.854
Synergetic	4	.779	.375-.599	.470-.670
Inclusive	5	.855	.422-.673	.575-.733
Democratic	5	.855	.472-.606	.608-.719
Serving	5	.889	.511-.766	.609-.796
Altruistic	5	.856	.450-.646	.591-.749
Responsive	5	.838	.415-.629	.623-.660
Performance, Satisfaction & Trust				
Mac-Performa	5	.887	.478-.704	.682-.799
Mic-Performa	5	.825	.376-.646	.550-.700
Satisfaction	2	.849	.738	.738
Sati.Democracey	2	.871	.771	.771
Trust.Institution	9	.905	.348-.709	.524-.778

8.9 Validating Servant Governance Model

8.9.1 Testing Second Order Servant Governance Model

The second order CFA is a statistical method employed to confirm that the theorized servant governance construct loads into the nine underlying sub-constructs, the model presented in chapter four. The model posits that ‘Servant Governance’ higher order construct consists of nine underlying sub-constructs and each sub-construct is measured using three to five number of items. Here, we have tested the servant governance model itself and examined the effect of the higher construct (Servant Governance) on its sub-construct (dimensions of servant governance) by using second order confirmatory factor analysis. Here, the higher order construct has become second order construct, while the sub-constructs have become the first order construct. The objective here is to estimate the factor loading of main construct (SG) on its sub-constructs (Dimensions) in order to confirm that the theorized second order construct loads into the respective sub-constructs.

In section 8.7.3 above we conducted pooled SG, CFA to validate the measurement models of the latent constructs for its unidimensionality, validity, and reliability and all the requirements were assured. In this section we have employed second order CFA, once again to confirm the results found in exploratory factor analysis whether or not the superordinate Servant Governance model consists of nine first order dimensions.

The nine sub dimensions are:

- 1) Constitutional Consent
- 2) Institutional Legitimacy
- 3) Authorized Government
- 4) Democratic Politics
- 5) Synergetic Governance
- 6) Inclusive Governance
- 7) Serving Government
- 8) Altruistic Leadership
- 9) Responsive Institutions

8.9.2 Goodness of Fit Indices of the Second Order CFA Model

Before analyzing the effect of Servant Governance on its nine sub-constructs, let us evaluate the goodness of fit statistics of the model. As explained above in this chapter, the most important absolute fit index is RMSEA. In Table 8.28, we see that the RMSEA value for our hypothesized servant governance model is .042, with the 90% confidence interval ranging from .039 to .045 and the p-value for the test of closeness of fit equal to 1.000. Interpretation of the confidence interval indicates that we can be 90% confident that the true RMSEA value in the population will fall within the bounds of .039 and .045, which represents a good degree of precision. Therefore, we can conclude that the hypothesized servant governance model fits the data very well. Moreover, as shown in Table 8.28, the value of (.945) and (.942) for CFI and TLI respectively, indicated that the model fitted the data well in the sense that the hypothesized model adequately described the sample data. Similarly, the model parsimony fit indices are above the threshold values suggested by (Bentler, 1992). A value $> .60$ considered representative of a well-fitting model (Bentler, 1992). As shown in Table 8.28, the value of PNFI .849 and PCFI .885 fall in the range of expected values. Once again, our hypothesized the theoretical servant governance construct fits the data on hand.

Table 8.28 Fitness indexes for the second order SG model

Name of category	Name of index	Index value	Reference	Comment
Absolute	RMR	.029	<1.00	Satisfied
	RMSEA	.042	<0.08	Satisfied
Incremental fit	IFI	.946	≥ 0.90	Satisfied
	TLI	.942	≥ 0.90	Satisfied
	CFI	.945	≥ 0.90	Satisfied
Parsimonious fit	chi-square	2.278	<5	Satisfied
	PNFI	.849	≥ 0.60	Satisfied
	PCFI	.885	≥ 0.60	Satisfied

In order to evaluate, the adequacy of the sample size we have used the Hoelter's (1983) Critical N (CN) (labeled as Hoelter's .05 and .01 indices). Hoelter, proposed that a value in excess of 200 is indicative of a model that adequately represents the sample data. As shown in the Appendix part, both the .05 and .01 CN values for our hypothesized SG model were > 200 (356 and 369, respectively). Interpretation of this finding, then, leads us to conclude that the size of our sample (N =727) was satisfactory according to Hoelter's benchmark that the CN should exceed 200. Overall, the required level of model fitness index from each of Absolute, Incremental, and Parsimony Fit Index were above the required level and confirmed. From this standpoint, it is concluded that data at hand supported the hypothesized second order SG model.

8.9.3 The Regression Estimate of Servant Governance on its Sub-constructs

The results showed that Servant Governance construct loads well on its nine sub-constructs. The probability values in Table 8.29 indicate that Servant Governance has significantly explains on all nine constructs. Meaning: The second order Servant Governance Model consists of the respective nine first order constructs once again supported by Confirmatory Factor Analysis.

Table 8.29: The Regression weight for second order SG model as Shown in Figure 8.3

Dimensions		Construct	Estimate	S.E.	C.R.	P	Significant
INSTITUTIONAL	<---	SG	.804	.051	15.814	***	Significant
AUTHORIZED	<---	SG	.986	.051	19.480	***	Significant
CONSTITUTIO	<---	SG	.619	.046	13.509	***	Significant
SYNERGETIC	<---	SG	.968	.053	18.363	***	Significant
INCLUSIVE	<---	SG	.946	.048	19.670	***	Significant
DEMOCRATIC	<---	SG	.964	.052	18.427	***	Significant
SERVING	<---	SG	1.000		Reference Point		
ALTRUISTIC	<---	SG	.830	.044	18.877	***	Significant
RESPONSIVE	<---	SG	.785	.046	17.149	***	Significant

*** Indicate highly significant, p-value < 0.001

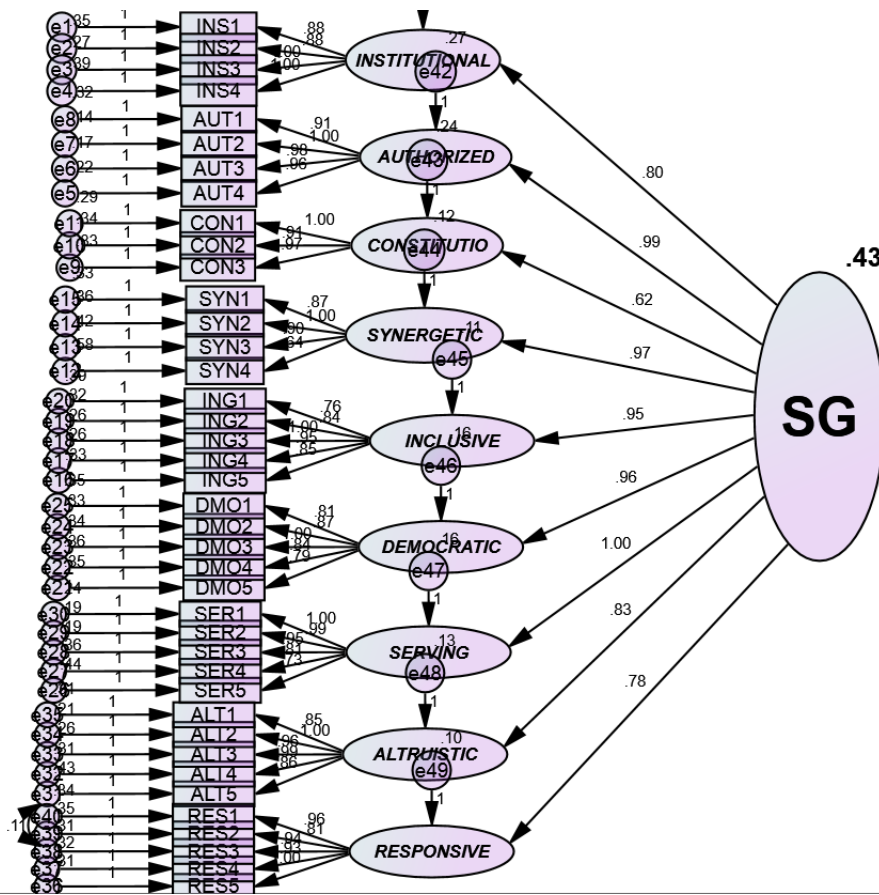


Figure 8.3: Final Second Order Servant Governance Model (Unstandardized)

8.9.4 The Standardized Regression Weight

The standardized factor loadings in Table 8.30 are above the value of 0.6 for all sub-dimensions. In other words, the Servant Governance construct consists of all nine components. In this case, SG significantly explains its nine sub dimensions and hence, no component should be dropped from the model. The factor loading of SG on Constitutional (.634), Institutional (.750), Authorized (.779), Democratic (.845), Synergetic (.875), Inclusive (.884), Serving (.854), Altruistic (.835) and Responsive (.846). Figure 8.4 presents the standardized regression weight.

Table 8.30: The Standardized Regression Weight as Shown in Figure 8.4

Component		Construct	Standardized Factor Loading
INSTITUTIONAL	<---	SG	.750
AUTHORIZED	<---	SG	.779
CONSTITUTIO	<---	SG	.634
SYNERGETIC	<---	SG	.875
INCLUSIVE	<---	SG	.884
DEMOCRATIC	<---	SG	.845
SERVING	<---	SG	.854
ALTRUISTIC	<---	SG	.835
RESPONSIVE	<---	SG	.846

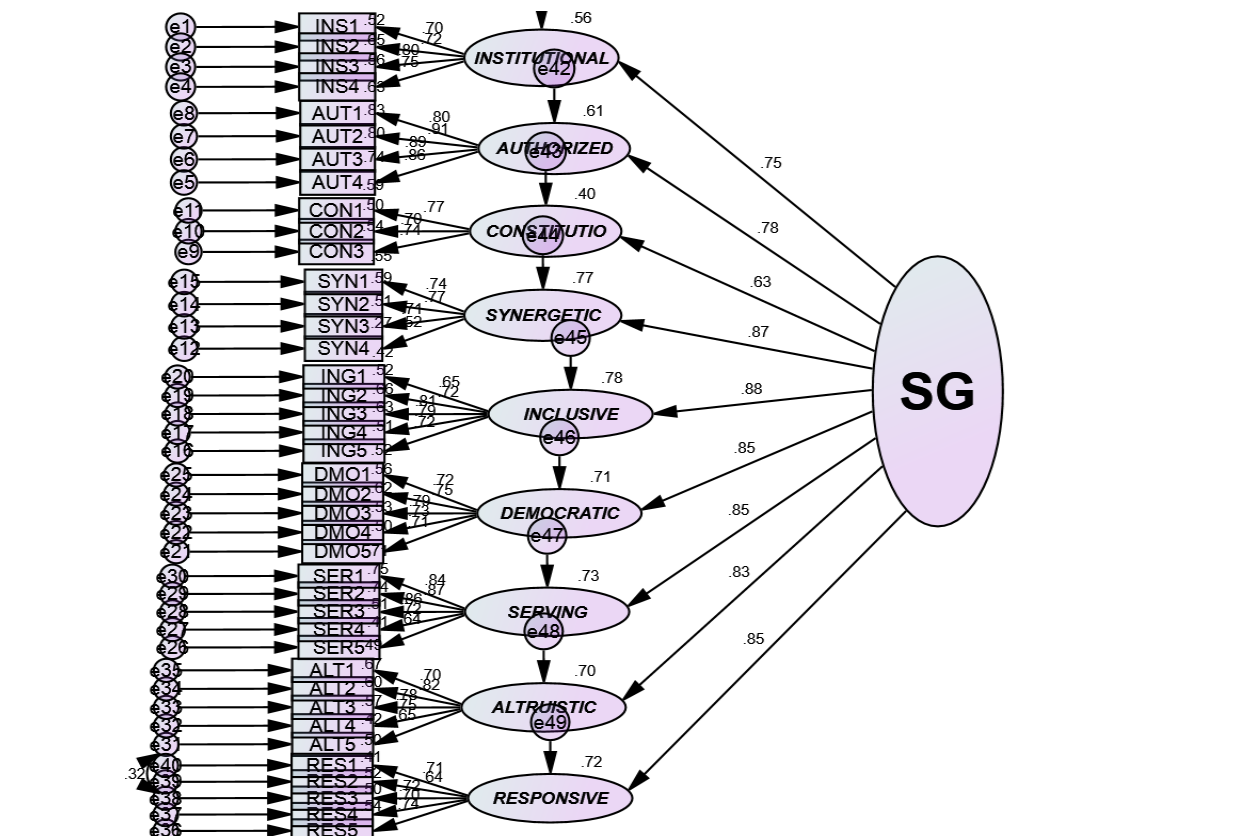


Figure 8.4: Final Second Order Servant Governance Model (Standardized)

Furthermore, the R^2 values for all sub-dimensions are high. The R^2 values are for Constitutional (0.40), Institutional (0.56), Authorized (0.61), Democratic (0.71), Synergetic (0.77), Inclusive (0.78), Serving (0.73), Altruistic (0.70) and Responsive (0.72). From this finding, we can conclude that the contribution of Servant Governance on its nine constructs is Excellent. That means, the newly constructed theoretically model that is 'Servant Governance' consists of nine first order dimensions is supported by empirical data.

Ha9: Servant Governance is a higher order construct composed of nine first order dimensions; Servant Governance is responsible for the cause of nine first order dimensions; supported empirically through CFA.

8.10 Summary

The main aim of this chapter was to discuss the fifth and the last step in the measurement scale development, which is scale validation. Scale validity refers to the property that a scale measures its intended construct. This chapter briefly presented the process of measurement model validation. The present study used the two well-known and widely used scale validation analytical tools in the social science EFA and CFA to validate the newly developed Servant Governance scale items and the adopted indicators from prior studies to measure the construct of government performance, citizens' satisfaction, and political trust.

Following the methodological guidelines of scale validation, a two-stage approach has used to examine the scale validity of the measurement model (Churchill, 1979; DeVellis, 1991; Spector, 1992; MacKenzie et al., 2011). In order to avoid capitalization on chance in a single sample for both exploratory and confirmatory analysis, we have divided the original 1096 total sample into two. Accordingly, 1/3, that means (369 sample) to conduct exploratory factor analysis and 2/3, that means (727 sample) to conduct confirmatory factor analysis. An exploratory factor analysis (EFA) was thus run on in the first sample in order to check whether the factorial structure that emerged from empirical data replicated what was expected from theoretical considerations.

Criteria for determining factor adequacy were established in advance. Given the sample size used (369), pattern coefficients ≥ 0.4 were considered practically and statistically significant (Norman & Streiner, 2014).

Complex loadings that were salient on more than one factor were rejected (Thurstone, 1947). Factors with a minimum of three salient pattern coefficients and internal consistency reliability $\geq .70$, and that were theoretically meaningful were considered adequate. Additionally, the following criteria were also used extracted communality of the items higher than 0.5, the sphericity test of Bartlett significant at a 5% level and the Kaiser-Meyer-Olkin test higher than 0.7 (Hair et al., 1998).

In the first stage of validation, we have conducted four exploratory factor analyses separately. Accordingly, by using a combination of factor extraction criteria the proposed nine dimensions of servant governance, two dimensions of government performance, one dimension of citizens' satisfaction, and two dimensions of political trust supported empirically through the exploratory factor analysis. In the second stage of measurement model validation, a confirmatory factorial analysis carried out on the 2/3 validation sub sample using Amos 23.0. In the first CFA, we have analyzed the pooled measurement model for servant governance and, next the pooled measurement for the three construct (performance, satisfaction, and trust) conducted in the second CFA analysis. Pooled Servant governance and pooled performance, satisfaction, and trust measurement models achieved the required level of model fitness indices from each of the three (Absolute, Incremental, and Parsimony) fit index categories. The convergent and discriminant validity values of the two pooled measurement models also above the required level and confirmed.

The second order CFA used to confirm the theorized servant governance model. The proposed Servant Governance is a higher order construct consists of nine underlying sub-dimensions supported empirically through CFA. The RMSEA value for our hypothesized servant governance model is .042, with the 90% confidence interval ranging from .039 to .045 and the p-value for the test of closeness of fit equal to 1.000.

CHAPTER NINE: STRUCTURAL MODEL ANALYSIS, HYPOTHESIS TESTING AND DISCUSSIONS

9.1 Introduction

The outstanding benefit of using a Structural Equation Modeling in social science is to advance theoretical development. Theories are sets of propositions that relate concepts or constructs, bounded by a specified context (Bacharach, 1989). Theories may exist for different purposes, among them explanation and prediction (Glaser and Strauss, 1967; Gregor, 2006). Theories that explain and predict provide causal explanations of a phenomenon and testable hypotheses (Bacharach, 1989; Gregor, 2006). A representation relationship relates the theoretical level of constructs and propositions, to the more specific level of variables and hypotheses. Variables represent constructs and hypotheses that relate variables are derived from the propositions that relate constructs (Bacharach, 1989).

Theory building has traditionally been based on qualitative data, using inductive case studies (Eisenhardt, 1989) or grounded theory approaches (Glaser and Strauss, 1967; Urquhart et al., 2009). An important aspect of both is the interplay between data and emerging theory. The researcher constantly compares data with theory, to refine theory based on data, to identify new themes in the data, and to ensure the emergent theory explains the data (Glaser and Strauss, 1967; Urquhart et al., 2009). However, Glaser and Strauss (1967) point out that “there is no fundamental clash between the purposes and capacities of qualitative and quantitative methods or data ... each form of data is useful for both verification and generation of theory.” (p. 17)

Covariance-based structural equation modelling (CB-SEM) is an increasingly popular technique for analyzing quantitative data. In the statistical model, latent variables represent theoretical constructs, and hypothesized regression relationships between them represent hypothesized causal propositions between constructs (Evermann and Tate, 2009). According to Evermann and Tate, CB-SEM is typically used for theory testing as it allows simultaneous testing of multiple relationships and provides a test of how well the statistical model, which represents the theory, fits the observed data (2009).

It noticed that there is interplay between the developing theory and the data, the constant comparison of the two. Thus, we view the process of diagnosing misspecification of CB-SEM models and of improving models by comparing them to the data as very much related to inductive theory building. However, some differences between the two.

First, most CB-SEM based research starts out as a theory testing endeavour, thus providing an initial model which may subsequently be modified. In contrast, inductive theory development in qualitative research typically begins without an a-priori model (Urquhart et al., 2009). This however, is only a difference in degrees: The quantitative CB-SEM research could begin with a null model, in which no observed variable is related to any other. Model diagnostics, i.e. theory to data comparison, could begin with such a theoretic (and maximally misspecified) model. Second, theory construction from qualitative data has few restrictions on the available data. For example, depending on whether one follows Glaser's or Strauss & Corbin's approach to grounded theory, the researcher need only select a general area of inquiry or perhaps a specific phenomenon, and can gather data ad-hoc, as necessary. In contrast, the CB-SEM researcher is restricted to an a-priori defined phenomenon and has a set of pre-defined observations.

According to Hair, Gabriel, and Patel (2014) these differences do not change the fact that a constant comparison of theory and data, and a building of theory from quantitative data in CB-SEM. Hair, Gabriel, and Patel (2014) cited, Glaser and Strauss' (1967) work on grounded theory preceded the advent of CB-SEM, they write, "*The freedom and flexibility that we claim for generating theory from quantitative data will lead to new strategies and styles of quantitative analysis, with their own rules yet to be discovered*" (p. 186). In line with this argument, the present study followed and used CB-SEM, which is the quantitative version of grounded approach to theory building and verification. Therefore, the purpose of the study is to develop alternative public administration model 'Servant Governance' to overcome the limitation in preceding governing approaches and to restore the continued decline of citizens' satisfaction and trust on government realized through by using Covariance Based Structural Equation Modeling (CB-SEM).

9.2 Structural Model and Hypotheses Testing

After the validating of the measurement model through CFA, the next stage is to test the hypothesized relationship and the nomological validity of Servant governance in explaining Performance, Satisfaction, and Trust through Structural Regression Model. In order to assess the fit of the structural model RMSEA, RMR, PNFI, PCFI, IFI, TLI and other fit indices used.

9.2.1 Goodness of Fit Indices of the Structural Model

The fit indices shown in Table 9.1 indicate that the hypothesized structural model provided the good fit to the data. Although the likelihood ratio chi-square ($\chi^2=4436.776$; $df= 1872$; $p= .000$) was significant ($p < .05$); other fit measures showed that model adequately fit to the observed data. The absolute fit measures, i.e. RMR and RMSEA were 0.35 and 0.043 respectively, indicating a good fit to the model. The incremental fit measures, i.e. TLI and CFI, were 0.908 and 0.912 respectively, which were above the minimum requirement showing adequate fit and the parsimony fit measure i.e. PNFI and PCFI was 0.822 and .874 respectively, which also was above the cut off point of >0.6 . In addition to these indices, the $\chi^2/ df = 2.37$ was within the threshold level, $\chi^2/ df < 5.0$.

Table 9.1 The Goodness of fit indices of the structural model

Name of category	Name of index	Index value	Reference	Comment
Absolute	RMR	.035	<1.00	Satisfied
	RMSEA	.043 (.042; .045)	<0.08	Satisfied
Incremental fit	TLI	.908	≥ 0.90	Satisfied
	CFI	.912	≥ 0.90	Satisfied
	IFI	.912	≥ 0.90	Satisfied
Parsimonious fit	chi-square	2.37	<5	Satisfied
	PNFI	.822	≥ 0.60	Satisfied
	PCFI	.874	≥ 0.60	Satisfied

9.3 Hypotheses Testing

The research hypotheses are tested by analyzing the path significance of each relationship. The standardized estimate, critical ratios, and p-value are used to examine the main hypotheses in this study. Critical ratio (t-value) is achieved by dividing the regression weight estimate by standard error (S.E). A relationship is significant when a t-value is above 1.96 and a p-value of ($\leq .05$). Table 9.2 is presenting the results of path estimates for the three major hypotheses in this study. The results revealed that the paths from SG to PERFORMANCE, SATISFACTION and TRUST, are significant as the t-values are above 1.96 and the p-value is $\leq .05$. Figure 9.1 is presenting the path estimate of casual relationships in the proposed Servant Governance conceptual model.

Table 9.2: The Regression Estimate for SG in Predicting PERFORM., SATIS. and TRUST

Endogenous		Exogenous	Estimate	S.E.	C.R.	P-value
PERFORMANCE	<---	SG	.843	.044	19.144	***
SATISFACTION	<---	SG	.70	.043	16.212	***
TRUST	<---	SG	.970	.050	19.243	***

*** Indicate highly significant, p-value < 0.001

9.3.1 The Regression Estimate for Servant Governance in Predicting Performance

The results indicate a positive and significant effect of SG on Performance with a path estimate of 0.84, t-value of 19.144 and p-value of .000.

Extracted from Table 9.2: Estimate of Regression Weight for SG on Performance

Endogenous		Exogenous	The Actual Beta Value	S.E.	C.R.	P-value
PERFORMANCE	<---	SG	.843	.044	19.144	***

*** Indicate highly significant, p-value < 0.001 When SG goes up by 1, PERFORMAN goes up by 0.843
 Definition for actual beta 0.843: When SG goes up by 1, PERFOR goes up by 0.843. The regression weight estimate, .843, has a standard error of about .044. Definition for Critical Ratio for regression weight: Dividing the regression weight estimate by the estimate of its standard error gives $z = .843/.044 = 19.144$. In other words, the regression weight estimate is 19.144 standard errors above zero. Definition for Level of Significance for regression weight- The probability of getting a critical ratio as large as 19.144 in absolute value is less than 0.001. In other words, the regression weight for SG in the prediction of PERFORMANCE is significantly different from zero at the 0.001 level (two-tailed).

9.3.2 The Regression Estimate for Servant Governance in Predicting Satisfaction

The results indicate a positive and significant effect of SG on SATISFACTION with a path estimate of 0.70, t-value of 16.212 and p-value of $\leq .001$.

Extracted from Table 9.2: Estimate of Regression Weight for SG on Satisfaction

Endogenous		Exogenous	The Actual Beta Values	S.E.	C.R.	P-value
SATISFACTION	<---	SG	.70	.043	16.212	***

*** Indicate highly significant, p-value < 0.001 When SG goes up by 1, SATIS goes up by 0.70

Definition for actual beta 70: When SG goes up by 1, SATIS. goes up by 0.70. The regression weight estimate, .70, has a standard error of about .043. Definition for Critical Ratio for regression weight: Dividing the regression weight estimate by the estimate of its standard error gives $z = .70/.043 = 16.212$. In other words, the regression weight estimate is 16.212 standard errors above zero. Definition for Level of Significance for regression weight: The probability of getting a critical ratio as large as 16.212 in absolute value is less than 0.001. In other words, the regression weight for SG in the prediction of SATIS. is significantly different from zero at the 0.001 level (two-tailed).

9.3.3 The Regression Estimate for Servant Governance in Predicting Trust

The results indicate a positive and significant effect of SG on TRUST with a path estimate of 0.97, t-value of 19.243 and p-value of .000.

Extracted from Table 9.2: Estimate of Regression Weight for SG on TRUST

Endogenous		Exogenous	The Actual Beta Values	S.E.	C.R.	P-value
TRUST	<---	SG	.970	.050	19.243	***

*** Indicate highly significant, p-value < 0.001 ; When SG goes up by 1, TRUST goes up by 0.970

Definition for actual beta 0.970: When SG goes up by 1, TRUST goes up by 0.970. The regression weight estimate, .970, has a standard error of about 050. Definition for Critical Ratio for regression weight: Dividing the regression weight estimate by the estimate of its standard error gives $z = .970/.050 = 19.243$. In other words, the regression weight estimate is 19.243 standard errors above zero. Definition for Level of Significance for regression weight- The probability of getting a critical ratio as large as 19.243 in absolute value is less than 0.001. In other words, the regression weight for SG in the prediction of TRUST is significantly different from zero at the 0.001 level (two-tailed).

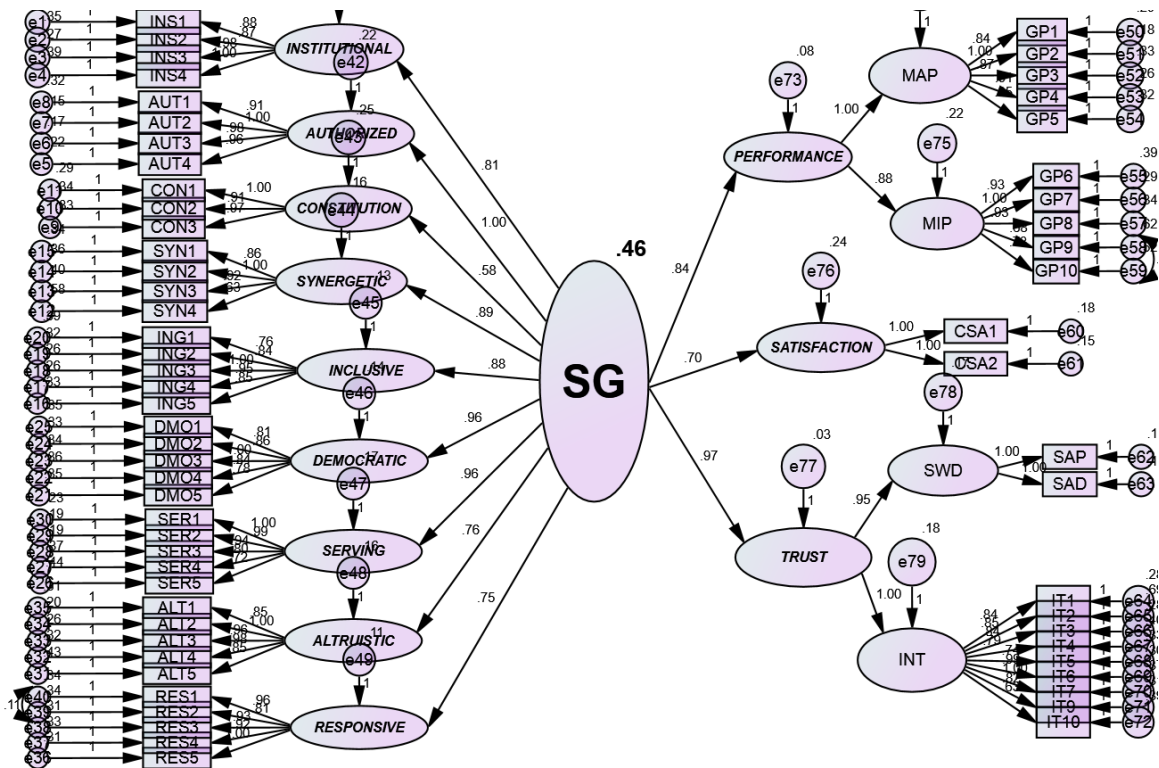


Figure 9.1: Structural Model Regression Weights (Unstandardized)

9.4 Path Coefficients of the model/The Standardized Regression Weight

Figure 9.2 is presenting the path coefficients of the proposed conceptual model. The results indicate a positive and significant effect of SG on TRUST with a path coefficient of 0.97 and hence it supported hypothesis (12). SG has a significant and positive effect on PERFORMANCE with a path coefficient of 0.90 and therefore it supported hypothesis (10). SG has a significant and positive effect on SATISFACTION with a path coefficient of 0.70 and hence it supported hypothesis (11).

Table 9.3: The Standardized Regression Weight for SG on TRUST

Exogenous	Path	Endogenous	Standardized Beta Estimate	Comment
SG	→	TRUST	.972	Standardized Beta

When SG goes up by 1 standard deviation, TRUST goes up by 0.972 standard deviations

Table 9.4: The Standardized Regression Weight for SG on PERFORMANCE

Exogenous	Path	Endogenous	Standardized Beta Estimate	Comment
SG	————→	PERFORMANCE	.90	Standardized Beta

When SG goes up by 1 standard deviation, PERFORMANCE goes up by 0.90 standard deviations

Table 9.5: The Standardized Regression Weight for SG on SATISFACTION

Exogenous	Path	Endogenous	Standardized Beta Estimate	Comment
SG	————→	SATISFACTION	.70	Standardized Beta

When SG goes up by 1 standard deviation, SATISFACTION goes up by 0.70 standard deviations

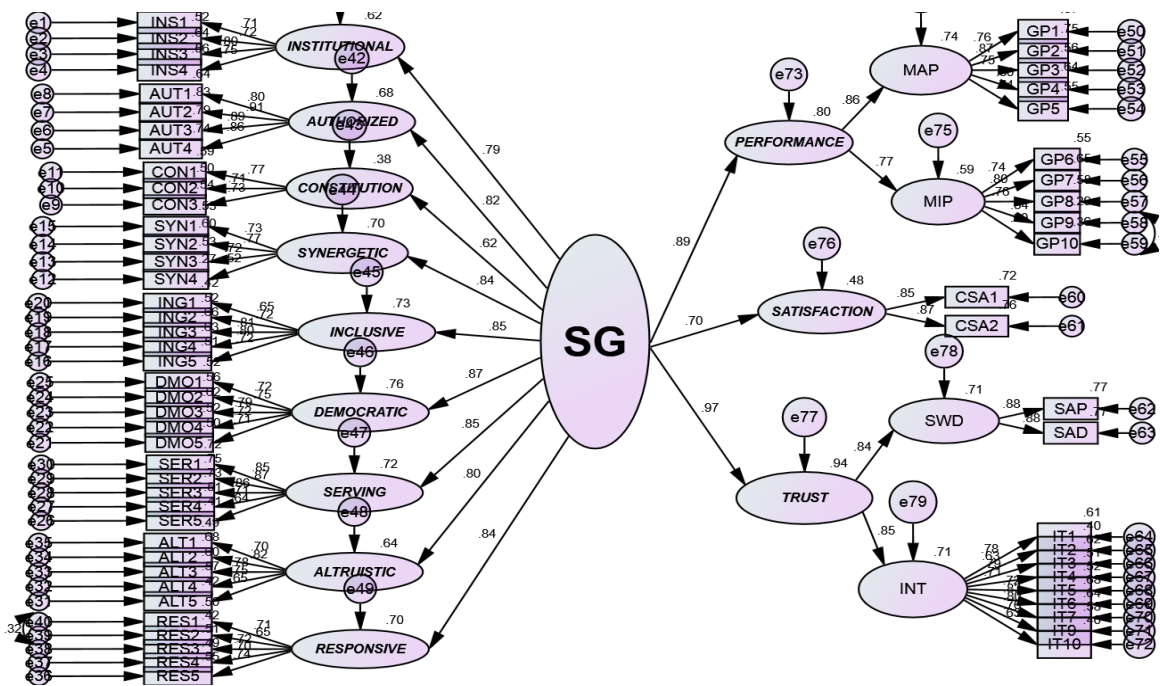


Figure 9.2: Structural Model Regression Weights (Standardized)

9.4.1 The Squared Multiple Correlation of the Model

The most important output in the Standardized Regression Weight is the value of R^2 for the model. In Table 9.6, one could find that the value of R^2 for the model of **TRUST, PERFORMANCE, and SATISFACTION** is 94.4%, 80%, and 48.4% respectively. By looking at this value, one could conclude that the model is excellent, since it could capture 94.4% of TRUST, 80% of PERFORMANCE, and 48.4% of SATISFACTION by including the second order Servant Governance in the model.

Table 9.6: The Squared Multiple Correlations (R^2)

Endogenous Constructs	Estimate (R^2)
TRUST	.944
PERFORMANCE	.80
SATISFACTION	.484

The result in Table 9.6 indicates the squared multiple correlation of the model, hence it accounts $R. \text{ square} = 0.944$. This gives the ratio of explained variation to total variation. On converting the $R. \text{ square}$ value to percentage, it comes to be 94.4%. From this percentage, it is concluded that Servant Governance Model significantly explains 94.4% of trust on government (political trust). The CB-SEM is statistically significant. Hence, this shows that the servant governance model, developed and used in this study, is well and significantly fitted. From this result, it could be concluded that the second order SG model explain 94.4% of the variance in TRUST. In other words, the error variance of TRUST is approximately 5.6 percent of the variance of TRUST itself.

The result in Table 9.6 indicates the squared multiple correlation of the model PERFORMANCE, hence it accounts $R. \text{ square} = 0.80$. This gives the ratio of explained variation to total variation. On converting the $R. \text{ square}$ value to percentage, it comes to be 80%. From this percentage it is concluded that SG explains 80% of the Government performance. The CB-SEM is statistically significant. From this result, it could be concluded that the second order SG model explain 80% of the variance in Government performance. In other words, the error variance of performance is approximately 20 percent of the variance of performance itself or explained by other variables.

Similarly, the result in Table 9.6 indicates the squared multiple correlation of the model SATISFACTION, hence it accounts R. square = 0.484, this gives the ratio of explained variation to total variation. On converting the R. square value to percentage, it comes to be 48.4%. From this percentage, it is concluded that Servant Governance explains 48.4% of the Citizens' satisfaction on the government. The CB-SEM is statistically significant. From this result, it could be concluded that the second order SG model explain 48.4% of the variance in Citizens' satisfaction. In other words, the error variance of Citizens' satisfaction is approximately 51.6 percent of the variance of Citizens' satisfaction itself or explained by other variables.

Table 9.7 Hypotheses Testing Summary

Hypotheses		Standardized Beta Estimant (β)	P-value	Findings
Ha10	SG \rightarrow Government performance	.90	***	Supported
Ha11	SG \rightarrow Citizens' Satisfaction	.70	***	Supported
Ha12	SG \rightarrow Political Trust	.970	***	Supported

β = Standardized regression weight, p= Significant level (Two Tailed)

9.5 Discussions

9.5.1 Justifications of the Research Hypothesis

“Building trust in government is at the core of the world’s quest for peace and well-being...” Ban Ki-moon, United Nations Secretary-General, at the 7th Global Forum on Reinventing Government, 2007

Trust and confidence in public institutions is one of the liveliest subjects of Current debate among both academics and practitioners in the fields of government, politics, and public administration (Heintzman & Marson, 2003). Restoring trust in government has universal application to public administration and is central to many of the fundamental challenges facing government and its institutions (Chris, 2011). Trust is the most important ingredient upon which the legitimacy and sustainability of political systems built (OCED, 2013).

According to Blind in both the developed and the developing world, citizens asking a political game of delegation of power with uncertain outcomes (2007). This is so mainly because the motivations and actions of political leaders cannot be known in advance with certainty (Przeworski 1991, Cited in Blind, 2006). Despite its importance, public trust in government and political institutions has been declining in both developing and developed countries in the new millennium. Various surveys and studies have found that, since the mid-1960s, public trust in government and political institutions has been decreasing in virtually all the advanced industrialised democracies (Dalton and Wattenberg, 2000; Dalton, 2004, 2005; Christensen and Laegrid 2003; Blind, 2007; Chris, 2011). According to Diamond “What we see in many of the new and unconsolidated democracies of the world, however, is not scepticism but cynicism” Diamond, 2007, p. 2).

The idea that political trust is important for democracy or good governance motivates a great deal of empirical research on developed democracies in Europe and the US (Hetherington 1998; Lipset and Schneider 1983; Marien 2011) and non-democracies such as China and Russia (Lovell 2001; Yang and Tang 2010).

The continued decline of trust in government has taken a prominent place on the research agenda. Despite the lack of solid encompassing theoretical approaches to ‘trust in government’, cultural explanations, social capital and government overload theories and a series of political science theories have received a considerable amount of attention from both the academics and practitioners in the fields of government, politics, and public administration. In line with this, Geert Bouckaert and his colleagues at the Public Management Institute, Leuven, joined the academic debates and have identified two broad schools or approaches they call the “performance” and “identity” theories (Bouckaert et al., 2002). Earlier to this, Rose, Mishler, and Haerpfer (1998, 116-119) identified two sets of competing theoretical perspectives: performance theories vs. socialization theories.

However, recently a concern for the performance of government services has entered both the political and the academic debate, as it is seen as a key factor in restoring trust (Sims 2001; Bok 2001; Bouckaert, Van de Walle, Maddens, and Kampen, 2002). In this regard, the study has contributed to the theoretical-academic debate by developing and verifying a governance matter alternative perspective in restoring trust on government.

Accordingly, the basic hypothesis of this study was instrumental institution and institutionalized governance matters for restoring or rebuilding trust on government and governance. The level of political trust positively and significantly interconnected with the level of instrumental institution and institutionalized governance (institutional functionality and performance). Within all these debates, we have initiated alternative perspective and conceptualization for the continued decline of trust and the way restoring it.

Today the cause of dysfunctional government, public dissatisfaction, distrust, and disenfranchisement of citizens fundamentally rests on the institutional establishment of the way state-society is organized, institutionalized, and structured. It is a failure in the institutional establishment and institutionalized structure. It is a failure of governance and government. Hence, an institutional and organizational failure leads to weak organizational structure and mechanism, and dysfunctional government and governance system.

Therefore, the cyclical crises of governance only resolved through re-institutionalization transformation of the governance, i.e. through touching the ground roots of institutional establishment, organizational structure, restructuring public interest articulation, and power and authority allocation mechanisms. Dozens of organizational reform program failed because of their partial perspective, conceptual and philosophical foundation biases, and private orientation and motives.

Today citizens around the world needs both Governance and Government (institutionalized governance and a concerted government). Governance without government is impossible and government without institutionalized governance is like a house without strong foundation. For the real functionality of governance as well as government, we need to have radical transformation. Therefore, we need engage in conceptualization and re-conceptualization; interpretation and reinterpretation of the century debatable issues of politics-administration dichotomy, state-society separation; instrumentalist orientations and power and authority allocation.

We argued that old standing conceptualization, philosophical orientation, meaning and interpretation of the social world and the socio-political system created the existed governmental system, structure and mechanism of goal setting and allocation of power and authority (State organized and structured). Today the society-state structure; how organized and institutionalized and the associated governing system (state as institution/Mode of governing) caused undemocratic and unaccountable government and corrupt governance and market system, which serves and advances particular interest they intended to advance at the expense of the public.

The state structure and the institution cause the government and its rules and regulation it is not happened in vacuum or not comes from anywhere; and again, the government and its rules and policy (government activity, institutional system, policy, programs) directly and indirectly affects the state structure and the institution (the functionality of the state). Hence the governance crises today is the consequences of the society-state system, the institutionalized structure and organizational arrangement, mechanisms of accountability, separation of power and check and balance system and public interest articulation. Sometimes unresponsive state building and state formation created constitutional and institutional disorder, then unresponsive dysfunctional government, results broken trust, disengagement, cynicism, and disenfranchisement, there by the

broken trust, disengagement, cynicism, and disenfranchisement leads to unresponsive dysfunctional government; the cyclical rotation continued. The basic philosophical foundation of politics-administration dichotomy and state-society bifurcation and instrumentality of the state to the society; merging government and state and separating policy formulation and implementation results organizational dominance over institution and institutionalized structure; by this creates actor dominance over institution and structure. Due to this party state system mechanism and institution, means across within organizations used and exploit the weakness of institutional foundations and established system to advance personal interest and used institution to serve actors and advance agent interest, creates agency problem (the agent is both the principal and the agent, organizational and institution). Such kind of system further creates weak separation of power and check and balance among branches of government creates the system of corrupt governance with little accountability and responsiveness, furthermore, it resulted party-state and party-government system. Hence, institutional foundation and notion of its establishment, subsequent structural and organizational mechanism, and process of governance creates the present crises of legitimacy, separation of power, check, and balance system, articulation of public interest and agency problem. Corrupt governance, dysfunctional government and performance, corruption and abuse of power represent a betrayal of the public trust. Again, public political trust and legitimacy determines the level of political stability, democracy, and overall functionality of socio-political system of governance.

Hence, in order to overcome all the complicated crises, the solution is only radical transformation, re-institutionalization, and restructuring of the way society-state organized and structured; the ways the process of governance take place, re-conceptualization, and interpretation the philosophy of public governance and the notion of its existence. This is because, regardless of economic development, level of democracy, model, and type of democracy; quality of election and effectiveness of government and service delivery. There is one fact common to all nation around the world, that is the continued decline of Political trust and the creation of public disenfranchisement and delusion. Since the problem is all over the world regardless of performance, democratic system and social capital, socio-cultural tradition, and economic status, hence the problem is going to the heart of how the modern society-state organized, governed, and structured to achieve shared collective goal under system of the state.

Thinking anew is what we do when the old ways no longer work the way we want them to. The old ways no longer work because of ineffectiveness, a changed reality, or a new awareness that things might be different (Miller and Fox, 2007). In order to address the challenges of the present practice, we can look at the old ways differently as an old conceptualization that no longer suffices.

According to this study, restoring trust on government is not a matter of socialization or performance theory; rather it is a matter of institutional establishment, structure, and institutionalized process. This means how and why state-society relations are established; how power is exercised and power is utilized; and how the institutionalized system is structured. Governance does matter. If so, what kind of governance, normative or networked or governance in government (reinventing Government); rather we call it Government in Governance approach to public administration, which is called Servant Governance. Servant Governance is a societal instrumental institution and institutionalized socio-political system of integration, governing and serving the collective shared values of the public. Therefore, instrumental institution and institutionalized governance do matter; largely and significantly determined by the foundational and the establishment of the system of governance. It is the need of the whole system of governance transformation than particular and partial organizational reform program; or emphasizing reform program on market based approach to public administration

Hence, servant governance as a consented institutionalized system, consensus on the articulation of public interest and goal setting, concerned agent in serving citizens and concerted structure in the allocation and distribution of power is matters for citizen to trust or decline to trust the system of governance. This is because institutional foundation and establishment legitimacy (should be consented), however, consent is not enough should be supported by legitimizing the institutional process (should be consensus) should producing acceptable and consensus goal; consensus should be supported through concerned governmental structure and mechanism acts according to the will and interest of citizens and the constitution (should be concerned); in order to create concerned governmental structure, power and authority should be concerted. We hypothesized that the existence and functionality of servant governance contributes positively and significantly for performance, satisfaction, and trust on government or political trust.

Previous models of public administration and governance approach primarily focused on how power is exercised and power is utilized though partial perspective and productivity, efficiency and effectiveness in focus but lacks the most important and determinant one. All the previous major approaches to public administration were calling hierarchical and centralized government (OPA); then after Minimalist and market oriented government (NPM) and recently calling governance in government or governance without government (network governance); all are their own positive contributions and limitations and also foundational and philosophical differences and problems.

The best way to handle the collective shared public interest and to serve the citizens, and building democracy and democratic system is through the transformation of Servant Governance in public administration. The hypothesis supported by empirical data at hand. Hence the hypothesis ousted in the beginning ‘Servant governance contributes positively and significantly the level of performance, satisfaction and political trust’ is supported and verified by this study. Consistent with our proposed and verified model, there are theoretical explanation and empirical evidences supports our governance matter argument. Accordingly, governance takes universal agenda and widely considered as enabler to solve societal problem. The multidimensional role and importance of governance in solving the wider socio-economic problem, political crises, for economic growth and societal development strongly emphasized and advocated by many national and international organization, scholars, and researchers. The backbone and foundation of democracy and governance depends on trust. The overall performance, functionality, and effectiveness of any democratic system depend on the smooth relationship of socio-political system and among actors of governance.

Trust is not created and existed in defective and dysfunctional governance system; rather it is largely determined by the overall performance of the socio-political system and state-society interaction. According to Blind (2007), the relationship between trust and good governance is circular: While trust in government and its representatives foment good governance, good governance in turn engenders and strengthens trust in all of its variants (Blind, 2007). While democratic governance breeds trust, trust is a prerequisite for democratic governance in the first place. In order for public administration to function smoothly and effectively, it must rely on public trust (Schlesinger, 2001). Trust can be built up through good governance, but it can also slip away

through incompetent governance. In line with the findings of our study, Daniel Kaufman and his colleagues in the World Bank Institute strongly emphasized, “governance matters” to rebuild trust on government (Kaufman, 2006).

Similarly, Diamond stated that (2007) Governance is not only mattering for political trust and confidence but also for legitimacy and political stability and development in general. Moreover, “government must govern better, more transparently, responsibly, accountably, and responsively, with more active engagement with the public and in particular more rigorous respect for the law and the public interest” to build public trust in government (Diamond, 2007, p. 6).

The crises of distrust and dysfunctionality not easily maintained by reform initiatives and organizational structuring programs, rather it needs transformation on governance. In line with this statement, since 1980 dozens of reform program and initiatives but in contrary public trust is declining all over the world. In view of this argument, Diamond (2007) stated, reform programs are necessary and promising but the breach of faith cannot be repaired with mere technical institutional fixes to make government more efficient and accessible. Diamond (2007) added, in order to restore public trust “We must go to the heart of the matter the way that government works in many countries around the world” (p. 6). The paper entitled with ‘Building Trust in Government by Improving Governance’, presented on 7th Global Forum on Reinventing Government conference, Diamond Stated that, the core reason for public distrust in government is that government does not deserve to be trusted. Diamond added that the “principal purpose of government is to serve private interests rather than public needs, and to corruptly accumulate wealth for the office-holder, his family, cronies, and party” (p. 20). According to Diamond, no reform will build trust unless this logic of governance is changed (Diamond, 2007).

Building trust is both the result and the determinant of inclusive governance. Where governance is both effective and democratic, citizens are more likely to trust public officials, politicians, and political institutions (Cheema & Popovski, 2010). The ineffectiveness of governance institutions and processes erodes citizen trust. When governance is perceived not to be responsive to people’s needs, trust in government declines and may even threaten political and social stability. Distrust results from a loss of confidence in administrative and political performance and dissatisfaction with public goods and services (UN, 2015).

The rule of law and independent judiciary are particularly important as their proper functioning is a key driver of trust in government, as established in several studies (Knack and Zak, 2003; Johnston, Krahn and Harrison, 2006; Blind, 2007). The judiciary, as the guardian of all the established laws, has a fundamental role in the establishment and preservation of the rule of law. The idea of rule of law implies that any exercise of public power must be backed by stable laws made public and applied in equal manner to all the citizens. The rule of law, therefore, constitutes the perfect barrier against the arbitrary use of power (Finn 2004). In societies where the judiciary is perceived to be corrupt and inefficient, rule of law is impaired, and as a result, distrust reigns (Blind, 2007). Institutional context and citizen-state relationships may also be important factors determining the level of trust in government (Bouckaert, Van de Walle, and Kampen, 2005; Christensen and Læg Reid, 2005). The public distrust and dissatisfaction over the governmental system around the world strongly affects the existence of well-functioning and resilient state capable of fulfilling the essential attributes of modern statehood on the one hand; and citizen-state-government relationship on the other.

Level of political trust, stability of the political system and governance has direct positive relationship. We have interested to conclude this part by taking long statement from Diamond. "Trust between citizens and their government officials and elected representatives is a vital element of a well governed society. In the absence of trust, citizens become cynical about their political system and disaffected with the existing order. Distrust may produce alienation and withdrawal from the political process, leaving behind a shallow, fragile state that cannot mobilize national resources or shape a collective vision for national development. If it festers for very long, widespread, and intense distrust may eventually generate a backlash against the political order and a search for more radical, anti-system alternatives. Failed states, revolutions, civil wars, and other related traumatic failures of governance all share in common the absence or collapse of trust: between citizens and the state, between different political factions or parties, and between ethnic, social or class groups at the mass level" (Diamond, 2007, p. 1).

9.5.2 The Link between the Level of Political Trust and Governance Crises

Bouckaert and Van de Walle (2001) explore whether the public trust is build upon personal qualities of the persons in office or upon the public's view on the political system. They cited Muller & Jukam (1977), Citrin (1974), and Miller (1974) studies whether trust emanates from people's attitude on sitting administrators in person or is closely associated with the public's attitude on the holistic feature of the political system. According to Citrin (1974), trust is measurable from the administrator's influence upon the public's mentality while Miller (1974) argues that trust is measurable from the distributed level of support that the public offers the governmental system.

In view of Citrin (1974), there are people who assert the government should not be trusted and yet they support the overall political system. As such, the valuation of trust/distrust is mainly determined in terms of the personal qualities of the office holders at the particular point in time and place. By implication, alteration of the office holders would have either positive or negative impact on people's level of political trust. In a positive attitude, there may be tendency that the public would overtly express its ideological identification if it agrees with the assumed ideology of the administrator in office. The opposite is true if people have shown their discontent on the administrator. In such a case, the people would likely show a tendency not to ideologically identify themselves with the person in office. Bouckaert and Van de Walle (2001) cited Mitchell and Scott (1987) to explain the temporality of people's trust on the political system as per the personal qualities of the administrator in line with people's lack of confidence on the leadership quality of the administrator in office rather than on the quality of political institutions. Citrin (1974) claims that people's distrust on the governmental system is not potentially capable for making people to be indifferent to the political system and is not a trigger for people to be actively involved in the politics. This attests the fact that the public distrust manifested in many forms of political dissents targeted the sitting officeholders, and at times, the distrust is an echo of passionate reflexive thoughts rather than deep-seated oppositions of the political system.

Bouckaert and Van de Walle (2001) cited Friedrichs (1980) who explained the root causes of legitimacy crisis in the USA from three perspectives. The first assumes the legitimacy crisis of the political leaderships' moral decadence. The second legitimacy crisis is associated with the

mismatch between the anticipated and the observed ideologies and practices. This kind of crisis referred as 'ideological legitimacy crisis' wherein the distrust is expressed in the public's disenchantment on the core values of the political system. Finally, the distrust is understood as a 'functional legitimacy crisis' wherein the public is doubtful on the success of the public institutions.

With regard to the level of support that citizens could offer to the government, Bouckaert & Van de Walle (2001) cited Easton (1965). They claim that Easton was one of the prominent and originator to suggest a comprehensive conceptual framework to explicate issues of political support. Easton framed two dimensions of support. The first dimension comprised of the support related with "the political community, regime and authorities, and the other ranging from specific to diffuse support." Bouckaert and Van de Walle (2001) indicate Easton's underlying philosophy for occurrences of overlapping trends of support. This implies, a person or group of persons refrain to give support to the current government at the same time remain in the governmental system. In other words, one can simultaneously support the general essences of democratic values and criticize the actual practices of democracy.

With regard to the aspect of support for the political system, Bouckaert and Van de Walle (2001) again cited Easton (1965) and state three basic manifestations of political support. These manifestations include the political community in reference to a particular section performing political tasks, the regime in reference to the operation of the political system, and the authorities in reference to the pattern of political relationships. Furthermore, Bouckaert and Van de Walle (2001) citing Norris (1999) state the extended version of Easton's dimensions. Norris (1999) indicated five 'hierarchical' levels. These levels include from the 'top' support that may be articulated by the political community strongly related to the notion of the nation rather than the political institutions in the nation. The other levels include the support to values of the regime's principles, to actual operational tasks of the regime, to institutions in the regime, and finally, to performance assessment of personal or group of political leaders.

Bouckaert and Van de Walle (2001) imply Easton's (1975). assumption that diffuse support comprises the repository of positive attitudes while the specific support refers to the observable satisfactions drawn from the evaluations of political authorities' performances.

In fact, Easton indicated that members of a political community are not expected to know everyone of the political authorities. Members' knowledge in the collective sense of the political authorities along with authorities' functions would be sufficient for the specific support. As such, the political authorities' performances need to be in agreement with the expressed expectations of the members of the political system. Bouckaert & Van de Walle (2001) further state Easton's (1975) assumption evaluation of performances that denotes the specific support "does not have an influence on trust or legitimacy" rather than its potential to produce support for the politicians in office at the time. By implication, lack of specific support emanated from the dissatisfactory evaluation of political authorities' performances, can neither have impact on diffuse support nor have something to add to the diffuse support.

In a situation where there are no types of support at all, there should be initiations to develop both the specific and diffuse supports. In the development of specific support, only the political authorities perform the task of developing it. These political authorities can do this by maximizing the level of their performances in reaching out the members of the political system. On the other hand, any member or group of members in the political system can do the development of diffuse support specially by means of promoting resourceful leaders and by the use of mass media. Hence, performances of political authorities have limited impact to (re)generate diffuse support. In line with this, Bouckaert & Van de Walle (2001) quoted Muller and Jukam (1977) idea that ineffectiveness in the performances of political authorities in office at the time can bring a lack of trust. Nonetheless, such ineffectiveness in the performances of politicians in office does not have impact on "the legitimacy of the democratic system."

Bouckaert and Van de Walle (2001) explain the possibility to generate support for the political system through direct actions of changing the political system's structure or elevating the standard of the regime. This task of generating support can also be done through the development of either specific or diffuse support. By implication, increasing performances can generate specific support but this kind of support has no impact on the alteration of the political system. Whereas, generating the diffuse support has the potential for visible system changes. In fact, there are a number of important issues that can be considered as preconditions for generating diffuse support. Among these issues, addressing the political system's governing ideological principles, working on acceptances of structural legitimacy that includes the development of a plausible institutional

structure, the setting out of binding rules, and the appropriate distribution of powers, boosting up the charismatic personalized legitimacy of authorities in power, and energizing the level of belief and/or value system by encouraging the generation of common interests are the major ones to generate the diffuse support. Consequently, Bouckaert and Van de Walle (2001) cited Easton (1975) the occurrences of these support kinds referred as specific and diffuse support intermittently. Nonetheless, they are significantly different for the variations of their determining factors; thereby, these factors would bring different outcomes.

The above theoretical and empirical studies show the mechanisms of restoring the different types of political trust. In chapter seven, we have briefly discussed the level of political trust in Ethiopian public administration. Accordingly, the study found that low level of diffuse and specific trust according to Easton political trust classification, and low level of Macro, Meso and Micro level trust according to Bouckaert recent classification of Trust. Bouckaert (2012) argues that trust in government can be analysed at three levels. At the macro-level, trust relates to political institutions and the functioning of democracy. At the meso-level, trust relates to policy making– the ability of governments to manage economic and social issues, and to generate positive expectations for future well-being. Finally, at the micro-level, trust refers to the impact of government on people's daily lives through service delivery.

Based on the details of analysis, this study found that, the current crisis of governance in our country needs political establishment or system of governance and government change. Changing the government alone or changing the political system alone not solves the chronic governance problem in Ethiopia. This is because, the low level of specific trust resolved through changing or replacing the government through democratic election; however, the low level of diffuse trust never been resolved by changing the government unless restructuring the political establishment or the system of governance in place.

CHAPTER 10: CONCLUSIONS

10.1 Introduction

The prime purpose of this study was to develop a newly constructed ‘Servant Governance Model’ of public administration. Accordingly, the study initiated to verify the proposed conceptual model and its nomological validity on explaining government performance, citizens’ satisfaction, and trust on government. In order to address the objective of the study Exploratory and Confirmatory Factor analysis, and Structural equation modeling analytical tools used. Based on the analysis of the major findings and discussions, the following conclusions are derived.

In the first place, *the proposed conceptual model of the study ‘Servant Governance’ is framed to address the widespread concerns of public dissatisfaction and distrust by reconstructing and redesigning pragmatic political-administrative system of governance to overcome the limitations in previous approaches and reform initiatives in public administration.* In this regard, the construction and conceptualization of servant governance grounded on building trustworthy instrumental institution and institutionalized socio-political system to the sole and ultimate root of integrating, governing, and serving the collective shared values of the public.

Therefore, the ground notion of this study is neither control nor steering and participation problem, rather institutional crises and institutionalization problem from part of the public. Dozens of reform programs treating the crises and problems through reform rather than transformation and similarly through organizational change approach rather than an institutional. It is noticed that the absence of instrumental institution and institutionalized governance system which acts in the best interest of the public, considered as the major problem of governance. Conceptualization of state-society, politics-administration dichotomy, and instrumentality orientation and actor centric perspective were the common philosophical, theoretical, and conceptual foundation in previous models of public administration. Hence, public interest, citizenship, democracy, institution, and institutionalization received little attentions.

10.2 Meeting the Research Objectives

The philosophical foundation and conceptual framework of the study is the contemporary notion of critical theory and postmodernism paradigm in public administration. Unlike previous change in basic assumptions in public administration state, market, and recently societal failure argument, it is failure of institution and institutionalization (Institutional disorder and institutional crises). Hence, this study calling up alternative consented and concerted instrumental institutional and institutionalized approach to public administration, it called 'Servant Governance', which is capable to answer the fundamental democratic governance questions like of constitutional democracy, integration, public interest, agency problem and legitimacy.

This research streamed on the newly constructed model of Servant Governance developed by the researcher, as an extension of scholars calls and searching 'governance' as alternative approach in public administration. Servant Governance is a societal instrumental institution and institutionalized socio-political system of integration, governing and serving the collective shared values of the public. An approach with inherent philosophy of being servant to the public in the principle of consented institutionalized system, consensus on the articulation of public interest, concerned agent in serving the principal and concerted instrumental institution in the allocation and distribution of power in maintaining separation of power and checks and balance.

Servant governance conceptualized as a multidimensional higher order construct operationalized by nine first order dimensions. Apparently, this study developed measurement scale items to measure the nine dimensions of servant governance (constitutional consent, Institutional legitimacy, and Authorized government; Democratic politics, Synergetic Governance, Inclusive governance; Serving government, Responsive Institutions and Altruistic Leadership). The scale development process strictly followed the standard scientific approaches suggested by (Churchill, 1979; DeVellis, 1991; Spector, 1992 and MacKenzie et al., 2011). This study assured the dimensionality, constructs validity, and reliability of the newly constructed second order servant governance construct and as well as government performance, citizens' satisfaction, and political trust constructs.

10.3 Summary of Key Findings

10.3.1 Evaluation of Servant Governance

Ha1: The overall level of servant governance is low.

To arrive at a single aggregate statistical value that could represent the overall level of servant governance, an aggregate mean, and standard deviation computed by considering all response values on each item.

- i. The study found that respondents end up giving low average ratings for all dimensions of servant governance. The range for servant governance ratings is from 1.81 for Democratic politics to 2.10 for Institutional Legitimacy.
- ii. Moreover, the aggregate rating towards Servant Governance for the country was found a mean of 1.949 (SD=0.539) on a 4-point scale, which is close to the value of 'Low. These findings reflect that Ethiopia faces broad problems in governance realm concerning the consent, consensus and concerned. Moreover, employing the midpoint mark of 2.5, the result indicated that the overall governance for the country was given as "low." According to Best (1977) as on a four-point Likert scale, response's mean score ranging from 1.76-2.5 is low.

Further to the test on statistical significance, one sample t-test has been employed to compare the mean value with that of the average test mean value of 2.5 on a four-point Likert scale.

- iii. A one sample t-test result confirmed that the overall level of servant governance was significantly low from the average by a mean difference of -5505 which is (1.9495-2.5) whose P value is 0.00 as it is < 0.05 . Hence, a hypothesis formulated at the very outset of the study stating, "The overall level of servant governance is low" has been supported by this t-test analysis. The test for the difference in sample mean from the hypothesized mean/average test mean value is statistically significant, even at the 99% level. Hence, we rejected the null hypothesis and accepted the alternative hypothesis. Therefore, it is concluded that samples mean of overall level of servant governance is statistically low or does not close to the hypothesized value.

Ha2: There is regional difference on the overall level of servant governance

To test this hypothesis, we employed mean comparison test to examine any possible regional differences in the evaluation of servant governance, resulting there is statistically significant regional differences in the overall level of servant governance being found.

- iv. The servant governance score of Adama (M=2.190, SD=.537), Hawassa (M=2.135, SD=.543), Bahir/D(M=1.80, SD=.484), and Addis A. (M=1.699, SD=.422): [F(3, 1092)=65.58, p=.000). Despite reaching statistical significance, the actual difference in mean scores between the groups was large effect (eta squared=.153). This means 15.3% of the variance in SG is explained by regional difference. The hypothesis stating ‘there is regional difference on the overall level of servant governance’ has supported by the mean comparison test. Hence, H₀ are rejected and the alternative hypotheses Ha₂ accepted.

10.3.2 Evaluation of Government Performance

In order to examine the level of government performance, scores of respondents towards the macro and micro performance of the government have been aggregated and relevant statistical values (i.e., mean and standards deviations) for each dimension have been computed and evaluated. Accordingly, it was discovered that citizens evaluated the macro and micro performance of the government below the average level.

- v. Overall level of government performance is found very close to the value of low (M=2.07, SD=.615). Furthermore, a one sample t-test result confirmed that the evaluation of citizens towards government performance is significantly low from the average by a mean difference of -.4225 which is (2.077-2.5) whose P value is 0.000 as it is < 0.05. Hence, “The overall level of government performance is low” hypothesis has supported by this t-test analysis. The test for the difference in sample mean from the hypothesized mean/average test mean value is statistically significant, even at the 99% level. Hence, we rejected the null hypothesis and accepted the alternative hypothesis. Therefore, it is concluded the sample mean of citizens towards government performance is statistically low or does not close to the hypothesized value.

Ha4: There is regional difference on the overall level of government performance.

To test this hypothesis, mean comparison test was conducted to compare the government performance score for the four regions, resulting there is statistically significant regional differences in the perceived level of government performance being found.

- vi. Accordingly the Government Performance score of Adama (M=2.302, SD=.687), Hawassa (M=2.278, SD=.552), Bahir/D (M=1.931, SD=.597), and Addis A. (M=1.832, SD=.464): [F(3, 1092)=47.06, p=.000]. Despite reaching statistical significance, the actual difference in mean scores between the groups was large effect (eta squared=.115). According to Cohn (1988) the value of eta squared above 14% is large effect. This means 11.5% of the variance in OGP is explained by regional difference. The hypothesis stating ‘there is regional difference in the overall level of government performance’ has supported by the mean comparison test. Hence, H₀₄ are rejected, and the alternative hypotheses Ha₄ accepted

10.3.3 Evaluation of Citizens’ Satisfaction on the Government

Ha5: The overall level of citizens’ satisfaction on the government is low

In order to assess and examine the level of citizens’ satisfaction on the government, an aggregate mean and standard deviation has been computed by using all response values of respondents towards satisfaction items. Accordingly, it was found that low level of citizens’ satisfaction on the government.

- vii. The single aggregate statistical value that could represent the overall level of citizens’ satisfaction on the government is found very close to the value of low (M=1.96, SD=.698). According to Best (1977) on a four-point Likert scale, mean score ranging from 1.76-2.5 is considered as low. Accordingly, one sample t-test result confirmed that the overall level of citizens’ satisfaction was significantly low from the average by a mean difference of -.5339 which is (1.966-2.5) whose P value is 0.00 as it is < 0.05. Hence, a hypothesis formulated at the very outset of the study stating, “The overall level of citizens’ satisfaction towards the government is low” is supported.

Ha6: There is regional difference on the overall level of citizens' satisfaction on the government

- viii. This hypothesis is supported. The study found that, there is statistically significant regional differences in the overall level of citizens satisfaction on the SAT score of Hawassa (M=2.175, SD=.767), Adama (M=2.161, SD=.7346), Addis A. (M=1.782, SD=.585), and Bahir/D.(M=1.77, SD=.590): [F(3, 1092)=31.038, p=.000). However, the actual difference in mean scores between the groups was medium effect (eta squared=.079). According to Cohn (1988) the value of eta squared above 6% is medium effect. This means 7.9 % of the variance in SAT is explained by regional difference. The hypothesis stating 'there is regional difference on the overall level of citizens satisfaction on the government' ha supported by the mean comparison test.

10.3.4 Evaluation of Political Trust

Ha7: The overall level of political trust is low

This hypothesis is supported through one sample t- test analysis. To assess and examine the level of political trust, the scores of respondents towards the level of Political support/trust have been aggregated and relevant statistical values (i.e., mean and standards deviations) for each dimension have been computed and evaluated.

- ix. Accordingly, it was discovered that citizens evaluated the political trust below the average level. The study found a low level of satisfaction with democracy (M=1.81, SD=.819), institutional trust (M=1.98, SD=.720), and overall political trust (M=1.90, SD=.695). According to Best (1977) on a four-point Likert scale, mean score ranging from 1.76-2.5 is considered as low. The one sample t- test result confirmed that the political trust was significantly low from the average by a mean difference of -.5984 which is (1.901- 2.5) whose P value is 0.000 as it is < 0.01. Hence, a hypothesis formulated at the very outset of the study stating, "The overall level of political trust is low" is supported by this t-test analysis.

Ha8: There is regional difference on the overall level of political trust

- x. This hypothesis is supported by mean comparison test analysis. There is a statistically significant regional difference in the overall level of political trust being found. The POT score of Hawassa (M=2.18, SD=.710), Adama (M=2.116, SD=.724), Bahir/D. (M=1.710, SD=.614), and Addis A. (M=1.631, SD=.558): [F(3, 1092)=50.05, p=.000)]. Despite reaching statistical significance, the actual difference in mean scores between the groups was medium effect (eta squared=.121). According to Cohn (1988) the value of eta squared above 6% is considered as medium effect. Accordingly, 12.1 % of the variance in political trust is explained by regional difference.

This study found that, the current crisis of governance needs political establishment/regime and government change. Changing the government alone or changing the political establishment alone not solves the chronic governance problem in Ethiopia. This is because, the low level of specific trust resolved through changing or replacing the government through democratic election; however, the low level of diffuse trust never been resolved by changing the government unless restructuring the system of governance in place.

10.4 Conclusion about the Servant Governance Underlying Structure

In order to examine and verify the underlying structure of the servant governance Exploratory and Confirmatory factor analysis conducted by splitting the survey data.

In the beginning, exploratory factor analysis conducted to examine those qualitatively developed scale items have grouped together on their respective dimensions of servant governance and each latent construct responsible for items. The study found that, the Servant Governance model well represented through nine first order dimensions and the items grouped in their respective dimensions only.

- xi. The study found nine components produced eigenvalues over Kaiser's criterion of 1 and in combination explained 68.17% of the variance. It is concluded that the proposed nine dimensions of servant governance supported empirically through the collected data at hand by using Exploratory Factor Analysis.

The Second order confirmatory factor analysis employed to confirm that the theorized second order servant governance is responsible for the nine first order dimensions and loads significantly into sub- dimensions. This study found that Servant Governance has significantly loaded on all nine dimensions, Ha9.

- xii. The factor loading of SG on Constitutional (.634), Institutional (.750), Authorized (.779), Democratic (.845), Synergetic (.875), Inclusive (.884), Serving (.854), Altruistic (.835) and Responsive (.846).
- xiii. The RMSEA value for our hypothesized servant governance model is .042, with the 90% confidence interval ranging from .039 to .045 and the p-value for the test of closeness of fit equal to 1.000. The probability value associated with this test of close fit is $> .50$ ($p = 1.000$). It is concluded that the higher order servant governance model fits the data very well.
- xiv. The servant governance model satisfactorily met the unidimensionality, construct validity, discriminant validity, and internal consistency requirement.

10.5 Conclusion about Main Research Hypothesis

The research hypotheses are tested by analyzing the path significance of each relationship. The standardized estimate, critical ratios, and p- value are used to examine the main hypotheses in this study. The study found that Servant Governance positively and significantly explains variations on Trust, Performance, and Satisfaction all t-values are above 1.96, and p-values are $\leq .05$.

- xv. Servant Governance has a significant and positive impact on PERFORMANCE with a path coefficient of 0.90 and therefore it supports hypothesis (10). When SG goes up by 1 standard deviation, PERFORMANCE goes up by 0.90 standard deviations.
- xvi. Servant Governance has a significant and positive impact on SATISFACTION with a path coefficient of 0.70 and hence it supports hypothesis (11). When SG goes up by 1 standard deviation, SATISFACTION goes up by 0.70 standard deviations.
- xvii. The study found that Servant Governance has a significant and positive impact on TRUST, with a path coefficient of 0.972 and hence it supported hypothesis (12). When SG goes up by 1 standard deviation, TRUST goes up by 0.972 standard deviations. It is concluded that Servant Governance model measured with nine first order dimensions positively and significantly explain the level of political trust. That means the level of the governance system (SG) and the level of political trust (POT) has direct relationship.
- xviii. Additionally, the study concluded that the second order SG model significantly captures and explain 94.4% of the variance in TRUST; 80% of the variance in PERFORMANCE and 48.4 percent of the variance in SATISFACTION. Overall, this study found that Servant Governance results in high level of political trust, government performance, and citizens' satisfaction, which in return will lead to Stability and democratic governance. Therefore, this research suggests that restructuring governance through the verified Servant Governance overcomes the limitations in previous governing modes. Therefore, we can conclude that that the final verified structural model of the study is theoretically sound and statistically satisfactory.

10.6 Contributions of the Research

In this section, the assumed contributions of studying servant governance are offered. For this end, three aspects; namely, contribution to public administration theory, contribution to research methodology, and contribution for policy and practical implementation are addressed.

10.6.1 Contribution to Public Administration Theory

The primary contribution of developing servant governance model of public administration using Structural Equation Modeling is its theoretical viability. We believed that the study would have the capability to enrich the theoretical knowledge bases in the field of public administration by offering a new insight of conceptual frames. Hence, studies around the subject matters of governance, political science, and government research are hopefully beneficiary by developing and verifying empirically in integrated conceptual models for explicating governance system from essences of democratic values and citizenship perspective in depth.

Obviously, there exists myriad of theoretical perspectives in the social sciences. These perspectives imply the existence of several methodological approaches corresponding to these perspectives. Particularly, in this era of postmodernism, critical view of theoretical frames and at times development of theoretical models would mandatory to give the research a focus consequently to sieve large-scale data. In view of a postmodernist paradigm, there is a general assumption that no theory is complete by its own. Hence, integration of different theories following eclectic approach would possibly solve limits of independent theories. This kind of eclectic approach invites for a multi-disciplinary public administration theory. Hence, this study of servant governance has shown evidence-based argument of how institution matters through integrating various theories. Servant Governance rooted on theory of institutionalism, judicial review, and theory of state, deliberative democracy, consensus democracy, constitutionalism, and postmodernist public administration, theory of governance, theory of state, and social contract theory to produce coherent holistic alternative approach to public administration.

Moreover, the present study brings an important theoretical contribution to a widely pertained debate over the concern of restoring ‘trust in government.’ The perceived decline of trust in government has taken a prominent place on the research agenda. Despite the lack of solid encompassing theoretical approaches to ‘trust on government,’ cultural explanations, social capital

and government overload theories and a series of political science theories have received a considerable amount of attention from both the academics and practitioners in the fields of government, politics, and public administration. In line with this, Geert Bouckaert and his colleagues at the Public Management Institute, Leuven, joined the academic debates and have identified two broad schools or approaches they call the “performance” and “identity” theories (Bouckaert et al., 2002). Earlier to this, Rose, Mishler and Haerpfer (1998, 116-119) identified two sets of competing theoretical perspectives: performance theories vs. socialization theories. Recently, a concern for the performance of government services has entered both the political and the academic debate, as it is seen as a key factor in restoring trust (Sims 2001; Bok 2001; Bouckaert, Van de Walle, Maddens, and Kampen, 2002). In this regard, the study has contributed to the theoretical-academic debate by developing and verifying a governance matter alternative perspective in restoring trust on government.

In addition, the study could contribute to the theoretical-academic debate over politics-administration dichotomy of which at the present, there are several scholars divided into some criticizing and some arguing for the dichotomy (Pierre & Peters, 2001; Peters & Pierre, 2012; 2000; Miller, 2000; Gulick, 1933; Appleby, 1949). Due to this, the design of the study is expected to show the cooperation of political and administrative governance on serving citizens, production of public goods, citizens’ satisfaction, and trust on government. To some extent, this would justify the novelty and unique contribution of this dissertation. Moreover, as Svara and Overeem (2006: 121) imply the issue of state-society bifurcation, politics-administration dichotomy, and public-private sector are some of the central issues in the academic debates in the field of public administration. In Svara and Overeem (2006: 121) term, the debate on such issues “expands and contracts, rises and falls, but never to go away.” Furthermore, it could contribute to the academics and the practitioners of public administration that have been searching alternative governance system to the growing citizens’ dissatisfaction and distrust on government in general and in developing countries in particular. Therefore, this study, in the context of developing countries, examines the possible alternative governance framework in building the kind of more responsive servant public governance that not only determines the level of citizens satisfaction and trust on governance but also the growth and development of nations. In addition, it is expected to answer scholars’ request of calling interdisciplinary approaches in public administration and quantitative model of data analysis that the previous approaches have failed to address.

Furthermore, the study can contribute in building democratic society and state; secured and peaceful nation; public spirit, and empowered citizens with a collective nation. Hence, unlike Traditional Public Administration, New Public Management, as well as New Public Service the servant governance approaches are framed to not only address efficiency, effectiveness, productivity public dissatisfaction and distrust on public administration but also building democracy, democratic society, and governance. This is because, at the very beginning, the servant governance approach has framed on the development of democratic, social, ethical, moral, and shared values of citizens. Political trust is an important aspect for democracy or for good governance received a great deal of empirical research on developed democracies in Europe and the US (Hetherington, 1998; Lipset and Schneider, 1983; Marien, 2011), and non-democracies such as China and Russia (Lovell 2001; Yang and Tang, 2010). This study has contributed to the literature by empirically validating the significant effect of servant governance in determining political trust, perceived government performance and citizens' satisfaction in developing country context.

In this study, we observed that the existing public administration theories; namely, Traditional Public Administration, New Public Management, and even including New Public Service are only to give partial view of public administration phenomena. At times, they only focused on overcoming the deficiencies in the implementation side of public administration with complete isolation or little emphasis to the major influential or detrimental factor of the political governance. However, far beyond filling the literature gaps, this study investigates the impact of politics along with public-administration system in tackling puzzles in political-administrative system of governance. Hence, we are confident that this study has contributed to the literature by empirically validating the newly developed servant governance model through applying covariance based structural equation modeling in Ethiopian public administration setting. In the following subsection, this study's methodological contributions are presented.

10.6.2 Contribution to Research Methodology

An inquiry to transform servant governance in Ethiopia using Structural Equation Modeling has also contributions for suggesting appropriate research methodologies. It is evident from the literature reviews that there are pressing needs to further studies of the governance in general, and trust and satisfaction in particular from a citizen's perspective (Cordella and Bonina, 2012; Williams and Shearer, 2011). Many of the existing studies of public administration are limited to conceptual and theoretical arguments. Although many scholars and practitioners claimed the importance of these issues, they have not been validated empirically to the proportion they deserve. This study has contributed to the literature by empirically validating the proposed conceptual model through applying structural equation modeling by taking 'theoretical sampling' in public administration setting.

Similarly, the previous studies that have examined political trust or trust on government have limitations in terms of measuring political trust without empirically differentiating dimensions of trust. This study has contributed to the literature by identifying theoretical classification on measures of political trust from specific to diffuse perspectives and also attempted to verify Bouckaret's classification of political trust as Macro, Micro and Meso levels indicated in Kelly et al., (2002).

The continued decline of citizens satisfaction and trust on government in all corner of the world challenged the widely used methodological perspective and measuring the performance of governance, government and public institutions through objective, internal assessment, input evaluation, elite and expert reliance of research tradition (Kelly & Swindell, 2003, Charbonneau & Van Ryzin, 2011). As such, citizen evaluation is often one of the few ways available to assess governance and government service outcomes rather than service outputs (Van de Walle & Bouckaert, 2003). According to Van de Walle and Bouckaert using citizen survey overcomes the criticisms about the artificial selection of sets of objective output and outcome indicators. Hence, this study has contributed by shifting the methodological approach commonly used in expert based governance evaluation and objective outcome indicators.

According to Julnes (2008, p. 516), it is a recent trend to use sophisticated statistical tools for measuring validity of structures in public administration research. Nonetheless, the situation has changed in response to the demand to conduct public administration research in doctoral levels and “by the increasing recognition of heterogeneity in the key concerns within public administration.” Similarly, Coursey (2008) indicates the recent developments in public administration research have considered Structural Equation Modeling (SEM), but the uses of Confirmatory Factor Analysis (CFA) are less developed. Coursey (2008, p. 565) expresses the need to integrate CFA in public administration research to a greater level as in other disciplines. Coursey (2008, p. 567) cited an earlier work of Simon (1946) for the lesser use of CFA because of “the lack of clearly defined latent constructs and their measurement.” Coursey (2008, p.567) further remarks for the development of a theory particularly in reference to public administration theory, there has to be evident based accurate test measures of reliability and validity of complex latent variables. In this regard, “public administration tends to fail this test.” Then he questions when the findings in public administration show variations, what would be the responsible factor for the variations to refer to whether the validity and reliability measures or the failure in line with the actual latent concepts. For such inabilities in the use of CFA in public administration research, Coursey (2008, p. 567) underscores, “in short, public administration is hampered by prediction models that have little, if any, validation of their percussive measurement models.” In this regard, the present study fills this methodological gap by developing and verifying valid and reliable measurement and structural model.

More importantly, Brown et al. (2008, p. 729) observe the drawbacks in many of the recent research developments shifting their focus of attention from government to governance. In fact, the shifts in research trend have brought the big leap of emphasising on critical reflections (Brown et al., 2008, 729 cited Hajer and Wagenaar, 2003) and on action researches dominating the political discourse (Brown et al., 2008, 729 cited Irwin, 2006). In other words, researches in public administration have shifted the research focus from the government to governance at the same time these public administration researches are more characterized as deliberations and as quests for solutions to prevailing problems. In brief, the research trends in the current academic world are performance assessments aimed at explaining actions to be taken or at maximum are critical reflections on existing public administration theories.

Hence, Brown et al. (2008, 729) expresses their discontent as “the common limitation of efforts such as these is methodological in character.” In fact, Brown et al. (2008) is not denying the benefits of the current researches in public administration rather they are highlighting the importance of methodological shifts that could realistically generate knowledge bases. For this end, Brown et al. (2008, 755) underscores the importance of structural Equation methodology that often treats the conventional division between qualitative and quantitative on a continuum rather than seeing them in dichotomy. They characterize SEM methodology as integral to both pragmatic and postpositivist approach, and is acclaimed as it “is more than sufficient to reward public administration researchers and practitioners fully for their efforts to master it.”

To sum up, the study would contribute to the methodological aspect of public administration studies from its being more of a pragmatic one rather than a simplistic reflection on already existing models of public administration theories. It is also a suggestion for transformations of administrative systems rather than demanding reforms merely; and is a provocative one in a sense of that it substantially reconfigures the existing models of public administration theories and practices rather than conciliatory of the conflicting accounts in the models. In the following subsection, the study’s contributions to policy and practical implementation are briefly stated.

10.6.3 Contribution to Policy and Practice

This study on servant governance could contribute significantly for policy formulation process and actions of practical implementation. As such, it has empirical contributions for both processes. More importantly, the study is expected to bring a fresh perspective to understand the forgotten but the building block and multidimensional role of institution and institutionalized structure in shaping and determining the development of effective social and political organization and organizational actors; democratic society and democratic governance; responsive public administration, and trustworthy governance system. Such studies are investigated apparently in developed countries and are scantily described in developing countries. As indicated in several literatures of public administration studies, public administrations often suffer from the very negative image among the population. Such negative image on the practices of public administration would become the major contributing factor to citizens’ distrust in government (Peters and Pierre, 2012; Van de Walle and Bouckaert, 2003).

According to Bouckaert et al. (2005), the consequences of negative perception towards public administration have become the very dangerous one that could potentially be unmanageable. The negative attitudes towards public administration practices could have versatile results; failing public sector recruitment, tax evasion and declining law-abiding behaviour, shifts in the political party landscape, or even political earthquakes which can affect the entire political constellation. For this end, increasing the need for the public administration to invest in enforcement and control mechanisms is vitally important. Moreover, it creates public chaos, instability, public uprising, and unwillingness obeyed by rules and regulations.

In this respect, this study can contribute in identifying intervention areas in public governance and public administration; particularly, for those international organizations (WB, IMF) which lead dozens of structural adjustment and reform programs (where some of them were useless and unnecessary) in developing countries to design appropriate policy and reform programs to remedy deficiencies in the public governance. Shifting attentions to institutional structuring program than to reform alternatives are hoped to bring genuine transformations in public administration. At the same time, this empirical case study is expected to support the efforts of Ethiopian Government in building and structuring more responsive and accountable servant public administration in serving citizens. It also helps for designing more efficient policy and programs in the production of public goods and service that enhance the citizens' satisfaction and trust on government or multiplying the role of public administration to the contribution of national growth and development on the other.

10.7 Future Research Directions

Based on the limitations and the overall process of the present study, the following recommendations are proposed for future research.

- i. This research is conducted in the context of Ethiopian Public Administration and other contextual and political issues may need to be considered before the servant governance conceptual model is applied to other countries both on developed and developing democratic culture. Therefore, we recommend that future research be conducted in other countries to further validate the newly developed servant governance model.
- ii. Future research should compare the newly constructed model of servant governance with the already existing governance model and validate the model in different socio-cultural context.
- iii. Future research should assess the nomological validity of servant governance through using endogenous constructs other than performance, citizens' satisfaction, and political trust.
- iv. Future research should assess the cycle of governance by examining the impact of Servant governance on performance, and similarly linking government performance to citizens' satisfaction and then linking citizens' satisfaction to political trust/trust on government.
- v. Furthermore, future research should assess and compare the proposed servant governance model with performance and identity schools (performance, socialization, or rationality) in explaining the political trust.
- vi. Applied theory building is a continuous process, because a theory is never "complete," it is necessary that the theory be continually refined and developed (Cohen, 1991; Root, 1993). This recursive nature of applied theory-building research requires the ongoing study, adaptation, development, and improvement of the theory in action and ensures that the relevance and rigor of the theory are continuously improved through further inquiry and application in the real world.

10.8 Concluding Remarks

In the 21st century, to solve the multifaceted and complicated socio-political crises and problems, having only, a constitutional document with the concept of limited government and conducting regular election is not enough; rather it needs instrumental institution and institutionalized governance and having a concerted government; and a socio-political system of Government in Governance approach.

Therefore, it needs a shift from instrumental to institutional perspective; from reform to transformation; from government concept to governance; also a shift from implementation of public policy dimension to articulation of public interest and collective shared goal setting. Moreover, it needs a shift from efficiency and effectiveness to trust and legitimacy; and a shift from constitution to constitutionalism, and from majority democracy to consociational.

The continued decline of political trust and dissatisfaction around the world strongly affect the existence of a well-functioning and resilient state capable of fulfilling the essential attributes of modern statehood on the one hand; and citizens-government relationship on the other. The backbone of democracy and democratic system of governance is citizen's participation, trust, and legitimacy of institutions. Assuring democratic governance and democracy relies on the state capacity and the willingness of citizens to engage actively in the whole processes of governance. Building accountable and responsive government and assuring check and balance among organs of the government never been achieved without a consented and concerted institutional establishment and platform in the first place, and a consensus and concerned governmental system which able to produce trust and legitimacy in the second place.

Therefore, Servant Governance as a pragmatic and integrated model to public administration overcomes the widely existed puzzles, concerns, and theoretical gaps through reconceptualizations and reinterpretation of debatable issues in public administration, on the one hand, and the continued decline of citizens' dissatisfaction and distrust over the government on the other. It is observed that the existence of servant governance as a consented, concerted, consensus, and concerned institutionalized system and governmental structure highly determines the overall process of governance that is capable of binding together the population of a given country and healthy political support.

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Appendix I

ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF GRADUATE STUDIES



Good morning. My name is _____. I am living in your locality and working as a local enumerator to Adem Ibrahim, a PhD student from Addis Ababa University. Both of us do not represent the government or any political party/organization. The study is being carried out by independent academic scholar and only intended to collect information for the fulfilment of PhD in public management and policy under research topic of “An Inquiry to Transform Servant governance in Ethiopia: A Structural Equation Modeling Approach”. The goal of the study is to capture the overall views and attitude of citizens about the socio-cultural and political-administrative system of governance to develop alternative approach to public administration in one hand, and examine the level of government performance, citizens’ satisfaction, and political trust/trust on government in Ethiopian public administration on the other. You are being randomly selected or asked to participate in this survey. Your answers will be kept confidential. Your address, name and any identity will not be recorded and nobody will ever be able to learn how you responded. There are no wrong or right answers. The results of this questionnaire will be utilized only for the stated research project and purpose. To this end, your genuine, honest, and prompt response is a valuable input for the quality and successful completion of this PhD project.

In case of any concern or question, please contact through phone 0912013975 or via the following email address adeyibrahimm@gmail.com.

Thank you in advance for your cooperation!!

Adem Ibrahim

Part one: Servant Ggovernance Measurement Scale

1. Below, I would like to read some statements and please indicate the level of your agreement or disagreement with each of these statements from the scale 1-4.

1=Strongly Disagree; 2= Disagree; 3= Agree and 4= Strongly Agree.

	SD	D	A	SA
INS1. Overall, the political system and structure enables to have genuine, faithful, and truthful political leaders.	1	2	3	4
INS2. Overall, the socio-cultural system enables to have ethical and responsible citizens that can stand against exploitative and unethical political and market activities.	1	2	3	4
INS3. Overall, the justice and legal system enables to have rule of law and treat all citizens equally with justice.	1	2	3	4
INS4. Overall, the constitution and constitutional arrangement enables to have an inclusive government and a system of governance that is abide by an integrative constitutional order.	1	2	3	4

2. Below, I would like to read some statements and please indicate the level of your agreement or disagreement with each of these statements from the scale 1-4.

1=Strongly Disagree; 2= Disagree; 3= Agree and 4= Strongly Agree.

	SD	D	A	SA
CON1. In your view, the political parties have consensual conviction and view concerning the constitution.	1	2	3	4
CON2. In your view, the political parties have consensus on the basics of democratic and political principles.	1	2	3	4
CON3. In your view, the political system is founded on national consensus and promoting integrity as a nation.	1	2	3	4

3. Below, I would like to read some statements and please indicate the level of your agreement or disagreement with each of these statements from the scale 1-4.

1=Strongly Disagree; 2= Disagree; 3= Agree and 4= Strongly Agree.

	S D	D	A	SA
AUT1. In general the government has democratically elected.	1	2	3	4
AUT2. In general the government has public acceptance	1	2	3	4
AUT3. In general the government has public Support.	1	2	3	4
AUT4. In general the government has been on the public side.	1	2	3	4

4. Below, I would like to read some statements and please indicate the level of your agreement or disagreement with each of these statements from the scale 1-4.

1=Strongly Disagree; 2= Disagree; 3= Agree and 4= Strongly Agree.

	SD	D	A	SA
DMO1. In your locality, people can freely join together with others to attended peaceful demonstration.	1	2	3	4
DMO2. In your locality, people can freely express opinions against the government.	1	2	3	4
DMO3. In your locality, people can freely attend community meetings.	1	2	3	4
DMO4. In your locality, people can freely join any political organization they want.	1	2	3	4
DMO5. In your locality, people can freely choice their representatives during election.	1	2	3	4

5. Below, I would like to read some statements and please indicate the level of your agreement or disagreement with each of these statements from the scale 1-4.

1=Strongly Disagree; 2= Disagree; 3= Agree and 4= Strongly Agree.

	SD	D	A	SA
SYN1. At the time of designing governmental policy and program and of making decisions, there is transparent and integrative processing.	1	2	3	4
SYN2. For many of societal issues, the government and the public make collectively shared decisions.	1	2	3	4
SYN3. In altering vitally important policies, the government conducts public discussions.	1	2	3	4
SYN4. For the enactment of governmental policies, all social groups actively exert their own effort and contribution.	1	2	3	4

6. Below, I would like to read some statements and please indicate the level of your agreement or disagreement with each of these statements from the scale 1-4.

1=Strongly Disagree; 2= Disagree; 3= Agree and 4= Strongly Agree.

	SD	D	A	SA
ING1. For realizing comprehensive societal changes, various interest groups and organizations are capable for initiating and organizing citizens.	1	2	3	4
ING2. In general, there are strong political parties can able to compete and challenge the government.	1	2	3	4
ING3. In the process of dealing with multifaceted social problems, the government and the people work in closely and integrative way	1	2	3	4
ING4. In the process of dealing with multifaceted social problems, the government and the business community work closely and integrative way	1	2	3	4
ING5. All the groups who stand in support of the people (humanitarian, political, and civic groups) duly contribute for citizens' comprehensive developments and for solving social problems.	1	2	3	4

7. Below, I would like to read some statements and please indicate the level of your agreement or disagreement with each of these statements from the scale 1-4.

1=Strongly Disagree; 2= Disagree; 3= Agree and 4= Strongly Agree.

	SD	D	A	SA
SER1. In general, the federal government is abiding by the public interest.	1	2	3	4
SER2. The federal government serves all society equally and works to satisfy them.	1	2	3	4
SER3. The federal government discharges the responsibility that the people imposed upon it in accord with the public interest.	1	2	3	4
SER4. In general, the government's administrative system is subject to the constitution.	1	2	3	4
SER5. The federal government is serving the society assuming the characteristics of being to the public side.	1	2	3	4

8. Below, I would like to read some statements and please indicate the level of your agreement or disagreement with each of these statements from the scale 1-4.

1=Strongly Disagree; 2= Disagree; 3= Agree and 4= Strongly Agree.

	SD	D	A	SA
ALT1. Authorities in the government appropriately hearken the public concern and respond the public requests accordingly.	1	2	3	4
ALT2. Authorities in the government are concerned with improving the holistic prosperity of the community and are working for it.	1	2	3	4
ALT3. Authorities in the government have leadership competency in administering in accord with the actual situation.	1	2	3	4
ALT4. Authorities in the government are working for the development of tolerance and public sprit culture in the society.	1	2	3	4
ALT5. Authorities in the government go extra miles from their bestowed duties and responsibilities helping citizens.	1	2	3	4

9. Below, I would like to read some statements and please indicate the level of your agreement or disagreement with each of these statements from the scale 1-4.

1=Strongly Disagree; 2= Disagree; 3= Agree and 4= Strongly Agree.

	SD	D	A	SA
RES1. The public administration and the service delivery institutions are working to meet the public's advantage.	1	2	3	4
RES2. The public administration and the service delivery institutions are serving and responding to the public without elongated bureaucracy.	1	2	3	4
RES3. The public administration and the service delivery institutions are working closely and integrative serving the people	1	2	3	4
RES4. The public administration and the service delivery institutions are supported by technology to offer services at easy.	1	2	3	4
RES5. The public administration and the service delivery institutions have the commitment to serve the surrounding community.	1	2	3	4

Part Two: Government Performance

1 How well or badly would you say the current government handling the following economic matters?

1=Very badly 2= Badly 3=Good and 4=Very Good

	VB	B	G	VG
GP1. Managing the economy	1	2	3	4
GP2. Improving the living standards of the poor	1	2	3	4
GP3. Creating jobs	1	2	3	4
GP4 Keeping prices down	1	2	3	4
GP5. Narrowing gaps between rich and poor	1	2	3	4
GP6. Improving basic health services	1	2	3	4
GP7. Addressing educational needs	1	2	3	4
GP8. Providing water and sanitation services	1	2	3	4
GP9. Maintaining roads and bridges	1	2	3	4
GP10. Providing a reliable supply of electricity	1	2	3	4

Part Three: Satisfaction on Government

1. Satisfaction means many things, I would like to read some statements and please indicate the level of your satisfaction or dissatisfaction with each of these statements from the scale 1-4.

1=Very Dissatisfied 2= Dissatisfied 3= Satisfied and 4= Very Satisfied

Public institutions and sector organizations....	VD	DI	S A	VS
SA1. Overall, how SATISFIED are you with the services provided by the local government where you live?	1	2	3	4
SA2. Overall, how SATISFIED are you with the OVERALL QUALITY of services provided by the local government where you live?	1	2	3	4
SAL. How SATISFIED are you with the overall matters of city administration?	1	2	3	4
SAR. How SATISFIED are you with the overall matters of regional government?	1	2	3	4
SAF. How SATISFIED are you with the overall matters of federal government?	1	2	3	4

Part Four: Trust on Government/Political Trust

Considering all things, I would like to read some statements and please indicate the level of your trust or distrust with each of these statements from the scale 1-4.

1=Do not trust at all 2= Do not trust very much 3= trust somewhat and 4 Trust completely

	1	2	3	4
IT1. National Electorate Commission	1	2	3	4
IT2. The National defence forces	1	2	3	4
IT3. Government Broadcasting Agencies	1	2	3	4
IT4. The police	1	2	3	4
IT5. The courts/ Justice system	1	2	3	4
IT6. The government (Federal)	1	2	3	4
IT7. Ruling Party/EPRDF	1	2	3	4
IT8. Opposition Political parties	1	2	3	4
IT9. Parliament	1	2	3	4
IT10. The Civil service	1	2	3	4
TL1. Tax and Revenue Authority	1	2	3	4
TL2. Regional Parliament	1	2	3	4
TL3. Regional Government	1	2	3	4
TL14. Private Business	1	2	3	4
TL5. City Administration	1	2	3	4
TL6. Kebel/Woreda Administration	1	2	3	4

2 Satisfaction means many things, I would like to read some statements and please indicate the level of your satisfaction or dissatisfaction with each of these statements from the scale 1-4.

1=Very Dissatisfied 2= Dissatisfied 3= Satisfied and 4= Very Satisfied

	VD	DI	S A	VS
SAD. Overall, how SATISFIED are you with the way democracy works in Ethiopia?	1	2	3	4
SAP. Overall, how SATISFIED are you with the growth of democratic political system in Ethiopia?	1	2	3	4

Socio-Cultural domain and supportive questions

1 Considering all things, I would like to read some statements and please indicate the level of your trust or distrust with each of these statements from the scale 1-4.

1=Do not trust at all 2= Do not trust very much 3= trust somewhat and 4 Trust completely

How much trust do you have in....?				
S1. Your family	1	2	3	4
S2. Your neighbour	1	2	3	4
S3. Your Friends	1	2	3	4
S4. Ggenerally in people	1	2	3	4

2. Below, I would like to read some statements and please indicate the level of your agreement or disagreement with each of these statements from the scale 1-4.

	SD	D	A	SA
B1. I consider myself as an Ethnic group	1	2	3	4
B2. I consider myself as an Ethiopian	1	2	3	4
B3. Proud of Being an Ethiopian	1	2	3	4

3 Below, I would like to read some statements and please indicate the level of your agreement or disagreement with each of these statements from the scale 1-4.

All things considered, how agree are you with.....?	SD	D	A	SA
SPC1. The present federalism system	1	2	3	4
SPC2. The overall matters of the national constitution	1	2	3	4
SPC3. The present regional government structure	1	2	3	4

General information:

1. Sex : 1 Male () 2 Female ()

2. Age: 1. 18-25 () 2. 26-35 () 3. 36-45 () 4. 46-60 () 5. 61 and above

3. Marital status: 1 Single () 2 Married () 3 Divorced () 4 legally Separated () 5 Widow/widower ()

4. Education level:

1. None () 2 .Attended primary school () 3. Attended secondary school ()
4 Diploma () 5 First Degree () 6. Masters () 7. PhD ()

5. Religious affiliation: 1 Orthodox () 2. Catholic () 3. Protestant () 4. Islam () 5. Other ()

6. Employment status: 1 Student () 2. Job Seeker () 3. Farmer (agriculture /livestock) ()

4. Private business () 5.Civil servant () 6.CSOs () 7. Retired () 8. Houmemaker ()

አዲስ አበባ ዩኒቨርሲቲ
የቢዝነስና ኢኮኖሚክስ ኮሌጅ
የድህረ-ምረቃ ጥናት ትምህርት ቤት



በአዲስ አበባ ዩኒቨርሲቲ ለሕዝብ አስተዳደርና ፖሊሲ የዶክትሬት ዲግሪ ጥናታዊ ፅሁፍ የተዘጋጀ መጠይቅ

ጤና ይስጥልኝ። እኔ አቶ አደም ኢብራሒም በጎንደር ዩኒቨርሲቲ መምህር ስሆን በአሁኑ ሰዓት በአዲስ አበባ ዩኒቨርሲቲ በሕዝብ አስተዳደርና ፖሊሲ ለዶክትሬት ዲግሪ ማሟያ የሚውል ጥናታዊ ፅሁፍ በማዘጋጀት ላይ እገኛለሁ። የጥናቱ ርዕሰ-**በኢትዮጵያ ሕዝብን አገልጋይ የሆነ አስተዳደራዊ ሥርዓትን በተመለከተ ነው።** በጥናቱ የሚሰበሰበው መረጃ ለዶክትሬት ዲግሪ የሚፈለገውን ጥናታዊ ጽሁፍ ለማዘጋጀት የሚወልድ ሲሆን የጥናቱ ዋና ዓላማ ትምህርታዊ ነው። ጥናቱ ማንንም አካል (መንግስትን ወይም ሌላ የፖለቲካ ፓርቲ/ድርጅትን) የማወይክልና ገለልተኛ ነው። የጥናቱ ዋና ግብ የኢትዮጵያ ሕዝብ አስተዳደር ዜጎችን በማገልገል ረገድ ግንዛቤ ማግኘትና ትንታኔ ለመስጠት፣ ዜጎች በሕዝብ አስተዳደሩ ላይ ያላቸውን እርካታና አመኔታን ለመፈተሽ፣ እና ስለ ማህበራዊና ባህላዊ መስተጋብሪ እንዲሁም ስለ ፖለቲካዊ አስተዳደር ያላቸውን አጠቃላይ እይታና ልምድ በመዳሰስ አማራጭ የሕዝብ አስተዳደራዊ ሥርዓት ዘዴን ለመጠቀም ነው።

በዚህ የዳሰሳ ጥናት ውስጥ ሁሉም ተሳታፊዎች በዕጣ መልኩ የተመረጡ ሲሆን በሙሉ ፈቃደኝነት ላይ የተመሰረተ ነው። ማንኛውም የሚሰጡት መረጃ በሚስጥር የሚጠበቅና ማንም አካል ስለ ሰጡት መረጃም ሆነ ስለ ማንነትም የሚያወቁበት ምንም ዓይነት መንገድ የለም። በዚህ መጠይቅ ውስጥ ትክክል ወይም ስህተት የሚባል መልስ የለም። የዚህ መጠይቅ ውጤት ለትክክለኛ የጥናቱ ዓላማ ብቻ ጥቅም ላይ ይወላል። በመሆኑም የዶክትሬት ጥናቱ ስኬታማ እንዲሆን የሚሰጡን ገለልተኛና ሚዛናዊ መረጃ ታማኝና እውነተኛ ግብዓት ስለሚሆን ጥናቱ የበለጠ ጥራቱን የጠበቀ ያደርገዋል። በመቀጠልም እርሰም የዚህ ጥናታዊ ፅሁፍ አንድ አካል /ተሳታፊ/ በመሆን ከዚህ በታች የሚገኙትን ጥያቄዎች እንዲሞሉልኝ በትህትና እየጋበዝኩ፤ ለመሳተፍ ፈቃደኛ ስለሆኑ ለሰጡን ጊዜ እመሰግናለሁ።

ስለሆነም፡- ስም መፃፍ አያስፈልግም፤ ለሁሉም ጥያቄዎች የጭረት ወይም የሚመችዎትን ምልክት ይጠቀሙ። ጥያቄ ካለዎት በስልክ ቁጥር 0912013975 ወይም በኢ-ሜይል adeyibrahimm@gmail.com አደም ኢብራሒም ብለው መረጃ ማግኘት ይችላሉ።

ውድ ጊዜዎትን ሰውተው መጠይቁን ስለሞሉልኝ ከልብ አመሰግናለሁ!!
አደም ኢብራሒም

ክፍል አንድ፡ አገልጋይ የህዝብ አስተዳደር መለኪያ

1. ከዚህ በታች በተጠቀሱት በእያንዳንዱ ሐሳብ ላይ ምን ያክል ይስማማሉ ወይም አይስማሙም? ከ1-4 ከተሰጡ ቁጥሮች ውስጥ የእርስዎን የመስማማት ደረጃ የሚገልፀውን ቁጥር ብቻ የጭረት ወይም የሚመችዎትን ምልክት ያድርጉበት።

1=በጣም አልስማማም 2= አልስማማም 3=እስማማለሁ 4=በጣም እስማማለሁ

	1=በጣ. አል	2=አል	3=እስ.	4=በጣ.እስ
INS1. ሐቀኛ፣ ታማኝና እውነተኛ የፖለቲካ አመራሮች/መሪዎች እንዲኖሩ በማስቻል ረገድ በአጠቃላይ በፖለቲካው ስርዓት ላይ እተማመናለሁ።	1	2	3	4
INS2. በዝባኝና ኢ-ስነ ምግባራዊ የፖለቲካና የግብይት ተግባርን የሚከላከል፣ ሞራላዊና ማህበራዊ ኃላፊነትን የሚወጣ ማህበረሰብ እንዲኖር በማስቻል ረገድ በአጠቃላይ በማህበራዊ መስተጋብሩ ላይ እተማመናለሁ።	1	2	3	4
INS3. ሁሉም ዜጎች በማንነታቸው/በሰውነታቸው ወይም በሐብታቸው እና በጉልበታቸው ልዩነት ሳይደረግ ፍትሃዊ ማህበረሰብ እንዲኖር በማስቻል ረገድ በአጠቃላይ በፍትህ ስርዓቱ ላይ እተማመናለሁ።	1	2	3	4
INS4. ሁሉን አካታች ህገ-መንግስታዊ አስተዳደርና ለህገ-ለዜጎች ተገዢ መንግስትና ስርዓት እንዲኖር በማስቻል ረገድ በህገ-መንግስቱ ላይ እተማመናለሁ።	1	2	3	4

2. ከዚህ በታች በተጠቀሱት በእያንዳንዱ ሐሳብ ላይ ምን ያክል ይስማማሉ ወይም አይስማሙም? ከ1-4 ከተሰጡ ቁጥሮች ውስጥ የእርስዎን የመስማማት ደረጃ የሚገልፀውን ቁጥር ብቻ የጭረት ወይም የሚመችዎትን ምልክት ያድርጉበት።

1=በጣም አልስማማም 2= አልስማማም 3=እስማማለሁ 4=በጣም እስማማለሁ

	1=በጣ.አል	2=አል	3=እስ	4=በጣ.እስ
CON1. በእርስዎ እይታ የፖለቲካ ፓርቲዎች ሕገ መንግስቱን በተመለከተ የጋራ አቋምና አመለካከት አላቸው።	1	2	3	4
CON2. በእርስዎ እይታ የፖለቲካ ፓርቲዎች በመሠረታዊ የዲሞክራሲ እና የፖለቲካ መርሆች ላይ የጋራ መግባባት አላቸው።	1	2	3	4
CON3. በእርስዎ እይታ የፖለቲካ ስርዓቱ ብሄራዊ መግባባትንና ሀገራዊ አንድነትን መሠረት ያደረገ ነው።	1	2	3	4

3. ከዚህ በታች በተጠቀሱት በእያንዳንዱ ሐሳብ ላይ ምን ያክል ይስማማሉ ወይም አይስማሙም? ከ1-4 ከተሰጡ ቁጥሮች ውስጥ የእርስዎን የመስማማት ደረጃ የሚገልፀውን ቁጥር ብቻ የጭረት ወይም የሚመችዎትን ምልክት ያድርጉበት።

1=በጣም አልስማማም 2= አልስማማም 3=እስማማለሁ 4=በጣም እስማማለሁ

	1=በጣ.አል	2=አል	3=እስ	4=በጣ.እስ
AUT1. በአጠቃላይ መንግስት ዲሞክራሲያዊ በሆነ መንገድ የተመረጠ ነው።	1	2	3	4
AUT2. በአጠቃላይ መንግስት በህዝብ ተቀባይነት ያለው ነው።	1	2	3	4
AUT3. በአጠቃላይ መንግስት በህዝብ ድጋፍ ያለው ነው።	1	2	3	4
AUT4. በአጠቃላይ መንግስት ለህዝብ ወገንተኝነት ያለው ነው።	1	2	3	4

4. ከዚህ በታች በተጠቀሱት በእያንዳንዱ ሐሳብ ላይ ምን ያክል ይስማማሉ ወይም አይስማሙም? ከ1-4 ከተሰጡ ቁጥሮች ውስጥ የእርስዎን የመስማማት ደረጃ የሚገልፀውን ቁጥር ብቻ የጭረት ወይም የሚመችዎትን ምልክት ያድርጉበት።

1=በጣም አልስማማም 2= አልስማማም 3=እስማማለሁ 4=በጣም እስማማለሁ

	1=በጣ.አል	2=አል	3=እስ	4=በጣ.እስ
DMO1. በእርስዎ አካባቢ ሰዎች በነፃነት ተሰባስበው በሰላማዊ ስልጅቶች ይሳተፋሉ።	1	2	3	4
DMO2. በእርስዎ አካባቢ ሰዎች መንግሥትን የሚቃወም አስተያየት በነፃነት ይሰጣሉ።	1	2	3	4
DMO3. በእርስዎ አካባቢ ሰዎች በአካባቢያዊ ስብሰባዎች ላይ በነፃነት ይሳተፋሉ።	1	2	3	4
DMO4. በእርስዎ አካባቢ ሰዎች በሚፈልጉት ሕጋዊ የፖለቲካ ድርጅት በነፃነት ይቀላቀላሉ/ይሳተፋሉ።	1	2	3	4
DMO5. በተግባር ሲታይ የአካባቢዎ ሰዎች ሳይዋከቡና ተፅዕኖ ሳይደርስባቸው ድምፅ በነፃነት ይሰጣሉ።	1	2	3	4

5. ከዚህ በታች በተጠቀሱት በእያንዳንዱ ሐሳብ ላይ ምን ያክል ይስማማሉ ወይም አይስማሙም? ከ1-4 ከተሰጡ ቁጥሮች ውስጥ የእርስዎን የመስማማት ደረጃ የሚገልፀውን ቁጥር ብቻ የጭረት ወይም የሚመችዎትን ምልክት ያድርጉበት።

1=በጣም አልስማማም 2= አልስማማም 3=እስማማለሁ 4=በጣም እስማማለሁ

	1=በጣ.አል	2=አል	3=እስ	4=በጣ.እስ
SYN1. የመንግስት ፖሊሲና ፕሮግራሞች በሚቀረፁበት ጊዜና ወሳኔ በሚሰጥበት ጊዜ ግልፅና አሳታፊ ናቸው።	1	2	3	4
SYN2. ማህበረሰቡን በሚመለከት ማናቸውም ፖሊሲና ፕሮግራሞች ላይ መንግስትና ህዝብ በጋራ ይወስናሉ።	1	2	3	4
SYN3. ወሳኝ የሆኑ ፖሊሲዎች ሲቀየሩ መንግስት የህዝብ ውይይት ያደርጋል።	1	2	3	4
SYN4. ሁሉም የማህበረሰብ አካላት ለመንግስት ፖሊሲዎች ተፈጻሚነት የበኩላቸውን ጥረትና ርብርብ ያደርጋሉ።	1	2	3	4

6. ከዚህ በታች በተጠቀሱት በእያንዳንዱ ሐሳብ ላይ ምን ያክል ይስማማሉ ወይም አይስማሙም? ከ1-4 ከተሰጡ ቁጥሮች ውስጥ የእርስዎን የመስማማት ደረጃ የሚገልፀውን ቁጥር ብቻ የጭረት ወይም የሚመችዎትን ምልክት ያድርጉበት።

1=በጣም አልስማማም 2= አልስማማም 3=እስማማለሁ 4=በጣም እስማማለሁ

	1=በጣ.አል	2=አል	3=እስ	4=በጣ.እስ
ING1. ሁለንተናዊ ማህበራዊ ለውጥ ለማምጣት ዜጎችን ማነሳሳትና ማደራጀት የሚችሉ የተለያዩ የማህበረሰብ ቡድኖች/ ድርጅቶች ይገኛሉ/አሉ።	1	2	3	4
ING2. መንግስትን በብቃት ሊታገሉና ሊፎካከሩ የሚችሉ ጠንካራ የፖለቲካ ፓርቲዎች ይገኛሉ/አሉ።	1	2	3	4
ING3. ዘርፈ ብዙ የማህበረሰብ ችግሮችን በመፍታት ሂደት ውስጥ መንግስትና ህዝብ በቅርበትና በቅንጅት ይሰራሉ።	1	2	3	4
ING4. ዘርፈ ብዙ የማህበረሰብ ችግሮችን በመፍታት ሂደት ውስጥ መንግስትና የንግድ ማህበረሰብ በቅርበትና በቅንጅት ይሰራሉ።	1	2	3	4
ING5. ሁሉም ለህዝብ የቆሙ ቡድኖች (የምግባረ-ሰናይ፣ የፖለቲካና የማህበረሰብ ድርጅቶች) የዜጎችን ሁለንተናዊ እድገትና ችግሮች ከመፍታት አንፃር የሚጠበቅባቸውን አስተዋጾ ያበርክታሉ።	1	2	3	4

7. ከዚህ በታች በተጠቀሱት በእያንዳንዱ ሐሳብ ላይ ምን ያክል ይስማማሉ ወይም አይስማሙም? ከ1-4 ከተሰጡ ቁጥሮች ውስጥ የእርስዎን የመስማማት ደረጃ የሚገልፀውን ቁጥር ብቻ የጭረት ወይም የሚመችዎትን ምልክት ያድርጉበት።

1=በጣም አልስማማም 2= አልስማማም 3=እስማማለሁ 4=በጣም እስማማለሁ

	1=በጣ.አል	2=አል	3=እስ	4=በጣ.እስ
SER1. በአጠቃላይ የፌዴራል መንግሥት ለህዝብ ፍላጎት ተገዢ ነው።	1	2	3	4
SER2. የፌዴራል መንግሥት ሁሉንም ማህበረሰብ በእኩልነት ያገለግላል/ ለማርካታ ይሰራል።	1	2	3	4
SER3. መንግሥት ሕዝብ የጣለበትን ኃላፊነት ሕዝብ በሚፈልገው መንገድ እየተወጣ ነው።	1	2	3	4
SER4. በአጠቃላይ የመንግሥት አስተዳደር ስርዓቱ ለህገ-መንግስቱ ተገዢ ነው።	1	2	3	4
SER5. የፌዴራል መንግሥት ከሞላ ጎደል ሕብረተሰቡን አገልጋይና ሕዝባዊ ባህሪያትን የተላበሰ ነው።	1	2	3	4

8. ከዚህ በታች በተጠቀሱት በእያንዳንዱ ሐሳብ ላይ ምን ያክል ይስማማሉ ወይም አይስማሙም? ከ1-4 ከተሰጡ ቁጥሮች ውስጥ የእርስዎን የመስማማት ደረጃ የሚገልፀውን ቁጥር ብቻ የጭረት ወይም የሚመችዎትን ምልክት ያድርጉበት።

1=በጣም አልስማማም 2= አልስማማም 3=እስማማለሁ 4=በጣም እስማማለሁ

	1=በጣ.አል	2=አል	3=እስ	4=በጣ.እስ
ALT1. የመንግስት አስተዳደር ባለሥልጣናት የህዝብ ጥያቄን በሚገባ የሚያዳምጡና ተገቢውን ምላሽ የሚሰጡ ናቸው።	1	2	3	4
ALT3. የመንግስት አስተዳደር ባለሥልጣናት የሕብረተሰቡን ሁሉንተናዊ ብልፅግና ለማሻሻል የሚሸቱና የሚሰሩ ናቸው።	1	2	3	4
ALT3. የመንግስት አስተዳደር ባለሥልጣናት የሕብረተሰቡን ነባራዊ ሁኔታዎች ባገናዘበ መልኩ የማስተዳደርና የመምራት ብቃት አላቸው።	1	2	3	4
ALT4. የመንግስት አስተዳደር ባለሥልጣናት በማህበረሰቡ ውስጥ የመቻቻል ባህልና ሕዝባዊ መንፈስ እንዲጎለብት የሚሠሩ ናቸው።	1	2	3	4
ALT5. የመንግስት አስተዳደር ባለሥልጣናት ዜጎችን ለማገዝ ካለባቸው ህዝባዊ ኃላፊነትና ግዴታ በላይ ብዙ ርቀት የሚገዙ ናቸው።	1	2	3	4

9. ከዚህ በታች በተጠቀሱት በእያንዳንዱ ሐሳብ ላይ ምን ያክል ይስማማሉ ወይም አይስማሙም? ከ1-4 ከተሰጡ ቁጥሮች ውስጥ የእርስዎን የመስማማት ደረጃ የሚገልፀውን ቁጥር ብቻ የጭረት ወይም የሚመችዎትን ምልክት ያድርጉበት።

1=በጣም አልስማማም 2= አልስማማም 3=እስማማለሁ 4=በጣም እስማማለሁ

	1=በጣ.አል	2=አል	3=እስ	4=በጣ.እስ
RES1. የሕዝብ አስተዳደሩና የአገልግሎት ሰጭ ተቋማት የሕዝብ ጥቅም እንዲከበር የሚሠሩ ናቸው።	1	2	3	4
RES2. የሕዝብ አስተዳደሩና የአገልግሎት ሰጭ ተቋማት ያለ ወጣ ወረድ ያስተናጋዳሉ/ምላሽ ይሰጣሉ።	1	2	3	4
RES3. የሕዝብ አስተዳደሩና የአገልግሎት ሰጭ ተቋማት ሕዝብን ለማስተናገድ በመቀራረብና በመቀናጀት ይሰራሉ።	1	2	3	4
RES4. የሕዝብ አስተዳደሩና የአገልግሎት ሰጭ ተቋማት በቴክኖሎጂ የታገዘ የተቀላጠፈ አገልግሎት ይሰጣሉ።	1	2	3	4
RES5. የሕዝብ አስተዳደሩና የአገልግሎት ሰጭ ተቋማት የአካባቢውን ማህበረሰብ ለማገልገል ቁርጠኛ ናቸው።	1	2	3	4

ክፍል ሁለት: ኢኮኖሚያዊ ተጠቃሚነት፣ የኑሮ ሁኔታ

1 መንግስት የሚከተሉትን ነገሮች በምን ያህል ደረጃ አሳክቷል ወይም እየሳራ ይገናል። ከ1-4 ከተሰጡ ቁጥሮች ውስጥ የእርስዎን የእይታ ደረጃ የሚገልፀውን ቁጥር ብቻ የጭረት ወይም የሚመችዎትን ምልክት ያድርጉበት።

መንግስት የሚከተሉትን ነገሮች በምን ያህል ደረጃ አሳክቷል ወይም እየሳራ ይገናል?		1=በጣም መጥፎ	2=መጥፎ	3=ጥሩ	4= በጣም ጥሩ
GP1.	ኢኮኖሚውን በማስተዳደር	1	2	3	4
GP2.	የድህረውን የኑሮ ደረጃ በማሻሻል	1	2	3	4
GP3.	ስራ በመፍጠር	1	2	3	4
GP4.	ዋጋን በመቆጣጠር	1	2	3	4
GP5.	በድሃና በሐፍታም መካከል ያለውን ልዩነት በማጥበብ	1	2	3	4
GP6.	ወሳኝ የሆኑ የጤና አገልግሎት በማሻሻል	1	2	3	4
GP7.	የትምህርት ፍላጎትን በማሟላት	1	2	3	4
GP8.	የውሃና የአካባቢ ንፅህናን በመጠበቅ	1	2	3	4
GP9.	መንገድን ድልድዮችን በመጠገን	1	2	3	4
GP10.	የሐይል አቅርቦት በማሟላት	1	2	3	4

ክፍል ሦስት: የመንግስት አገልግሎትና የህዝብ እርካታን በተመለከተ

1 ቀጥሎ ከተዘረዘሩት የመንግስት አገልግሎቶች እርስዎ ምን ያህል እርካታ እንዳገኙ ያመልክቱ። ከ1-4 ከተሰጡ ቁጥሮች ውስጥ የእርስዎን የእርካታ ደረጃ የሚገልፀውን ቁጥር ብቻ የጭረት ወይም የሚመችዎትን ምልክት ያድርጉበት።

	1 =በፍፁም እርካታ	2= እርካታ	3= እርካታ	4=በጣም እርካታ
SA1. በአጠቃላይ በከተማው አስተዳደር አጠቃላይ አገልግሎት ምን ያክል ረከተዋል?	1	2	3	4
SA2. በአጠቃላይ በከተማው አስተዳደር የአገልግሎት ጥራት ምን ያክል ረከተዋል?	1	2	3	4
SAL. በአጠቃላይ በከተማው አስተዳደር ምን ያክል ረከተዋል?	1	2	3	4
SAR. በአጠቃላይ በክልሉ መንግስት አስተዳደር ምን ያክል ረከተዋል?	1	2	3	4
SAF. በአጠቃላይ በፌዴራል መንግስት አስተዳደር ምን ያህል ረከተዋል?	1	2	3	4

ክፍል አራት፡ የሥርዓት ተአማኒነት

1 ከዚህ በታች ከተዘረዘሩት ተቋማት/ድርጅቶች ላይ ምን ያክል አመኔታ አለዎት? ከ1-4 ከተሰጡ ቁጥሮች ውስጥ የእርስዎን የአመኔታ ደርጃ የሚገልፀውን ቁጥር ብቻ የጭረት ወይም የሚመችዎትን ምልክት ያድርጉበት።

	1= በፍፁም አመኔታ የለኝም	2=ብዙም አመኔታ የለኝም	3=በመጠኑ አለኝ	4=ሙሉ አመኔታ አለኝ
IT1. በብሔራዊ ምርጫ ቦርድ ላይ ምን ያክል አመኔታ አለዎት?	1	2	3	4
IT2. በሀገር መከላከያ ሠራዊት ላይ ምን ያክል አመኔታ አለዎት?	1	2	3	4
IT3. በመንግስት መገናኛ ብዙኃን ላይ ምን ያክል አመኔታ አለዎት?	1	2	3	4
IT4. በፖሊስ ላይ ምን ያክል አመኔታ አለዎት?	1	2	3	4
IT5. በፍርድ ቤቶች ላይ ምን ያክል አመኔታ አለዎት?	1	2	3	4
IT6. በፌዴራል መንግስት ላይ ምን ያክል አመኔታ አለዎት?	1	2	3	4
IT7. በገዢው ፓርቲ/ኢህአዲግ ላይ ምን ያክል አመኔታ አለዎት?	1	2	3	4
IT8. በተቃዋሚ ፖለቲካ ፓርቲዎች ላይ ምን ያክል አመኔታ አለዎት?	1	2	3	4
IT9. በሕዝብ-ብተወካዮች ምክር ቤት ላይ ምን ያክል አመኔታ አለዎት?	1	2	3	4
IT10. በአገልግሎት ሰጭ ተቋማት ላይ ምን ያክል አመኔታ አለዎት?	1	2	3	4
TL1. በታክስ እና ገቢዎች ላይ ምን ያክል አመኔታ አለዎት?	1	2	3	4
TL2. በክልል ምክር ቤት ላይ ምን ያክል አመኔታ አለዎት?	1	2	3	4
TL3. በክልል መንግስት ላይ ምን ያክል አመኔታ አለዎት?	1	2	3	4
TL4. በከተማ አስተዳደር ላይ ምን ያክል አመኔታ አለዎት?	1	2	3	4
TL5. በወረዳ/ቀበሌ ላይ ምን ያክል አመኔታ አለዎት?	1	2	3	4

2 ከዚህ በታች በተጠቀሱት በእያንዳንዱ ሐሳብ ላይ ምን ያህል እርካታ እንዳገኙ ያመልክቱ። ከ1-4 ከተሰጡ ቁጥሮች ውስጥ የእርስዎን የእርካታ ደረጃ የሚገልፀውን ቁጥር ብቻ የጭረት ወይም የሚመችዎትን ምልክት ያድርጉበት።

	1 =በፍፁም አረካሁም	2=አረካሁም	3=እረካቻለሁ	4=በጣም እረካቻለሁ
SAP. አጠቃላይ ሁኔታዎችን ከግንዛቤ ውስጥ በማስገባት በኢትዮጵያ የፖለቲካ ሥርዓት ምን ያክል ረከተዋል?	1	2	3	4
SAD. አጠቃላይ ሁኔታዎችን ከግንዛቤ ውስጥ በማስገባት በኢትዮጵያ አሁን ባለው ዲሞክራሲ ምን ያክል ረከተዋል?	1	2	3	4

ግለሰባዊ፣ ባህላዊና ማህበራዊ ጉዳዮችን በተመለከተ

1. ከዚህ በታች በተጠቀሱት በእያንዳንዱ ሐሳብ ላይ ምን ያክል ይስማማሉ ወይም አይስማሙም? ከ1-4 ከተሰጡ ቁጥሮች ውስጥ የእርስዎን የመስማማት ደረጃ የሚገልፀውን ቁጥር ብቻ የጭረት ወይም የሚመችዎትን ምልክት ያድርጉበት።

	1=በጣ.አ ል	2=አል	3=እስ	4=በጣ.እስ
B1. እራሴን የማየው የአካባቢዊ ማህበረሰብ አካል አድርጌ ነው።	1	2	3	4
B2. እራሴን የማየው እንደ አንድ ኢትዮጵያዊ ነው።	1	2	3	4
B3. ኢትዮጵያዊ በመሆኔ ኩራት ይሰማኛል።	1	2	3	4
B4. እራሴን የማየው ማንኛውም ነገር ማድረግ እንደምችል ግለሰብ ነው።	1	2	3	4

3 ከዚህ በታች በተጠቀሱት በእያንዳንዱ ሐሳብ ላይ ምን ያክል ይስማማሉ ወይም አይስማሙም? ከ1-4 ከተሰጡ ቁጥሮች ውስጥ የእርስዎን የመስማማት ደረጃ የሚገልፀውን ቁጥር ብቻ የጭረት ወይም የሚመችዎትን ምልክት ያድርጉበት።

	1=በጣ.አ ል	2=አል	3=እስ	4=በጣ.እስ
1. አሁን ባለው ፌዴራላዊ ሥርዓት	1	2	3	4
2. በአጠቃላይ በአገሪቱ ሕገ መንግሥት	1	2	3	4
3. አሁን ባለው የክልል መንግስታት አወቃቀር	1	2	3	4

አጠቃላይ መረጃ፡

1. ስድስት፡ 1. ወንድ () 2. ሴት ()
2. ዕድሜ. 1. 18-25 () 2. 26-35 () 3. 36-45 () 4. 46-60 () 5. 61 እና ከዚያ በላይ ()
3. የጋብቻ ሁኔታ፡ 1. ያገባ () 2. ያላገባ () 3. የተፋታ/ች () 4. የተለያየ () 5. በሞት የተለየ ()
4. የትምህርት ደረጃ፡ 1. ያልተማረ () 2. የመጀመሪያ ደረጃ 3. () 4. የሁለተኛ ደረጃ () 5. ዲፕሎማ ()
6. ዲግሪ () 7. ሁለተኛ ዲግሪ () 8. ሦስተኛ ዲግሪ ()
5. ሐይማኖት፡ 1. አርቶዶክስ () 2. ካቶሊክ () 3. ፕሮቴስታንት () 4. እስልምና () 5. ሌላ ()
6. የሥራ ሁኔታ፡ 1. ተማሪ () 2. ሥራ ፈላጊ () 3. ግብርና/እርሻ () 4. የግል ሥራ () 5. ንግድ ()
6. የመንግሥት ሰራተኛ () 7. በግብር-ሰናይ ድርጅት ውስጥ ተቀጣሪ () 8. ጡረተኛ () 9. የቤት እመቤት ()

ውድ ጊዜዎትን በማካፈል መጠይቁን ሳይሰለፍ ሰለሞሉልኝ በድጋሙ ከልብ አመሰግናለሁ!!

Appendix II

Table 1: Case Processing Summary of Missing Value Analysis (Servant Governance)

	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
CON1	1096	100.0%	0	0.0%	1096	100.0%
CON2	1096	100.0%	0	0.0%	1096	100.0%
CON3	1096	100.0%	0	0.0%	1096	100.0%
INS1	1096	100.0%	0	0.0%	1096	100.0%
INS2	1096	100.0%	0	0.0%	1096	100.0%
INS3	1096	100.0%	0	0.0%	1096	100.0%
INS4	1096	100.0%	0	0.0%	1096	100.0%
AUT1	1096	100.0%	0	0.0%	1096	100.0%
AUT2	1096	100.0%	0	0.0%	1096	100.0%
AUT3	1096	100.0%	0	0.0%	1096	100.0%
AUT4	1096	100.0%	0	0.0%	1096	100.0%
DMO1	1096	100.0%	0	0.0%	1096	100.0%
DMO2	1096	100.0%	0	0.0%	1096	100.0%
DMO3	1096	100.0%	0	0.0%	1096	100.0%
DMO4	1096	100.0%	0	0.0%	1096	100.0%
DMO5	1096	100.0%	0	0.0%	1096	100.0%
SYN1	1096	100.0%	0	0.0%	1096	100.0%
SYN2	1096	100.0%	0	0.0%	1096	100.0%
SYN3	1096	100.0%	0	0.0%	1096	100.0%
SYN4	1096	100.0%	0	0.0%	1096	100.0%
ING1	1096	100.0%	0	0.0%	1096	100.0%
ING2	1096	100.0%	0	0.0%	1096	100.0%
ING3	1096	100.0%	0	0.0%	1096	100.0%
ING4	1096	100.0%	0	0.0%	1096	100.0%
ING5	1096	100.0%	0	0.0%	1096	100.0%
SER1	1096	100.0%	0	0.0%	1096	100.0%
SER2	1096	100.0%	0	0.0%	1096	100.0%
SER3	1096	100.0%	0	0.0%	1096	100.0%
SER4	1096	100.0%	0	0.0%	1096	100.0%
SER5	1096	100.0%	0	0.0%	1096	100.0%
ALT1	1096	100.0%	0	0.0%	1096	100.0%
ALT2	1096	100.0%	0	0.0%	1096	100.0%
ALT3	1096	100.0%	0	0.0%	1096	100.0%

ALT4	1096	100.0%	0	0.0%	1096	100.0%
ALT5	1096	100.0%	0	0.0%	1096	100.0%
RES1	1096	100.0%	0	0.0%	1096	100.0%
RES2	1096	100.0%	0	0.0%	1096	100.0%
RES3	1096	100.0%	0	0.0%	1096	100.0%
RES4	1096	100.0%	0	0.0%	1096	100.0%
RES5	1096	100.0%	0	0.0%	1096	100.0%

Table 2: Case Processing Summary of Missing Value Analysis (Performance, satisfaction & Trust)

	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
GP1	1096	100.0%	0	0.0%	1096	100.0%
GP2	1096	100.0%	0	0.0%	1096	100.0%
GP3	1096	100.0%	0	0.0%	1096	100.0%
GP4	1096	100.0%	0	0.0%	1096	100.0%
GP5	1096	100.0%	0	0.0%	1096	100.0%
GP6	1096	100.0%	0	0.0%	1096	100.0%
GP7	1096	100.0%	0	0.0%	1096	100.0%
GP8	1096	100.0%	0	0.0%	1096	100.0%
GP9	1096	100.0%	0	0.0%	1096	100.0%
GP10	1096	100.0%	0	0.0%	1096	100.0%
CSA1	1096	100.0%	0	0.0%	1096	100.0%
CSA2	1096	100.0%	0	0.0%	1096	100.0%
SAP	1096	100.0%	0	0.0%	1096	100.0%
SAD	1096	100.0%	0	0.0%	1096	100.0%
IT1	1096	100.0%	0	0.0%	1096	100.0%
IT2	1096	100.0%	0	0.0%	1096	100.0%
IT3	1096	100.0%	0	0.0%	1096	100.0%
IT4	1096	100.0%	0	0.0%	1096	100.0%
IT5	1096	100.0%	0	0.0%	1096	100.0%
IT6	1096	100.0%	0	0.0%	1096	100.0%
IT7	1096	100.0%	0	0.0%	1096	100.0%
IT8	1096	100.0%	0	0.0%	1096	100.0%
IT9	1096	100.0%	0	0.0%	1096	100.0%
IT10	1096	100.0%	0	0.0%	1096	100.0%

Appendix III

Table 1: Servant Governance: Descriptive Statistics and Normality (Skewness & Kurtosis values)

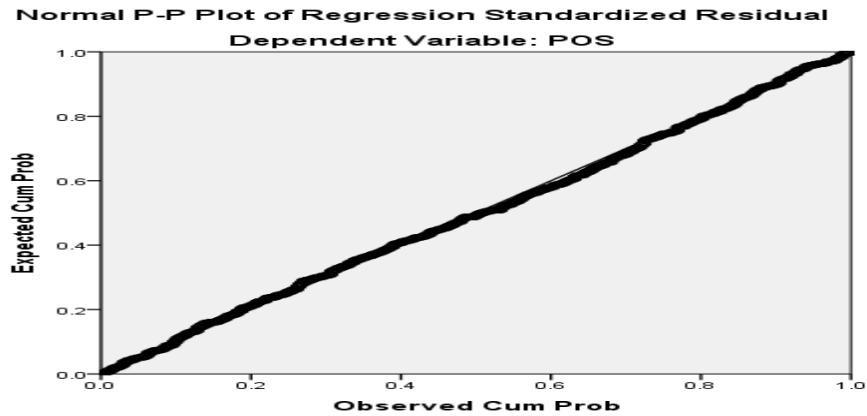
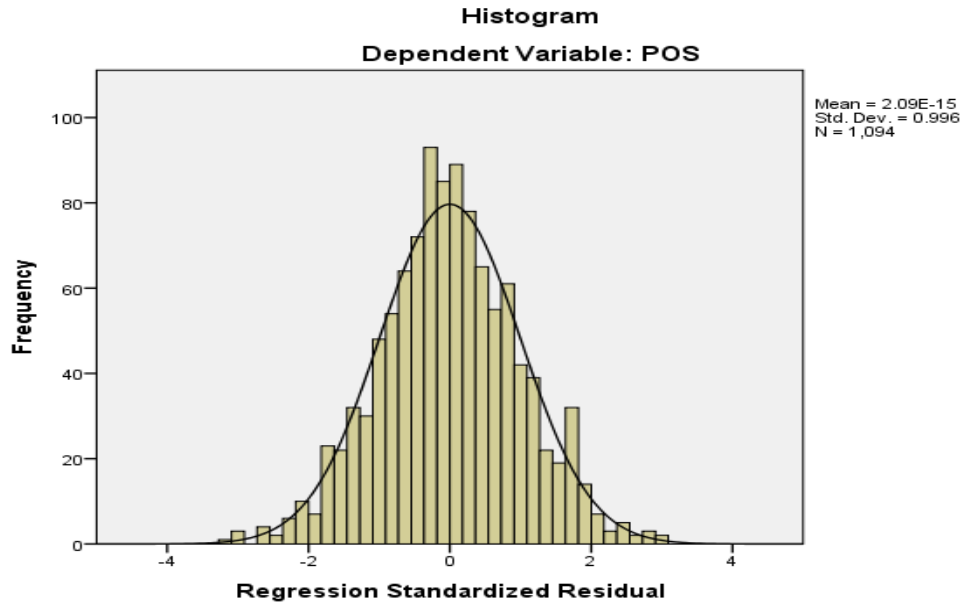
	N	Minimu	Maximu	Mean	Std.	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Deviation	Statistic	Std. Error	Statistic	Std. Error
CON1	1096	1	4	2.01	.845	.527	.074	-.319	.148
CON2	1096	1	4	1.99	.833	.616	.074	-.098	.148
CON3	1096	1	4	1.95	.856	.594	.074	-.353	.148
INS1	1096	1	4	2.08	.875	.346	.074	-.712	.148
INS2	1096	1	4	2.17	.854	.180	.074	-.750	.148
INS3	1096	1	4	2.00	.863	.357	.074	-.823	.148
INS4	1096	1	4	2.17	.933	.247	.074	-.921	.148
AUT1	1096	1	4	1.90	.927	.567	.074	-.845	.148
AUT2	1096	1	4	1.90	.904	.682	.074	-.468	.148
AUT3	1096	1	4	1.89	.893	.666	.074	-.471	.148
AUT4	1096	1	4	1.88	.898	.701	.074	-.448	.148
DMO1	1096	1	4	1.72	.838	.929	.074	.014	.148
DMO2	1096	1	4	1.73	.852	.862	.074	-.271	.148
DMO3	1096	1	4	2.02	.943	.418	.074	-.932	.148
DMO4	1096	1	4	1.78	.859	.867	.074	-.059	.148
DMO5	1096	1	4	1.80	.828	.718	.074	-.314	.148
SYN1	1096	1	4	1.94	.850	.592	.074	-.338	.148
SYN2	1096	1	4	2.00	.934	.592	.074	-.584	.148
SYN3	1096	1	4	2.06	.911	.439	.074	-.697	.148
SYN4	1096	1	4	2.23	.899	.253	.074	-.730	.148
ING1	1096	1	4	1.93	.820	.625	.074	-.114	.148
ING2	1096	1	4	1.83	.819	.726	.074	-.116	.148
ING3	1096	1	4	1.96	.853	.593	.074	-.306	.148
ING4	1096	1	4	1.97	.813	.511	.074	-.288	.148
ING5	1096	1	4	2.01	.818	.499	.074	-.253	.148
SER1	1096	1	4	1.88	.910	.792	.074	-.228	.148
SER2	1096	1	4	1.93	.884	.666	.074	-.343	.148
SER3	1096	1	4	1.89	.852	.761	.074	-.011	.148
SER4	1096	1	4	1.95	.878	.559	.074	-.523	.148
SER5	1096	1	4	2.17	.881	.138	.074	-.915	.148
ALT1	1096	1	4	1.69	.792	.969	.074	.337	.148
ALT2	1096	1	4	1.86	.792	.640	.074	-.115	.148
ALT3	1096	1	4	1.92	.811	.624	.074	-.103	.148
ALT4	1096	1	4	1.95	.862	.635	.074	-.266	.148
ALT5	1096	1	4	1.83	.863	.885	.074	.130	.148
RES1	1096	1	4	2.02	.819	.444	.074	-.378	.148
RES2	1096	1	4	1.83	.765	.697	.074	.148	.148
RES3	1096	1	4	1.97	.805	.591	.074	-.038	.148
RES4	1096	1	4	1.92	.790	.530	.074	-.239	.148
RES5	1096	1	4	1.95	.820	.526	.074	-.330	.148
Valid N (listwise)	1096								

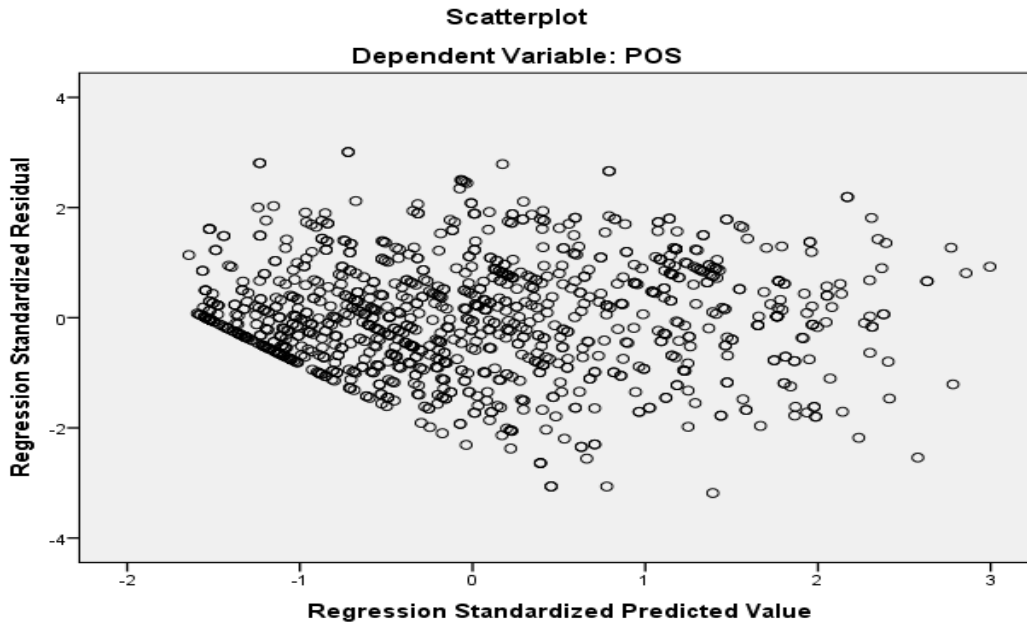
Table 2: Performance, satisfaction & Trust: Descriptive Statistics and Normality (Skewness & Kurtosis values)

	N	Minimu	Maximu	Mean	Std.	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std.	Statistic	Std.
							Error		Error
GP1	1096	1	4	1.88	.812	.535	.074	-.501	.148
GP2	1096	1	4	1.77	.850	.814	.074	-.236	.148
GP3	1096	1	4	2.00	.851	.357	.074	-.766	.148
GP4	1096	1	4	1.74	.837	.834	.074	-.240	.148
GP5	1096	1	4	1.72	.842	.971	.074	.163	.148
GP6	1096	1	4	2.36	.916	-.050	.074	-.916	.148
GP7	1096	1	4	2.51	.904	-.231	.074	-.769	.148
GP8	1096	1	4	2.26	.884	.160	.074	-.763	.148
GP9	1096	1	4	2.38	.916	-.095	.074	-.917	.148
GP10	1096	1	4	2.17	.878	.344	.074	-.595	.148
CSA1	1096	1	4	1.95	.800	.403	.074	-.573	.148
CSA2	1096	1	4	1.97	.797	.426	.074	-.421	.148
SAP	1096	1	4	1.80	.870	.726	.074	-.497	.148
SAD	1096	1	4	1.82	.874	.678	.074	-.583	.148
IT1	1096	1	4	1.71	.860	.895	.074	-.256	.148
IT2	1096	1	4	2.40	1.065	.063	.074	-1.243	.148
IT3	1096	1	4	1.89	.848	.469	.074	-.847	.148
IT4	1096	1	4	2.02	.884	.288	.074	-1.012	.148
IT5	1096	1	4	1.88	.830	.465	.074	-.818	.148
IT6	1096	1	4	2.06	.965	.341	.074	-1.083	.148
IT7	1096	1	4	1.93	1.010	.643	.074	-.867	.148
IT8	1096	1	4	2.03	.852	.329	.074	-.772	.148
IT9	1096	1	4	2.03	.860	.287	.074	-.880	.148
IT10	1096	1	4	2.11	.803	.106	.074	-.822	.148
Valid N (listwise)	1096								

Appendix IV

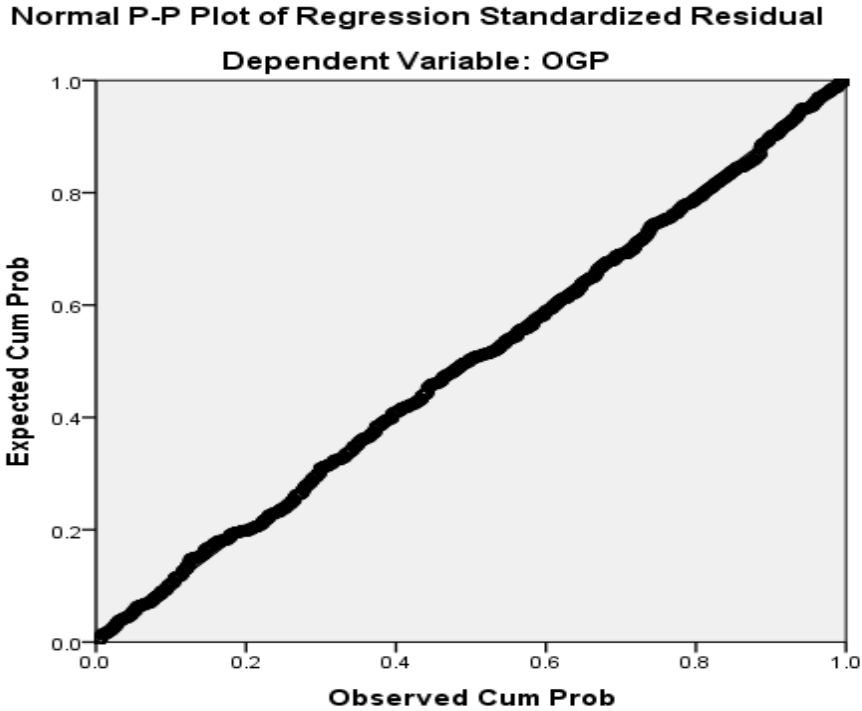
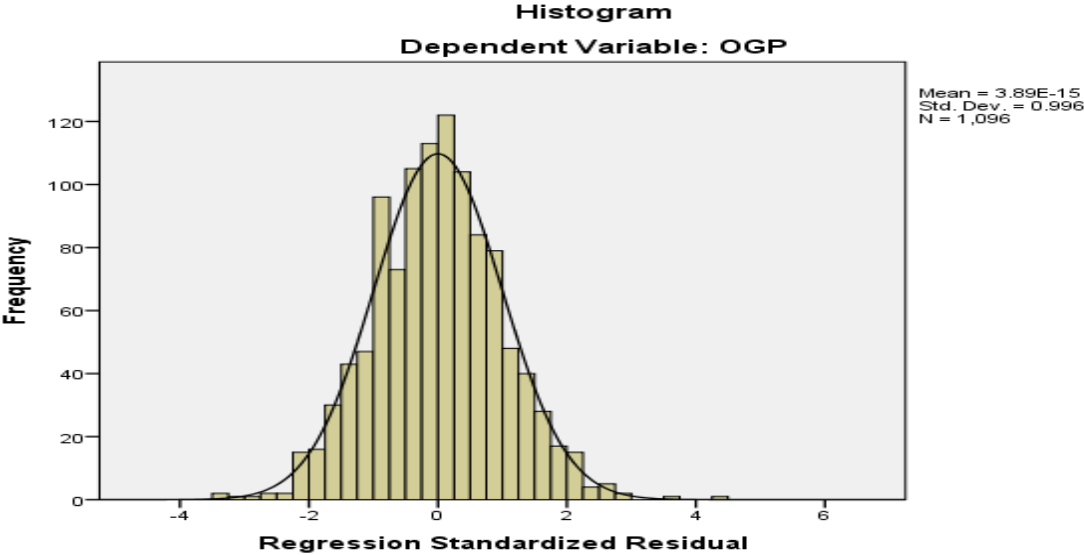
A.Assumptions test of Political Trust (POT/POS)(Normality, Linearity, Homoscedasticity, Multicollinearity respectively)

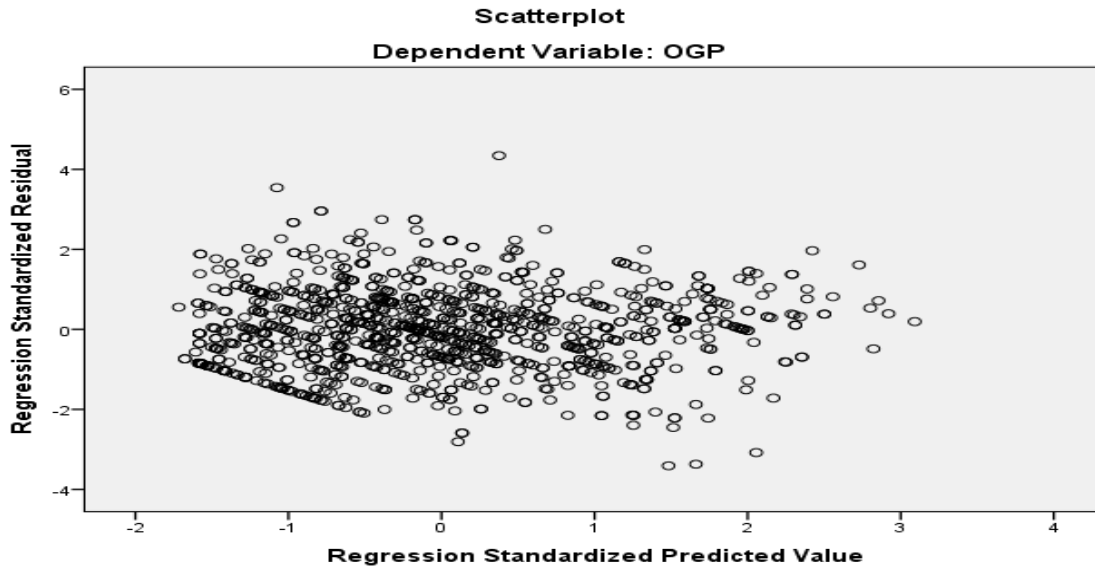




Collinearity Statistics POS/POT	
Tolerance	VIF
.701	1.427
.576	1.736
.453	2.207
.466	2.148
.391	2.560
.447	2.238
.422	2.372
.395	2.532
.467	2.140

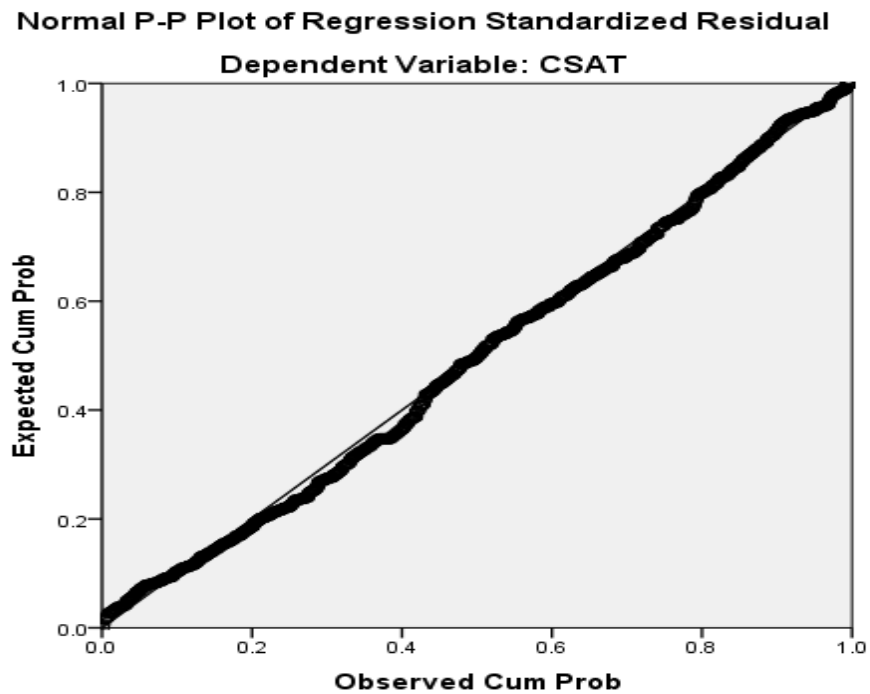
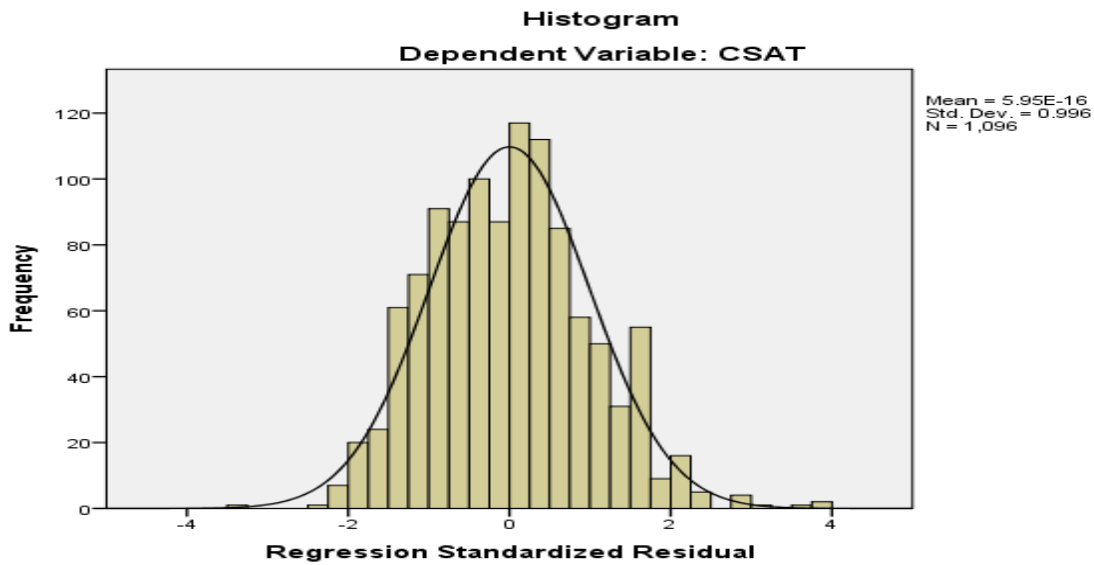
B. Assumptions test of Government Performance (Normality, Linearity, Homoscedasticity and Multicollinearity respectively)

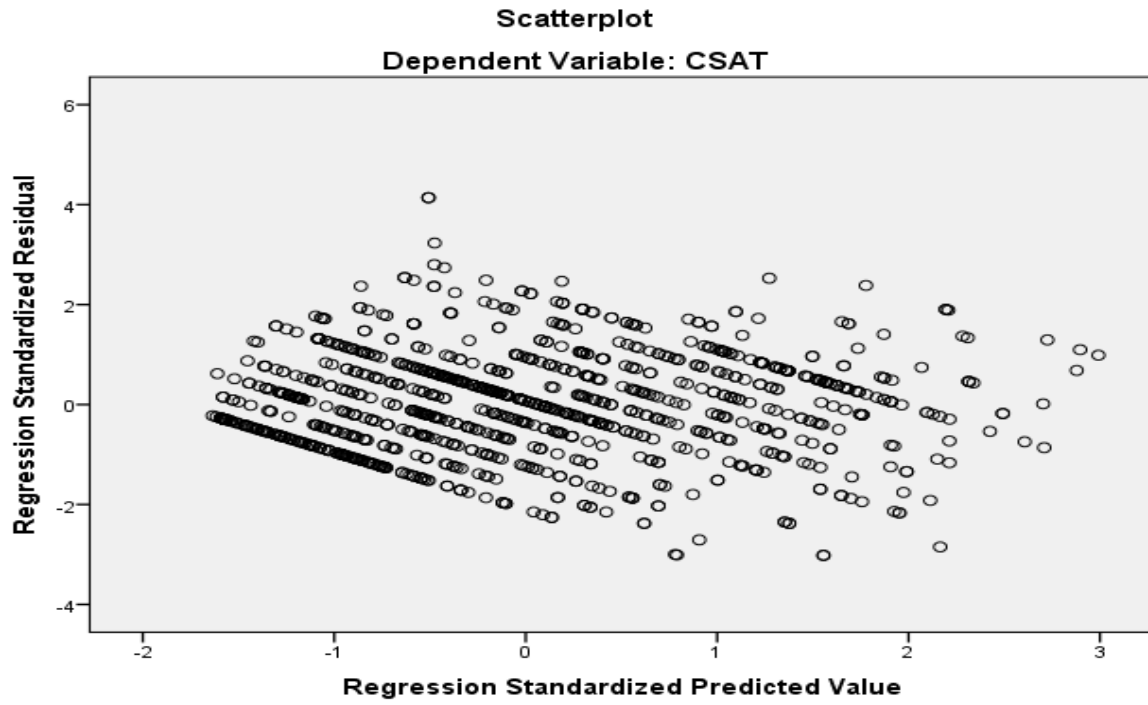




Collinearity Statistics OGP	
Tolerance	VIF
.702	1.425
.575	1.738
.453	2.209
.391	2.559
.446	2.240
.465	2.148
.395	2.531
.422	2.370
.467	2.140

C. Assumptions test of Citizens' Satisfaction (Normality, Linearity, Homoscedasticity, Multicollinearity respectively)





Collinearity Statistics

CSAT

Tolerance	VIF
.702	1.425
.575	1.738
.453	2.209
.391	2.559
.446	2.240
.465	2.148
.395	2.531
.422	2.370
.467	2.140

Appendix V

A: Pooled Servant Governance Measurement Model Summary
(Model Fit Summary; Regression Weights; Standardized Regression Weights; and Covariances)

Parameter Summary

	Weights	Covariances	Variances	Means	Intercepts	Total
Fixed	49	0	0	0	0	49
Labeled	0	0	0	0	0	0
Unlabeled	31	37	49	0	0	117
Total	80	37	49	0	0	166

Model Fit Summary

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	117	1564.440	703	.000	2.225
Saturated model	820	.000	0		
Independence model	40	17875.566	780	.000	22.917

Model	RMR	GFI	AGFI	PGFI
Default model	.026	.901	.884	.772
Saturated model	.000	1.000		
Independence model	.294	.135	.091	.129

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.912	.903	.950	.944	.950
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Model	PRATIO	PNFI	PCFI
Default model	.901	.822	.856
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

Model	NCP	LO 90	HI 90
Default model	861.440	750.688	979.899
Saturated model	.000	.000	.000
Independence model	17095.566	16663.751	17533.754

Model	FMIN	F0	LO 90	HI 90
Default model	2.155	1.187	1.034	1.350
Saturated model	.000	.000	.000	.000
Independence model	24.622	23.548	22.953	24.151

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.041	.038	.044	1.000
Independence model	.174	.172	.176	.000

Model	AIC	BCC	BIC	CAIC
Default model	1798.440	1812.446	2335.344	2452.344
Saturated model	1640.000	1738.161	5402.920	6222.920
Independence model	17955.566	17960.354	18139.123	18179.123

Model	HOELTER .05	HOELTER .01
Default model	356	369
Independence model	35	36

Regression Weight

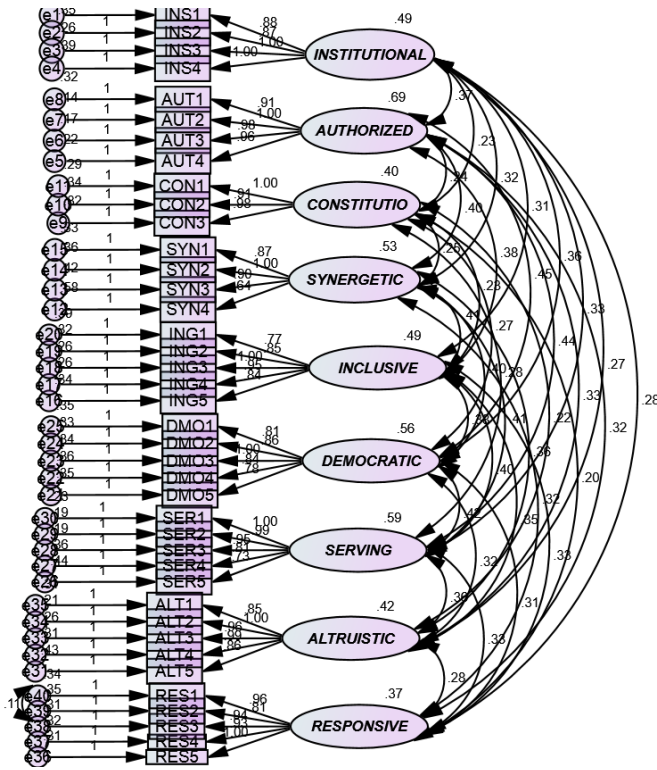
	Estimate	S.E.	C.R.	P	Label
INS1 <--- INSTITUTIONAL	.885	.049	18.023	***	par_1
INS2 <--- INSTITUTIONAL	.871	.047	18.345	***	par_2
INS3 <--- INSTITUTIONAL	.997	.049	20.472	***	par_3
INS4 <--- INSTITUTIONAL	1.000				
AUT3 <--- AUTHORIZED	.978	.027	36.499	***	par_4
AUT2 <--- AUTHORIZED	1.000				
AUT1 <--- AUTHORIZED	.908	.031	28.956	***	par_5
CON3 <--- CONSTITUTIO	.982	.058	16.992	***	par_6
CON2 <--- CONSTITUTIO	.912	.055	16.464	***	par_7
CON1 <--- CONSTITUTIO	1.000				
SYN4 <--- SYNERGETIC	.638	.047	13.456	***	par_8
SYN3 <--- SYNERGETIC	.899	.048	18.786	***	par_9
SYN2 <--- SYNERGETIC	1.000				
SYN1 <--- SYNERGETIC	.869	.044	19.629	***	par_10
ING5 <--- INCLUSIVE	.845	.041	20.527	***	par_11
ING4 <--- INCLUSIVE	.948	.040	23.547	***	par_12
ING3 <--- INCLUSIVE	1.000				
ING2 <--- INCLUSIVE	.846	.041	20.816	***	par_13
ING1 <--- INCLUSIVE	.766	.042	18.323	***	par_14
DMO5 <--- DEMOCRATIC	.784	.040	19.578	***	par_15
DMO4 <--- DEMOCRATIC	.839	.042	20.139	***	par_16
DMO3 <--- DEMOCRATIC	1.000				
DMO2 <--- DEMOCRATIC	.864	.041	20.904	***	par_17
DMO1 <--- DEMOCRATIC	.813	.041	19.989	***	par_18
SER5 <--- SERVING	.725	.038	18.961	***	par_19
SER4 <--- SERVING	.809	.037	22.018	***	par_20
SER3 <--- SERVING	.950	.033	28.979	***	par_21
SER2 <--- SERVING	.994	.034	29.411	***	par_22
SER1 <--- SERVING	1.000				
ALT5 <--- ALTRUISTIC	.862	.047	18.354	***	par_23
ALT4 <--- ALTRUISTIC	.990	.045	22.104	***	par_24
ALT3 <--- ALTRUISTIC	.964	.042	22.929	***	par_25
ALT2 <--- ALTRUISTIC	1.000				
ALT1 <--- ALTRUISTIC	.846	.042	20.097	***	par_26
RES5 <--- RESPONSIVE	1.000				
RES4 <--- RESPONSIVE	.931	.052	17.837	***	par_27
RES3 <--- RESPONSIVE	.944	.052	18.199	***	par_28
RES2 <--- RESPONSIVE	.807	.050	16.015	***	par_29
RES1 <--- RESPONSIVE	.960	.054	17.741	***	par_30
AUT4 <--- AUTHORIZED	.956	.028	33.671	***	par_63

Standard Regression Weight

	Estimate
INS1 <--- INSTITUTIONAL	.706
INS2 <--- INSTITUTIONAL	.718
INS3 <--- INSTITUTIONAL	.806
INS4 <--- INSTITUTIONAL	.747
AUT3 <--- AUTHORIZED	.891
AUT2 <--- AUTHORIZED	.910
AUT1 <--- AUTHORIZED	.798
CON3 <--- CONSTITUTIO	.739
CON2 <--- CONSTITUTIO	.704
CON1 <--- CONSTITUTIO	.761
SYN4 <--- SYNERGETIC	.621
SYN3 <--- SYNERGETIC	.711
SYN2 <--- SYNERGETIC	.772
SYN1 <--- SYNERGETIC	.741
ING5 <--- INCLUSIVE	.714
ING4 <--- INCLUSIVE	.795
ING3 <--- INCLUSIVE	.809
ING2 <--- INCLUSIVE	.722
ING1 <--- INCLUSIVE	.651
DMO5 <--- DEMOCRATIC	.706
DMO4 <--- DEMOCRATIC	.723
DMO3 <--- DEMOCRATIC	.790
DMO2 <--- DEMOCRATIC	.746
DMO1 <--- DEMOCRATIC	.718
SER5 <--- SERVING	.641
SER4 <--- SERVING	.716
SER3 <--- SERVING	.859
SER2 <--- SERVING	.867
SER1 <--- SERVING	.845
ALT5 <--- ALTRUISTIC	.651
ALT4 <--- ALTRUISTIC	.755
ALT3 <--- ALTRUISTIC	.776
ALT2 <--- ALTRUISTIC	.819
ALT1 <--- ALTRUISTIC	.700
RES5 <--- RESPONSIVE	.735
RES4 <--- RESPONSIVE	.706
RES3 <--- RESPONSIVE	.720
RES2 <--- RESPONSIVE	.638
RES1 <--- RESPONSIVE	.705
AUT4 <--- AUTHORIZED	.860

Covariances

		Estimate	S.E.	C.R.	P	Label
INSTITUTIONAL	<--> AUTHORIZED	.369	.031	11.920	***	par_31
AUTHORIZED	<--> CONSTITUTIO	.243	.026	9.338	***	par_32
CONSTITUTIO	<--> SYNERGETIC	.250	.026	9.727	***	par_33
SYNERGETIC	<--> INCLUSIVE	.408	.031	13.146	***	par_34
INCLUSIVE	<--> DEMOCRATIC	.377	.030	12.641	***	par_35
DEMOCRATIC	<--> SERVING	.421	.032	13.081	***	par_36
SERVING	<--> ALTRUISTIC	.355	.027	13.075	***	par_37
ALTRUISTIC	<--> RESPONSIVE	.284	.023	12.158	***	par_38
INSTITUTIONAL	<--> CONSTITUTIO	.234	.025	9.479	***	par_39
CONSTITUTIO	<--> INCLUSIVE	.232	.024	9.788	***	par_40
SYNERGETIC	<--> DEMOCRATIC	.397	.032	12.333	***	par_41
INCLUSIVE	<--> SERVING	.402	.030	13.414	***	par_42
DEMOCRATIC	<--> ALTRUISTIC	.319	.027	11.983	***	par_43
SERVING	<--> RESPONSIVE	.333	.027	12.362	***	par_44
INSTITUTIONAL	<--> SYNERGETIC	.324	.029	11.018	***	par_45
SYNERGETIC	<--> SERVING	.408	.032	12.798	***	par_46
INCLUSIVE	<--> ALTRUISTIC	.352	.026	13.358	***	par_47
DEMOCRATIC	<--> RESPONSIVE	.314	.027	11.726	***	par_48
INSTITUTIONAL	<--> DEMOCRATIC	.361	.031	11.772	***	par_49
AUTHORIZED	<--> SERVING	.442	.033	13.576	***	par_50
SYNERGETIC	<--> ALTRUISTIC	.364	.028	12.896	***	par_51
INCLUSIVE	<--> RESPONSIVE	.333	.026	12.688	***	par_52
INSTITUTIONAL	<--> SERVING	.325	.029	11.280	***	par_53
AUTHORIZED	<--> ALTRUISTIC	.331	.027	12.246	***	par_54
CONSTITUTIO	<--> RESPONSIVE	.202	.022	9.410	***	par_55
INSTITUTIONAL	<--> RESPONSIVE	.284	.025	11.162	***	par_56
AUTHORIZED	<--> RESPONSIVE	.318	.027	11.781	***	par_57
CONSTITUTIO	<--> ALTRUISTIC	.224	.022	10.083	***	par_58
AUTHORIZED	<--> SYNERGETIC	.396	.032	12.310	***	par_59
CONSTITUTIO	<--> DEMOCRATIC	.266	.026	10.167	***	par_60
CONSTITUTIO	<--> SERVING	.281	.026	10.728	***	par_61
SYNERGETIC	<--> RESPONSIVE	.320	.027	11.800	***	par_62
INSTITUTIONAL	<--> INCLUSIVE	.307	.027	11.258	***	par_64
INSTITUTIONAL	<--> ALTRUISTIC	.274	.025	11.002	***	par_65
AUTHORIZED	<--> INCLUSIVE	.382	.030	12.778	***	par_66
AUTHORIZED	<--> DEMOCRATIC	.448	.034	13.346	***	par_67
e39	<--> e40	.114	.016	6.977	***	par_68



B: Pooled Performance, satisfaction & Trust Measurement Model Summary

(Model Fit Summary; Regression Weights; Standardized Regression Weights; and Covariances)

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	57	799.397	219	.000	3.650
Saturated model	276	.000	0		
Independence model	23	10243.913	253	.000	40.490

Model	RMR	GFI	AGFI	PGFI
Default model	.034	.908	.884	.721
Saturated model	.000	1.000		
Independence model	.319	.201	.128	.184

Model	NFI	RFI	IFI	TLI	CFI
	Delta1	rho1	Delta2	rho2	
Default model	.922	.910	.942	.933	.942
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Model	PRATIO	PNFI	PCFI
Default model	.866	.798	.815
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

Model	NCP	LO 90	HI 90
Default model	580.397	497.740	670.627
Saturated model	.000	.000	.000
Independence model	9990.913	9663.190	10324.966

Model	FMIN	F0	LO 90	HI 90
Default model	1.101	.799	.686	.924
Saturated model	.000	.000	.000	.000
Independence model	14.110	13.762	13.310	14.222

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.060	.056	.065	.000
Independence model	.233	.229	.237	.000

Model	AIC	BCC	BIC	CAIC
Default model	913.397	917.294	1174.966	1231.966
Saturated model	552.000	570.872	1818.544	2094.544
Independence model	10289.913	10291.485	10395.458	10418.458

Model	ECVI	LO 90	HI 90	MECVI
Default model	1.258	1.144	1.382	1.263
Saturated model	.760	.760	.760	.786
Independence model	14.173	13.722	14.634	14.176

Model	HOELTER	HOELTER
	.05	.01
Default model	232	246
Independence model	21	22

Regression Weight

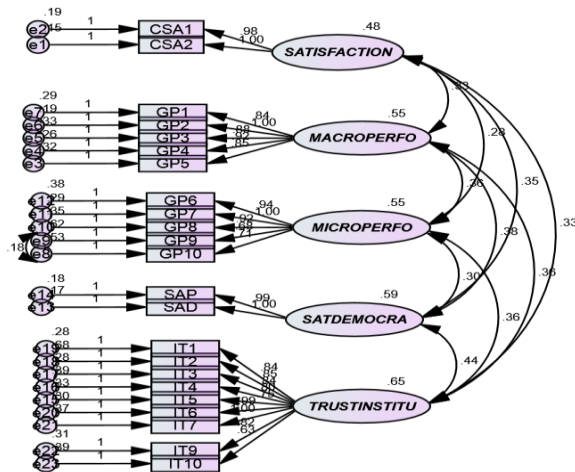
	Estimate	S.E.	C.R.	P	Label
CSA2 <--- SATISFACTION	1.000				
CSA1 <--- SATISFACTION	.982	.044	22.550	***	par_1
GP5 <--- MACROPERFO	.855	.037	22.844	***	par_2
GP4 <--- MACROPERFO	.918	.036	25.727	***	par_3
GP3 <--- MACROPERFO	.878	.038	23.364	***	par_4
GP2 <--- MACROPERFO	1.000				
GP1 <--- MACROPERFO	.839	.035	24.212	***	par_5
GP10 <--- MICROPERFO	.712	.047	15.192	***	par_6
GP9 <--- MICROPERFO	.677	.049	13.937	***	par_7
GP8 <--- MICROPERFO	.919	.045	20.238	***	par_8
GP7 <--- MICROPERFO	1.000				
GP6 <--- MICROPERFO	.939	.045	20.833	***	par_9
SAD <--- SATDEMOCRA	1.000				
SAP <--- SATDEMOCRA	.991	.037	26.917	***	par_10
IT5 <--- TRUSTINSTITU	.745	.036	20.845	***	par_11
IT4 <--- TRUSTINSTITU	.796	.039	20.511	***	par_12
IT3 <--- TRUSTINSTITU	.840	.036	23.597	***	par_13
IT2 <--- TRUSTINSTITU	.852	.047	18.082	***	par_14
IT1 <--- TRUSTINSTITU	.835	.036	23.420	***	par_15
IT6 <--- TRUSTINSTITU	.990	.039	25.335	***	par_26
IT7 <--- TRUSTINSTITU	1.000				
IT9 <--- TRUSTINSTITU	.821	.036	22.719	***	par_27
IT10 <--- TRUSTINSTITU	.632	.036	17.730	***	par_28

Covariances

	Estimate	S.E.	C.R.	P	Label
SATISFACTION <--> MACROPERFO	.328	.027	12.286	***	par_16
MACROPERFO <--> MICROPERFO	.362	.029	12.422	***	par_17
MICROPERFO <--> SATDEMOCRA	.299	.028	10.549	***	par_18
SATDEMOCRA <--> TRUSTINSTITU	.441	.034	13.058	***	par_19
SATISFACTION <--> MICROPERFO	.284	.026	10.913	***	par_20
MACROPERFO <--> SATDEMOCRA	.380	.030	12.832	***	par_21
MICROPERFO <--> TRUSTINSTITU	.356	.031	11.424	***	par_22
SATISFACTION <--> SATDEMOCRA	.349	.028	12.575	***	par_23
MACROPERFO <--> TRUSTINSTITU	.355	.030	11.745	***	par_24
SATISFACTION <--> TRUSTINSTITU	.333	.028	11.753	***	par_25
e8 <--> e9	.184	.025	7.431	***	par_29

Standardized Regression Weight

		Estimate
CSA2 <---	SATISFACTION	.875
CSA1 <---	SATISFACTION	.843
GP5 <---	MACROPERFO	.745
GP4 <---	MACROPERFO	.803
GP3 <---	MACROPERFO	.750
GP2 <---	MACROPERFO	.862
GP1 <---	MACROPERFO	.755
GP10 <---	MICROPERFO	.586
GP9 <---	MICROPERFO	.538
GP8 <---	MICROPERFO	.754
GP7 <---	MICROPERFO	.808
GP6 <---	MICROPERFO	.747
SAD <---	SATDEMOCRA	.883
SAP <---	SATDEMOCRA	.873
IT5 <---	TRUSTINSTITU	.721
IT4 <---	TRUSTINSTITU	.714
IT3 <---	TRUSTINSTITU	.788
IT2 <---	TRUSTINSTITU	.638
IT1 <---	TRUSTINSTITU	.783
IT6 <---	TRUSTINSTITU	.825
IT7 <---	TRUSTINSTITU	.798
IT9 <---	TRUSTINSTITU	.763
IT10 <---	TRUSTINSTITU	.629



C: Second Order Servant Governance Model Summary
 (Model Fit Summary; Regression Weights; and Standardized Regression Weights)

	Weights	Covariances	Variances	Means	Intercepts	Total
Fixed	59	0	0	0	0	59
Labeled	0	0	0	0	0	0
Unlabeled	39	1	50	0	0	90
Total	98	1	50	0	0	149

Model Fit Summary

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	90	1663.026	730	.000	2.278
Saturated model	820	.000	0		
Independence model	40	17875.566	780	.000	22.917

Model	RMR	GFI	AGFI	PGFI
Default model	.029	.895	.882	.797
Saturated model	.000	1.000		
Independence model	.294	.135	.091	.129

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.907	.901	.946	.942	.945
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Model	PRATIO	PNFI	PCFI
Default model	.936	.849	.885
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

Model	NCP	LO 90	HI 90
Default model	933.026	818.317	1055.430
Saturated model	.000	.000	.000
Independence model	17095.566	16663.751	17533.754

Model	FMIN	F0	LO 90	HI 90
Default model	2.291	1.285	1.127	1.454
Saturated model	.000	.000	.000	.000
Independence model	24.622	23.548	22.953	24.151

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.042	.039	.045	1.000
Independence model	.174	.172	.176	.000

Model	AIC	BCC	BIC	CAIC
Default model	1843.026	1853.800	2256.029	2346.029
Saturated model	1640.000	1738.161	5402.920	6222.920
Independence model	17955.566	17960.354	18139.123	18179.123

Model	ECVI	LO 90	HI 90	MECVI
Default model	2.539	2.381	2.707	2.553
Saturated model	2.259	2.259	2.259	2.394
Independence model	24.732	24.137	25.336	24.739

Model	HOELTER	HOELTER
	.05	.01
Default model	347	359
Independence model	35	36

Regression Weight

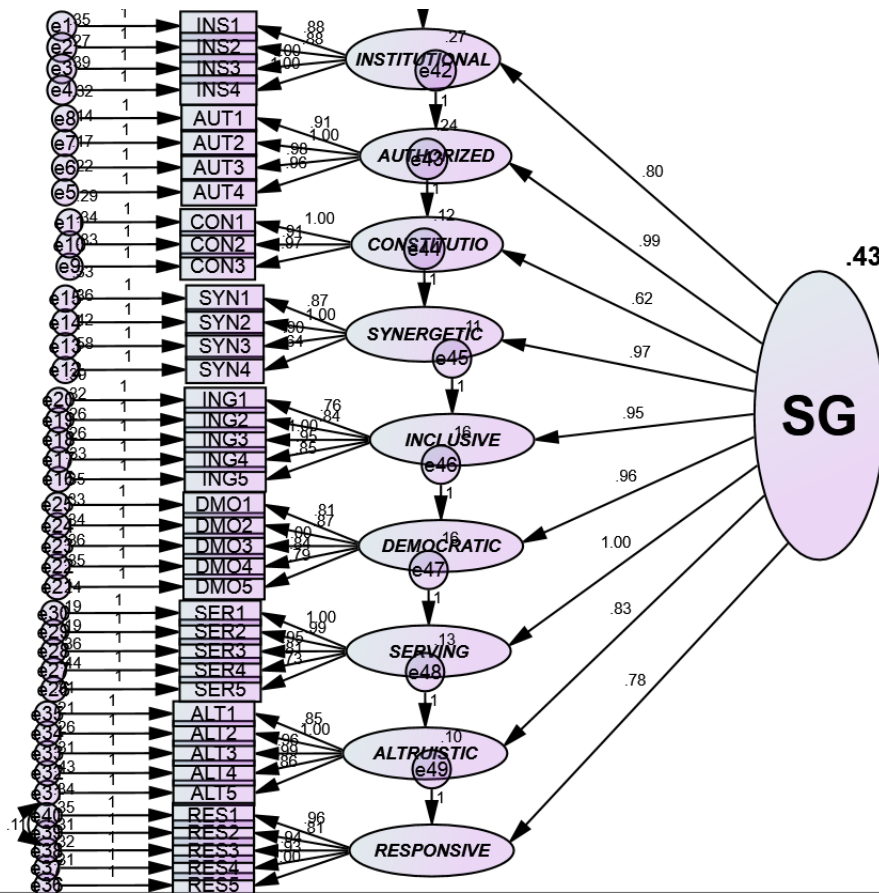
	Estimate	S.E.	C.R.	P	Label
INSTITUTIONAL <--- SG	.804	.051	15.814	***	par_33
AUTHORIZED <--- SG	.986	.051	19.480	***	par_34
CONSTITUTIO <--- SG	.619	.046	13.509	***	par_35
SYNERGETIC <--- SG	.968	.053	18.363	***	par_36
INCLUSIVE <--- SG	.946	.048	19.670	***	par_37
DEMOCRATIC <--- SG	.964	.052	18.427	***	par_38
SERVING <--- SG	1.000				
ALTRUISTIC <--- SG	.830	.044	18.877	***	par_39
RESPONSIVE <--- SG	.785	.046	17.149	***	par_40
INS1 <--- INSTITUTIONAL	.884	.049	17.907	***	par_1
INS2 <--- INSTITUTIONAL	.878	.048	18.385	***	par_2
INS3 <--- INSTITUTIONAL	.996	.049	20.312	***	par_3
INS4 <--- INSTITUTIONAL	1.000				

			Estimate	S.E.	C.R.	P	Label
AUT3	<---	AUTHORIZED	.980	.027	36.518	***	par_4
AUT2	<---	AUTHORIZED	1.000				
AUT1	<---	AUTHORIZED	.906	.032	28.752	***	par_5
CON3	<---	CONSTITUTIO	.972	.058	16.902	***	par_6
CON2	<---	CONSTITUTIO	.908	.055	16.435	***	par_7
CON1	<---	CONSTITUTIO	1.000				
SYN4	<---	SYNERGETIC	.641	.048	13.438	***	par_8
SYN3	<---	SYNERGETIC	.903	.048	18.739	***	par_9
SYN2	<---	SYNERGETIC	1.000				
SYN1	<---	SYNERGETIC	.870	.045	19.515	***	par_10
ING5	<---	INCLUSIVE	.846	.041	20.588	***	par_11
ING4	<---	INCLUSIVE	.947	.040	23.525	***	par_12
ING3	<---	INCLUSIVE	1.000				
ING2	<---	INCLUSIVE	.842	.041	20.730	***	par_13
ING1	<---	INCLUSIVE	.762	.042	18.240	***	par_14
DMO5	<---	DEMOCRATIC	.786	.040	19.457	***	par_15
DMO4	<---	DEMOCRATIC	.843	.042	20.094	***	par_16
DMO3	<---	DEMOCRATIC	1.000				
DMO2	<---	DEMOCRATIC	.868	.042	20.824	***	par_17
DMO1	<---	DEMOCRATIC	.814	.041	19.863	***	par_18
SER5	<---	SERVING	.726	.038	18.974	***	par_19
SER4	<---	SERVING	.810	.037	22.019	***	par_20
SER3	<---	SERVING	.949	.033	28.894	***	par_21
SER2	<---	SERVING	.995	.034	29.373	***	par_22
SER1	<---	SERVING	1.000				
ALT5	<---	ALTRUISTIC	.861	.047	18.319	***	par_23
ALT4	<---	ALTRUISTIC	.987	.045	22.006	***	par_24
ALT3	<---	ALTRUISTIC	.965	.042	22.912	***	par_25
ALT2	<---	ALTRUISTIC	1.000				
ALT1	<---	ALTRUISTIC	.847	.042	20.091	***	par_26
RES5	<---	RESPONSIVE	1.000				
RES4	<---	RESPONSIVE	.930	.052	17.773	***	par_27
RES3	<---	RESPONSIVE	.941	.052	18.096	***	par_28
RES2	<---	RESPONSIVE	.813	.051	16.087	***	par_29
RES1	<---	RESPONSIVE	.962	.054	17.738	***	par_30
AUT4	<---	AUTHORIZED	.958	.028	33.670	***	par_31

Standardized Regression Weight

	Estimate
INSTITUTIONAL <--- SG	.750
AUTHORIZED <--- SG	.779
CONSTITUTIO <--- SG	.634
SYNERGETIC <--- SG	.875
INCLUSIVE <--- SG	.884
DEMOCRATIC <--- SG	.845
SERVING <--- SG	.854
ALTRUISTIC <--- SG	.835
RESPONSIVE <--- SG	.846
INS1 <--- INSTITUTIONAL	.704
INS2 <--- INSTITUTIONAL	.723
INS3 <--- INSTITUTIONAL	.805
INS4 <--- INSTITUTIONAL	.746
AUT3 <--- AUTHORIZED	.893
AUT2 <--- AUTHORIZED	.909
AUT1 <--- AUTHORIZED	.796
CON3 <--- CONSTITUTIO	.736
CON2 <--- CONSTITUTIO	.704
CON1 <--- CONSTITUTIO	.765
SYN4 <--- SYNERGETIC	.622
SYN3 <--- SYNERGETIC	.712
SYN2 <--- SYNERGETIC	.771
SYN1 <--- SYNERGETIC	.740
ING5 <--- INCLUSIVE	.716
ING4 <--- INCLUSIVE	.795
ING3 <--- INCLUSIVE	.810
ING2 <--- INCLUSIVE	.720
ING1 <--- INCLUSIVE	.649
DMO5 <--- DEMOCRATIC	.705
DMO4 <--- DEMOCRATIC	.725
DMO3 <--- DEMOCRATIC	.788
DMO2 <--- DEMOCRATIC	.747
DMO1 <--- DEMOCRATIC	.718
SER5 <--- SERVING	.642
SER4 <--- SERVING	.717
SER3 <--- SERVING	.858
SER2 <--- SERVING	.867
SER1 <--- SERVING	.845
ALT5 <--- ALTRUISTIC	.650
ALT4 <--- ALTRUISTIC	.753
ALT3 <--- ALTRUISTIC	.777
ALT2 <--- ALTRUISTIC	.819

		Estimate
ALT1	<--- ALTRUISTIC	.701
RES5	<--- RESPONSIVE	.735
RES4	<--- RESPONSIVE	.705
RES3	<--- RESPONSIVE	.718
RES2	<--- RESPONSIVE	.643
RES1	<--- RESPONSIVE	.707
AUT4	<--- AUTHORIZED	.860



D: Structural Model Summary

(Model Fit Summary; Regression Weights; Standardized Regression Weights; and Covariances)

	Weights	Covariances	Variances	Means	Intercepts	Total
Fixed	96	0	0	0	0	96
Labeled	0	0	0	0	0	0
Unlabeled	62	2	80	0	0	144
Total	158	2	80	0	0	240

Model Fit Summary

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	144	4436.776	1872	.000	2.370
Saturated model	2016	.000	0		
Independence model	63	30961.520	1953	.000	15.853

Model	RMR	GFI	AGFI	PGFI
Default model	.035	.827	.814	.768
Saturated model	.000	1.000		
Independence model	.291	.096	.067	.093

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.857	.850	.912	.908	.912
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Model	PRATIO	PNFI	PCFI
Default model	.959	.821	.874
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

Model	NCP	LO 90	HI 90
Default model	2564.776	2373.863	2763.281
Saturated model	.000	.000	.000
Independence model	29008.520	28442.082	29581.376

Model	FMIN	F0	LO 90	HI 90
Default model	6.111	3.533	3.270	3.806
Saturated model	.000	.000	.000	.000
Independence model	42.647	39.957	39.176	40.746

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.043	.042	.045	1.000
Independence model	.143	.142	.144	.000

Model	AIC	BCC	BIC	CAIC
Default model	4724.776	4752.618	5385.581	5529.581
Saturated model	4032.000	4421.801	13283.276	15299.276
Independence model	31087.520	31099.702	31376.623	31439.623

Model	ECVI	LO 90	HI 90	MECVI
Default model	6.508	6.245	6.781	6.546
Saturated model	5.554	5.554	5.554	6.091
Independence model	42.820	42.040	43.609	42.837

Model	HOELTER	HOELTER
	.05	.01
Default model	323	331
Independence model	49	50

Regression Weight

	Estimate	S.E.	C.R.	P	Label
PERFORMANCE <--- SG	.843	.044	19.077	***	par_62
TRUST <--- SG	.970	.051	19.199	***	par_63
INSTITUTIONAL <--- SG	.815	.048	16.999	***	par_33
AUTHORIZED <--- SG	1.000				
CONSTITUTION <--- SG	.582	.043	13.535	***	par_34
SYNERGETIC <--- SG	.891	.049	18.266	***	par_35
INCLUSIVE <--- SG	.876	.044	19.752	***	par_36
DEMOCRATIC <--- SG	.955	.049	19.638	***	par_37
SERVING <--- SG	.956	.046	20.712	***	par_38
ALTRUISTIC <--- SG	.764	.041	18.793	***	par_39
RESPONSIVE <--- SG	.750	.043	17.611	***	par_40
MAP <--- PERFORMANCE	1.000				
MIP <--- PERFORMANCE	.882	.054	16.198	***	par_59

			Estimate	S.E.	C.R.	P	Label
SWD	<---	TRUST	.951	.050	18.879	***	par_60
INT	<---	TRUST	1.000				
SATISFACTION	<---	SG	.701	.042	16.628	***	par_61
INS1	<---	INSTITUTIONAL	.883	.048	18.238	***	par_1
INS2	<---	INSTITUTIONAL	.868	.047	18.539	***	par_2
INS3	<---	INSTITUTIONAL	.984	.048	20.567	***	par_3
INS4	<---	INSTITUTIONAL	1.000				
AUT3	<---	AUTHORIZED	.977	.027	36.347	***	par_4
AUT2	<---	AUTHORIZED	1.000				
AUT1	<---	AUTHORIZED	.911	.031	29.048	***	par_5
CON3	<---	CONSTITUTION	.972	.058	16.846	***	par_6
CON2	<---	CONSTITUTION	.910	.055	16.414	***	par_7
CON1	<---	CONSTITUTION	1.000				
SYN4	<---	SYNERGETIC	.633	.048	13.213	***	par_8
SYN3	<---	SYNERGETIC	.917	.049	18.896	***	par_9
SYN2	<---	SYNERGETIC	1.000				
SYN1	<---	SYNERGETIC	.858	.045	19.062	***	par_10
ING5	<---	INCLUSIVE	.847	.041	20.490	***	par_11
ING4	<---	INCLUSIVE	.948	.041	23.386	***	par_12
ING3	<---	INCLUSIVE	1.000				
ING2	<---	INCLUSIVE	.843	.041	20.654	***	par_13
ING1	<---	INCLUSIVE	.762	.042	18.138	***	par_14
DMO5	<---	DEMOCRATIC	.784	.040	19.650	***	par_15
DMO4	<---	DEMOCRATIC	.840	.041	20.230	***	par_16
DMO3	<---	DEMOCRATIC	1.000				
DMO2	<---	DEMOCRATIC	.864	.041	20.976	***	par_17
DMO1	<---	DEMOCRATIC	.814	.041	20.098	***	par_18
SER5	<---	SERVING	.722	.038	18.989	***	par_19
SER4	<---	SERVING	.805	.037	22.030	***	par_20
SER3	<---	SERVING	.944	.033	29.029	***	par_21
SER2	<---	SERVING	.991	.034	29.572	***	par_22
SER1	<---	SERVING	1.000				
ALT5	<---	ALTRUISTIC	.852	.047	18.136	***	par_23
ALT4	<---	ALTRUISTIC	.983	.045	21.970	***	par_24
ALT3	<---	ALTRUISTIC	.960	.042	22.855	***	par_25
ALT2	<---	ALTRUISTIC	1.000				
ALT1	<---	ALTRUISTIC	.846	.042	20.126	***	par_26
RES5	<---	RESPONSIVE	1.000				
RES4	<---	RESPONSIVE	.915	.052	17.684	***	par_27
RES3	<---	RESPONSIVE	.934	.051	18.160	***	par_28
RES2	<---	RESPONSIVE	.812	.050	16.234	***	par_29
RES1	<---	RESPONSIVE	.960	.054	17.889	***	par_30
AUT4	<---	AUTHORIZED	.960	.028	33.878	***	par_31
GP1	<---	MAP	.837	.035	24.060	***	par_41

			Estimate	S.E.	C.R.	P	Label
GP2	<---	MAP	1.000				
GP3	<---	MAP	.872	.037	23.649	***	par_42
GP4	<---	MAP	.907	.035	26.061	***	par_43
GP5	<---	MAP	.848	.036	23.409	***	par_44
GP6	<---	MIP	.933	.047	19.984	***	par_45
GP7	<---	MIP	1.000				
GP8	<---	MIP	.930	.045	20.601	***	par_46
GP9	<---	MIP	.677	.049	13.932	***	par_47
GP10	<---	MIP	.727	.046	15.711	***	par_48
CSA1	<---	SATISFACTION	.995	.046	21.594	***	par_49
CSA2	<---	SATISFACTION	1.000				
SAP	<---	SWD	.998	.036	28.006	***	par_50
SAD	<---	SWD	1.000				
IT1	<---	INT	.836	.035	23.575	***	par_51
IT2	<---	INT	.847	.047	18.066	***	par_52
IT3	<---	INT	.842	.035	23.814	***	par_53
IT4	<---	INT	.791	.038	20.770	***	par_54
IT5	<---	INT	.744	.035	21.104	***	par_55
IT6	<---	INT	.989	.039	25.242	***	par_56
IT7	<---	INT	1.000				
IT9	<---	INT	.819	.036	22.712	***	par_57
IT10	<---	INT	.632	.035	17.893	***	par_58

Standardized Regression Weight

			Estimate
PERFORMANCE	<---	SG	.894
TRUST	<---	SG	.971
INSTITUTIONAL	<---	SG	.785
AUTHORIZED	<---	SG	.823
CONSTITUTION	<---	SG	.620
SYNERGETIC	<---	SG	.837
INCLUSIVE	<---	SG	.852
DEMOCRATIC	<---	SG	.870
SERVING	<---	SG	.846
ALTRUISTIC	<---	SG	.797
RESPONSIVE	<---	SG	.836
MAP	<---	PERFORMANCE	.859
MIP	<---	PERFORMANCE	.769
SWD	<---	TRUST	.842
INT	<---	TRUST	.845
SATISFACTION	<---	SG	.696
INS1	<---	INSTITUTIONAL	.708

		Estimate
INS2	<--- INSTITUTIONAL	.720
INS3	<--- INSTITUTIONAL	.800
INS4	<--- INSTITUTIONAL	.751
AUT3	<--- AUTHORIZED	.890
AUT2	<--- AUTHORIZED	.908
AUT1	<--- AUTHORIZED	.800
CON3	<--- CONSTITUTION	.735
CON2	<--- CONSTITUTION	.705
CON1	<--- CONSTITUTION	.765
SYN4	<--- SYNERGETIC	.616
SYN3	<--- SYNERGETIC	.725
SYN2	<--- SYNERGETIC	.773
SYN1	<--- SYNERGETIC	.731
ING5	<--- INCLUSIVE	.716
ING4	<--- INCLUSIVE	.795
ING3	<--- INCLUSIVE	.809
ING2	<--- INCLUSIVE	.721
ING1	<--- INCLUSIVE	.648
DMO5	<--- DEMOCRATIC	.706
DMO4	<--- DEMOCRATIC	.723
DMO3	<--- DEMOCRATIC	.790
DMO2	<--- DEMOCRATIC	.746
DMO1	<--- DEMOCRATIC	.719
SER5	<--- SERVING	.641
SER4	<--- SERVING	.715
SER3	<--- SERVING	.857
SER2	<--- SERVING	.867
SER1	<--- SERVING	.848
ALT5	<--- ALTRUISTIC	.646
ALT4	<--- ALTRUISTIC	.753
ALT3	<--- ALTRUISTIC	.776
ALT2	<--- ALTRUISTIC	.822
ALT1	<--- ALTRUISTIC	.702
RES5	<--- RESPONSIVE	.739
RES4	<--- RESPONSIVE	.698
RES3	<--- RESPONSIVE	.716
RES2	<--- RESPONSIVE	.646
RES1	<--- RESPONSIVE	.709
AUT4	<--- AUTHORIZED	.862
GP1	<--- MAP	.757
GP2	<--- MAP	.867
GP3	<--- MAP	.748
GP4	<--- MAP	.798
GP5	<--- MAP	.743

			Estimate
GP6	<---	MIP	.739
GP7	<---	MIP	.805
GP8	<---	MIP	.760
GP9	<---	MIP	.536
GP10	<---	MIP	.596
CSA1	<---	SATISFACTION	.849
CSA2	<---	SATISFACTION	.869
SAP	<---	SWD	.876
SAD	<---	SWD	.880
IT1	<---	INT	.784
IT2	<---	INT	.634
IT3	<---	INT	.790
IT4	<---	INT	.711
IT5	<---	INT	.720
IT6	<---	INT	.825
IT7	<---	INT	.799
IT9	<---	INT	.762
IT10	<---	INT	.629

Covariances

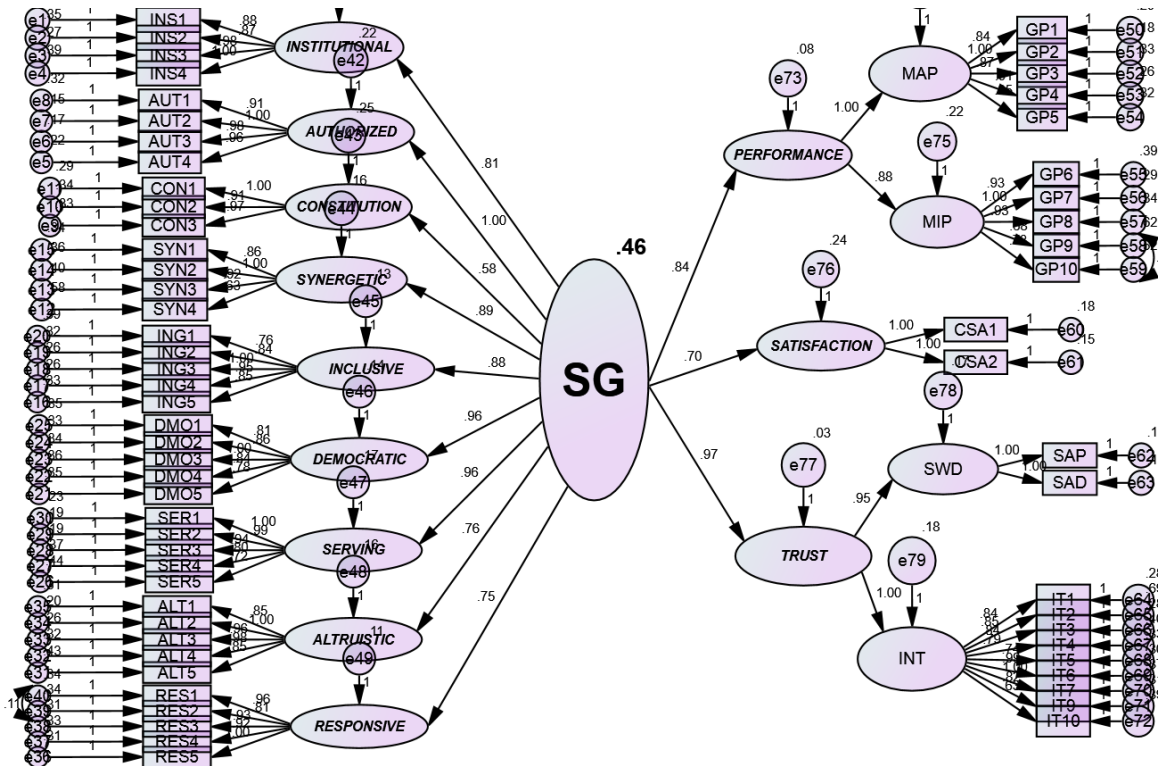
		Estimate	S.E.	C.R.	P	Label
e39 <-->	e40	.108	.016	6.711	***	par_32
e58 <-->	e59	.181	.025	7.365	***	par_64

Correlations

		Estimate
e39 <-->	e40	.317
e58 <-->	e59	.318

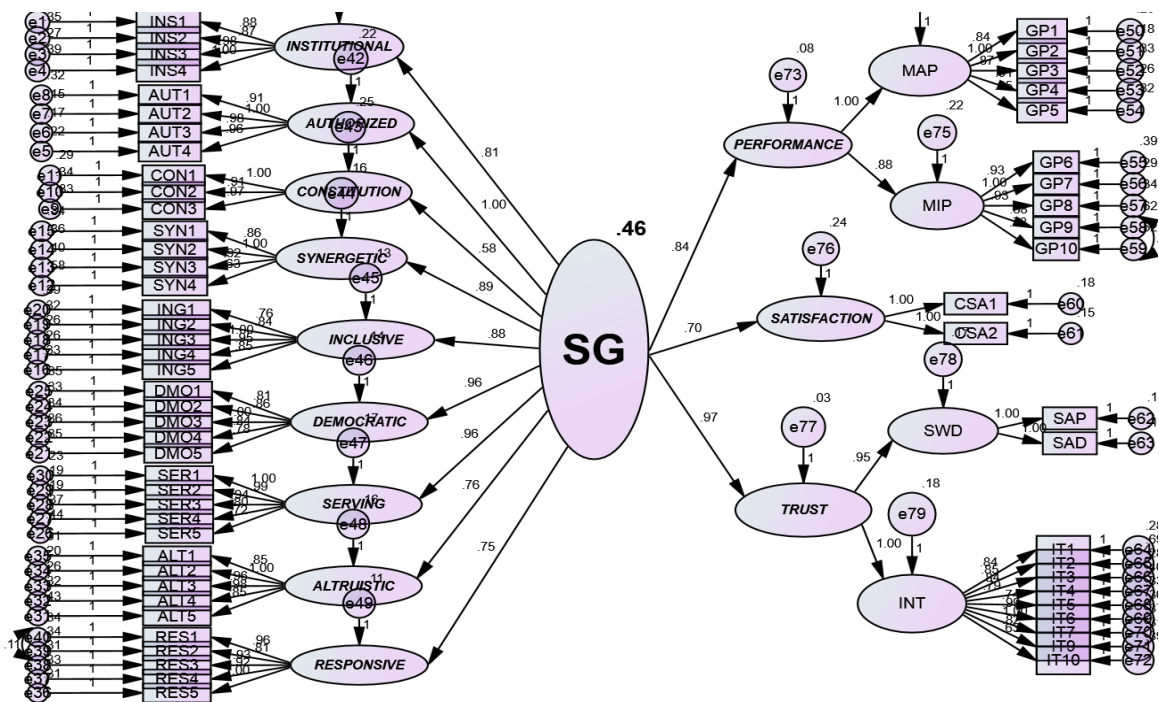
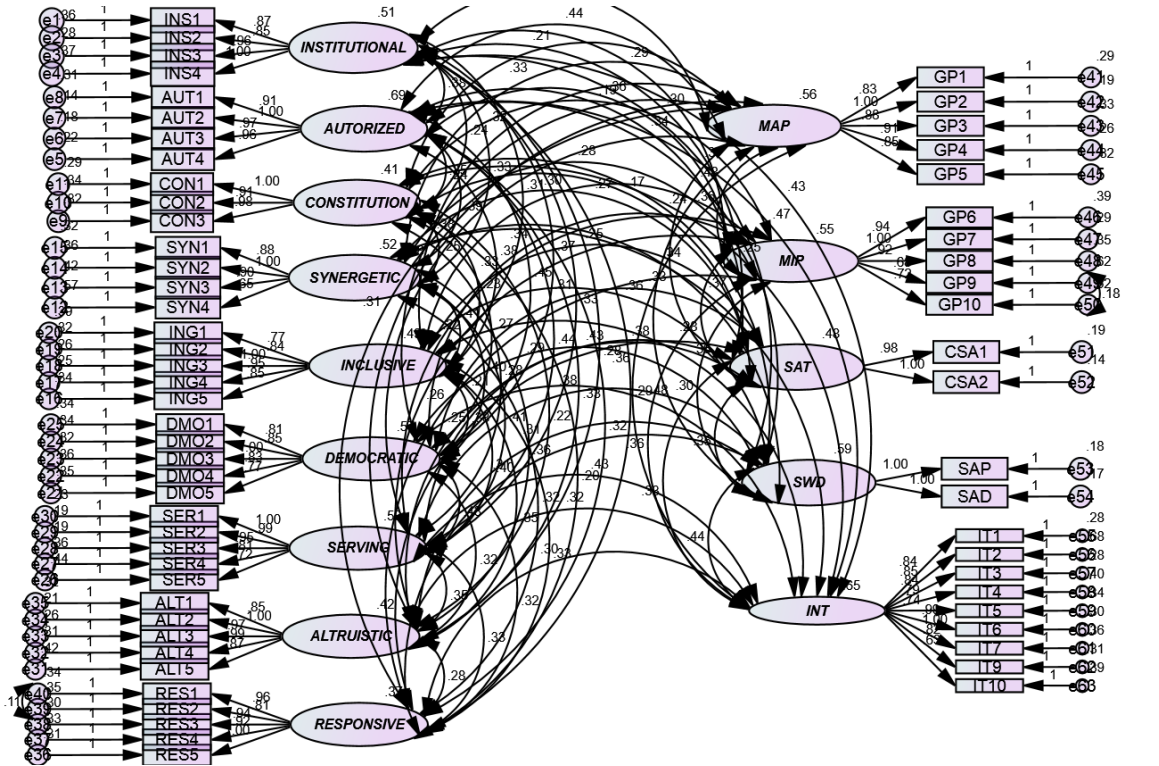
Squared Multiple Correlation

	Estimate
TRUST	.943
PERFORMANCE	.799
INT	.715
SWD	.710
SATISFACTION	.484
MIP	.591
MAP	.739
RESPONSIVE	.700
ALTRUISTIC	.635
SERVING	.716
DEMOCRATIC	.757
INCLUSIVE	.727
SYNERGETIC	.700
CONSTITUTION	.384
AUTHORIZED	.678
INSTITUTIONAL	.617



Appendix VI

Model Stability Comparison Summary (Structural and Measurement)



Model Fit Comparison Summary CFA and SEM

	χ^2	χ^2/df	df	RMSEA **	TLI	CFA	PNFI	PCFI
CFA MM	3955.04*	2.201	1797	.041(.039; .042)	.919	.926	.803	.852
SEM Structural	4436.77*	2.370	1872	.043(.042; .045)	.908	.912	.821	.874

Loading/Regression Weight Comparison Summary CFA and SEM

	SEM	CFA
INS1 <--- INSTITUTIONAL	.708	.710
INS2 <--- INSTITUTIONAL	.720	.715
INS3 <--- INSTITUTIONAL	.800	.794
INS4 <--- INSTITUTIONAL	.751	.760
AUT3 <--- AUTHORIZED	.890	.887
AUT2 <--- AUTHORIZED	.908	.909
AUT1 <--- AUTHORIZED	.800	.804
CON3 <--- CONSTITUTIO	.735	.739
CON2 <--- CONSTITUTIO	.705	.703
CON1 <--- CONSTITUTIO	.765	.762
SYN4 <--- SYNERGETIC	.616	.625
SYN3 <--- SYNERGETIC	.725	.707
SYN2 <--- SYNERGETIC	.773	.770
SYN1 <--- SYNERGETIC	.731	.744
ING5 <--- INCLUSIVE	.716	.714
ING4 <--- INCLUSIVE	.795	.799
ING3 <--- INCLUSIVE	.809	.807
ING2 <--- INCLUSIVE	.721	.720
ING1 <--- INCLUSIVE	.648	.650
DMO5 <--- DEMOCRATIC	.706	.704
DMO4 <--- DEMOCRATIC	.723	.719
DMO3 <--- DEMOCRATIC	.790	.799
DMO2 <--- DEMOCRATIC	.746	.739
DMO1 <--- DEMOCRATIC	.719	.721
SER5 <--- SERVING	.641	.641
SER4 <--- SERVING	.715	.716
SER3 <--- SERVING	.857	.859
SER2 <--- SERVING	.867	.865
SER1 <--- SERVING	.848	.848
ALT5 <--- ALTRUISTIC	.646	.654
ALT4 <--- ALTRUISTIC	.753	.755
ALT3 <--- ALTRUISTIC	.776	.777
ALT2 <--- ALTRUISTIC	.822	.816
ALT1 <--- ALTRUISTIC	.702	.700

		SEM	CFA
RES5	<--- RESPONSIVE	.739	.736
RES4	<--- RESPONSIVE	.698	.699
RES3	<--- RESPONSIVE	.716	.721
RES2	<--- RESPONSIVE	.646	.644
RES1	<--- RESPONSIVE	.709	.707
AUT4	<--- AUTHORIZED	.862	.861
GP1	<--- MACROPERFO	.757	.754
GP2	<--- MACROPERFO	.867	.866
GP3	<--- MACROPERFO	.748	.751
GP4	<--- MACROPERFO	.798	.799
GP5	<--- MACROPERFO	.743	.744
GP6	<--- MICROPERFO	.739	.744
GP7	<--- MICROPERFO	.805	.807
GP8	<--- MICROPERFO	.760	.754
GP9	<--- MICROPERFO	.536	.538
GP10	<--- MICROPERFO	.596	.594
SA1	<--- SATISFACTION	.849	.840
SA2	<--- SATISFACTION	.869	.878
SAD	<--- SATDEMOCRA	.876	.875
SAP	<--- SATDEMOCRA	.880	.881
IT1	<--- TRUSTINSTITU	.784	.786
IT2	<--- TRUSTINSTITU	.634	.639
IT3	<--- TRUSTINSTITU	.790	.790
IT4	<--- TRUSTINSTITU	.711	.709
IT5	<--- TRUSTINSTITU	.720	.716
IT6	<--- TRUSTINSTITU	.825	.823
IT7	<--- TRUSTINSTITU	.799	.800
IT9	<--- TRUSTINSTITU	.762	.762
IT10	<--- TRUSTINSTITU	.629	.630

Appendix VII

Descriptive statistics about supportive variables

Social Trust

		ST1	ST2	ST3	ST4
N	Valid	1096	1096	1096	1096
	Missing	0	0	0	0
Mean		3.44	2.67	2.87	2.27
Std. Deviation		.837	.793	.832	.873

Sense of Identity and Belongingness

		SB1	SB2	SB3
N	Valid	1096	1096	1096
	Missing	0	0	0
Mean		3.21	3.45	3.55
Std. Deviation		.902	.830	.794

Sense of Shared Political Community

		SPC1	SPC2	SPC3
N	Valid	1096	1096	1096
	Missing	0	0	0
Mean		2.27	2.36	2.20
Std. Deviation		1.010	.903	.897

Institutional Trust Regional and local government

		IT11	IT12	IT13	IT14	IT15	IT16
N	Valid	1096	1096	1096	1096	1096	1096
	Missing	0	0	0	0	0	0
Mean		1.96	2.01	2.11	2.08	2.07	1.99
Std. Deviation		.836	.890	.918	.914	.888	.900