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THE IMPORTANCE OF PUBLIC ADMINISTRATION TOWARDS ACHIEVING GOOD GOVERNANCE FOR POSITIVE NATIONAL DEVELOPMENT BY USING SMARTPLS 3

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ABSTRACT

This research is an applied research using both quantitative and qualitative techniques instrument developed (questionnaire) and it's been conducted in a broader spectrum of constructs to give a bigger picture of the Public Administration problems and challenges faced by Ghana which gives an indication as to why Ghana is not achieving Good Governance status. A total of 65 questionnaires were distributed but only 55 respondents where gather from the target group of Ghana National Association of Teachers (GNAT) within the Tamale Metropolis. A scientific tool used to run this analysis is SmartPLS 3. This research measures the relationship of two variables with Partial Least Squares and Structural Equation Modelling (PLS-SEM). The main purpose of this research is to make contributions to the underpinning Public Administration as the main driver in the discourse of achieving Good Governance for a country. The hypothesis is that Public Administration has positive relationship towards Good Governance of the country. The findings confirmed the hypothesis that Public Administration is significant to Good Governance positively based on both reflective and formative models. In this study many of the Good Governance constructs are positively reflective but the Public Administration constructs which consists of behavioural ethics and institutional performance status had conflicting results in terms of significance and some are very low in the outer loadings. Institutional failures under the Public Administration need to be looked at seriously by all stakeholders and adopt a way forward model. This research drew inspiration from a theory of Matei *et al.* (2016).

Contribution/Originality: The paper contributes the first logical analysis of the importance of public administration towards achieving positive good governance since the study uses new scientific methodology to define relationships and their applicability. It is to inform stakeholders of the missing links for proper development decision-making of the poorer nations in Africa.

1. INTRODUCTION

According to Butler (2008) wrote, Adams Smith said in 1976 that, no society can be seen as flourishing and progressing if actually the greater parts of its citizens are poor and miserable. It is an obvious known fact that all over the world, African countries are third world countries which simply referred to as developing nations. Hence, it is of this view point that this research is geared towards finding out how Public Administration are followed and practiced in government institutions as well as how administration is run alongside management/the executive arm of government. In Ghana for instance, a lot of poor governance is always reported such as corruption and

irresponsible decisions which is not in the interest of nation building. It seems almost every government organization in Ghana is not functioning properly; structures are poorly drafted and implemented. The country Ghana looks like a Treadmill Economy (Adam, 2013). It doesn't move well, hence, only stands at one direction or one point. The 1992 Constitution of the Republic of Ghana, Article 36, clause 1 requires the State to among other things, to "take all necessary action to ensure that the national economy is managed in such a manner as to maximize the rate of economic development and to secure the maximum welfare, freedom and happiness of every person in Ghana and to provide adequate means of livelihood and suitable employment and public assistance to the needy." Also, Article 36, clause 5 of the Constitution enjoins that among other things that, "within two years after assuming office, the President shall present to Parliament a co-ordinated programme of economic and social development policies, including agricultural and industrial programmes at all levels and in all the regions of Ghana." The Constitution requires the President to prepare his/her Coordinated Programme of Economic and Social Development Policies (CPESDP), to outline medium-term vision for the development of the country and the broad policy measures to be implemented to achieve this medium-term development objectives and goals.

Hence, to operationalize the broad policy proposals outlined in the CPESDP by the President, the Ghana Shared Growth and Development Agenda (GSGDA) II, 2014-2017 was prepared in line with these objectives to see to the implementation of all programs satisfactorily. The GSGDA II, is the 5th in the series of medium-term national development policy frameworks prepared under the 4th Republic of Ghana whereas a successor to the GSGDA I, 2010-2013, contains the specific strategies to be implemented systematically to position the country towards the attainment of the President's Vision and Goals under the CPESDP. In this regard, the GSGDA II informs the sectors and districts medium-term development plans which is prepared by the Metropolitan, Municipal District Assemblies (MMDAs), with budget supports. More so, the GSGDA II also, forms the basis for Donor Coordination within the framework of the Paris Declaration which requires all Donors to coordinate their support towards approved national agenda. And by these, the welfare and growth of citizenry is guaranteed. The Constitution also provides a long-term national development vision for the country through the Directive Principles of State Policy which requires that "every Government must pursue policies that would ultimately lead to the "establishment of a just and free society", where every Ghanaian would have the opportunity to live long, productive, and meaningful life."

The Vision of the President, to a large extent reflects the aspirations and hopes of most Ghanaians, as entrenched in the Constitution as "is to transform the Ghanaian economy and society towards a stable, united, inclusive and prosperous country with opportunities for all." For instance, some of the President Visions will entail, increasing access to quality education and health services at all levels; to improve science and technology to drive national education and development; to apply technological knowhow into agriculture and manufacturing sectors; improve export earnings from not only on primary products but from other means; streamline importation of goods and services to tune to the society; and formalization of the informal sectors for greater opportunities of work. The Presidents vision also anticipates purposefully the cultivation of core national values as an integral part of Ghanaian cultures, which creates positive attitudes in general towards national development. Some of these values are selfless and dedicated leadership, honesty, discipline, excellence, self-reliance and tolerance. These values if well cultivated and built on citizens would help address various social ills or problems, such as, corruption, chronic disregard for punctuality in public and private lives, poor quality of goods and services – undermines global competitiveness, indiscipline on the roads, insanitary conditions in the communities etc. And above all these it will improve good governance situation for the country.

1.1. Background of the Study

The basis of this study is to add value to theoretical research concepts and findings to make it clear for leaders to adopt for better growth and development of nations. According to General News of Monday, 20 October 2014

that the president admitted in an interview with BBC radio that Ghana's weak systems are to blamed for the rising epidemic of corruption and that efforts are been laid by his government to tackle the corruption as curse that has become pervasive in almost every sector of the country where it is been impeded by human discretion and interference from anywhere. This is a clear indication of poor Public Administration which cannot achieve Good Governance in practice. The President said, using the Ghana Integrated Financial Management Information System (GIFMIS), which is an accounting tool or system to check public financial management, and he however, deluded that as a case in point some public officials have been deliberately working to derail its full implementation which is also a sign of poor Public Administration base on ethics and regulation of institutions. The President said there are accountants who are employees who just don't want to hear about GIFMIS system and in as much as you train them they behave like they still don't understand the system and these are some of the human resource challenges affecting Good Governance success within the public sector. That is, because GIFMIS will bring transparency into public financial management, as the president addressed the press men in London.

The President continued that in the last couple of months ago, corruption scandals and an alleged misappropriation of public funds have hit key government institutions and just recently, the Bureau of National Investigations (BNI) uncovered 22,000 ghost names in the National Service Scheme payroll (a cost to the nation of over 7 million Ghana cedis is saved). Notwithstanding, there are still even direct allegations that the BNI investigators have been bribed by top guns of the government at the National Service Secretariat to bury scalding revelations and evidence. It added that investigations are also ongoing into allegations that the Commissioner of CHRAJ herself misappropriated more than $148,500 of public funds for her own accommodation. She was removed from her post. More so, the President shared his frustration and anguish over the Ghana Youth Employment and Entrepreneurial Development Agency (GYEEDA) a rot and revelations of corruption at the World Cup Commission of Enquiry into Ghana's poor showing at the World Cup fiesta in Brazil, this were all on top of recent reports and agenda on corruption in the country. All these reveals the state to which the Public Administration of Ghana are so porous that it cannot achieve Good Governance under such poor display of deliberate incompetence, greed, and selfishness of some individuals in the public sector governance.

However, the President said that these corruption scandals have come about because of weakness of supervision of government agencies in general and that his government has been working towards using technology to limit the incidence of weak supervision and enforcement of laws at government agencies. He added, that "the major opportunity to fight and win against corruption is to eliminate the opportunity for people to be corrupt. These assertions by the president were made in 2014 but the country gained its independence (1957) for nearly 56 years now. That, those measures are to prevent the public officers and government from being corrupt and that while we look for people (who have been corrupt) and sanctioning them, we must also look at ways of strengthening the system." Source: myjoyonline.com
http://www.ghanaweb.com/GhanaHomePage/NewsArchive/artikel.php?ID=331156

1.2. Ghana Governments Public Administration and Democratic or Military Rules

The below table shows the current data on Ghana developmental and management history of performances of the Public Administrations towards achieving Good Governance. It depicts that for many years there was no single record on unemployment rate and several shortfalls and gaps. This means that there is a challenge in the governance systems which this research is set out to find out in their management of the Public/State in terms of Public Administration practices. The below table 3 also shows that under the rule of law, government integrity is 35.5% meaning that there is more room for improvement in governance. Herigate.org peg unemployment to 6.3%, a figure which needs to be investigated since focus-economics.com has no single data on unemployment for more than 5 years consecutively.

Table-1. Governments of Ghana since independence

No.	Name of President	Year(s)	Status
1	Dr. Kwame Nkrumah	1957-1960	Prime Minister and then also first President. With Convention People's Party –CPP.
2	Lt. General Joseph Ankrah	1966 -1969	Head of State, Military Coup d'état. With National Liberation Council
3	Lt. General A.A. Afrifa	1969	Head of State, Military Coup d'état. With National Liberation Council
4	Dr. Kofi Busia	1969-1972	Prime Minister. With Progress Party
5	General I.K. Acheampong	1972-1975	Head of State. Removed from office in a bloodless palace coup d'état. With National Redemption Council, Supreme Military Council
6	Lt. General Fred W.K. Akuffo	1978-1979	Head of State. Supreme Military Council.
7	Flt. Lt. Jerry John Rawlings	4th June, 1979	Head of State. Coup d'état. After military revolt by junior ranks of the Ghana Armed Forces, when Rawlings failed attempt on 15th May 1979.
8	Dr. Hilla Limann	1979-1981	President. With Peoples National Party
9	Flt. Lt. Jerry John Rawlings	1981-2000	Head of State. Second Coup d'état. Also, elected President, with National Democratic Congress – NDC, 4th Republic
10	John Agyekum Kufuor	2001-2008	President. With New Patriotic Party - NPP
11	Prof. John Atta Mills	2009-2011	President and died in 2011. With National Democratic Congress – NDC. His Vice John Dramani Mahama was sworn and continued for the first term.
12	John Dramani Mahama	2011-2016	President. Supreme Court Ruled. With National Democratic Congress - NDC
13	Nana Addo Dankwa Akufo-Addo	2017	President. With New Patriotic Party – NPP. First term will end in 2020.

Source: https://en.wikipedia.org/wiki/List_of_Ghana_governments accessed 1/4/17

Table-2. Data on Ghana Economy per its administration

	2011	2012	2013	2014	2015
Population in millions	24.3	24.9	25.6	26.2	26.9
GDP per capita in USD ($)	1,591	1,631	1,767	1,418	1,195
GDP in USD billions	38.7	40.7	45.2	37.2	32.1
Economic Growth (annual variation %)	14.0	9.3	7.3	4.0	4.1
Consumption (annual variation %)	19.8	-7.1	7.4	5.3	-
Investment (annual variation %)	1.6	50.3	7.5	2.8	-
Industrial Production (ann. Variation %)	41.6	11.0	6.6	0.8	-
Unemployment Rate	-	-	-	-	-
Fiscal Balance GDP in %	-7.3	-11.3	-12.5	-12.4	-
Public Debt GDP in %	42.6	49.1	56.2	69.0	-
Money (annual variation in %)	30.2	22.9	18.2	33.1	-
Inflation Rate (CPI, ann. Variation in %, eop)	8.6	8.8	13.5	17.0	17.7
Inflation Rate (CPI, ann. Variation in %)	8.7	9.2	11.7	15.5	17.2
Policy Interest Rate %	12.50	15.00	16.00	21.00	26.00
Exchange Rates vs USD	1.64	1.90	2.37	3.19	3.81
Exchange Rates vs USD, aop	1.55	1.85	2.07	3.05	3.78
Current Account in GDP %	-9.2	-12.1	-12.6	-9.5	-7.8
Current Account Balance in USD billions	-3.5	-4.9	-5.7	-3.5	-2.5
Trade Balance in USD billions	-3.2	-4.4	-3.8	-1.3	-3.9
Exports in USD billions	12.8	13.5	13.8	13.2	10.2
Exports (ann. Variation in %)	59.1	5.3	2.1	-4.3	-22.6
Imports in USD billions	16.0	17.8	17.6	14.5	14.0
Imports (ann. Variation in %)	48.3	11.6	-1.2	-17.7	-3.1
International Reserves in USD	5.4	5.3	5.6	5.5	-
External Debt in GDP %	29.2	30.9	35.0	47.4	-

Source: http://www.focus-economics.com/countries/ghana accessed 1/4/17

Table-3. Quick Facts

Rule of Law	Government Size	Regulatory Efficiency
Property Rights 51.6%	Government Spending 76.3%	Business Freedom 59.6%
Government Integrity 35.5%	Tax Burden 84.5%	Labor Freedom 57.4%
Judicial Effectiveness 40.9%	Fiscal Health 9.2%	Monetary Freedom 64.5%
Open Markets	• Population:	• Unemployment: 6.3%
Trade Freedom 65.1%	• 26.9 million	• Inflation (CPI): 17.2%
Investment Freedom 70.0%	• GDP (PPP):	• FDI Inflow: $3.2 billion
Financial Freedom 60.0%	• $114.7 billion	
	• 3.5% growth	
	• 7.6% (5-year compound annual growth)	
	• $4,266 per capita	

Source: http://www.heritage.org/index/country/ghana accessed 1/4/17

1.3. Aim of the Research

The main aim of this research is to be able to gather facts on matters of the Public Administration as a tool needed in the public sector work for the achievement of Good Governance in Ghana likewise the developing countries.

1.4. Purpose

The major purpose of this research topic is to make contributions to the underpinning Public Administration as the main driver in the discourse of Good Governance for a country if well practiced.

1.5. Objectives

To ascertain how Public Administration correlate significantly with positive relationship to Good Governance.

1.6. Research Questions

To what extend is Public Administration associated with Good Governance significantly?

1.7. Hypothesis

H1:   Public Administration has positive relationship towards Good Governance of the country.

1.8. Problem Statement

The main problem of this proposed thesis are based on both practical and theoretical challenges that are found as critical areas of concern and therefore, need to be researched and investigated for proper conclusion and recommendation to be made at the end of it all. In this view, former a President in 2014, said that systems are weak in Ghana and other reports showed Ghana's economy slips to 14th in Africa, Business & Financial Times (2015). More reports showed that delays in court cases are affecting businesses, and that Ghana is losing its economy as reported in the BFT (2015). Some reports that Teshie residents invade Electricity Company of Ghana (ECG) office over 'vanishing' credits/tariffs, Citifmonline (2016) and that some also observed that ECG prepaid meters are as sick as political parties, BFT (2015). This is one way that the problems of governance are being challenged by the governments and in the eyes of the people. According to Uwizeyimana and Maphunye (2014) that the over dominance of the Western public administration systems of New Public Management (NPM) and governance models inherited through colonialism undermines Africans success in the practice of democracy. These points to the facts that Ghana for that matter Africa may not need to practice the same Public Administrative systems like the western world but to create their own way of Public Administration in accordance to their culture and traditions.

It can be argued that when it comes to developing countries such as Ghana, we don't manufacture technology; we don't have good economic management standing and very porous socio-cultural lives as compared to other

advanced countries. There is slow introduction of technologies to increase competition and deregulation of policies and programmes (Kaboolian, 1998). Moreover, Ghana is not capable to stand on its own policies and developmental initiatives as its being directed and controlled by international donor communities and the developed countries (European Union, 2006; OECD, 2007; World Bank, 2008; United Nations, 2009; Doeveren, 2011; Haruna and Kannae, 2013).

The fundamental values of public service organizations such as New Public Management (NPM), competition with limited resources, and conflicts between individual demands and public interest, accountability and responsibility are all current problems in governance (Lawton, 1998; Minogue, 2000). Capacity-building, controlling corruption, and political decentralisation or devolution are been battled with African governments because Public Service Reform in developing countries are entirely unrelated to the New Public Management (CLAD, 1998). There is disconnect of civil servants and citizens as they lack the values and practices, like efficiency, justice, legality, trust in laws and institutions, management of human resources and crisis management (Ladi, 2008). Public Sector Reforms produces unexpected negative results as it rarely satisfies the prior intention of those who initiate it and the initiators are the advanced countries, since they are always the market leaders in foreign trades and technology (March and Olsen, 1989; Organisation For Economic Co-Operation And Development (OECD), 2003).

The governance problems also has to do with every issue/problem that is happening negatively through injustice and when you enquire why, the public sector employees or government appointees will always respond it is order from above, meaning they cannot take any positive action as their duty demands. Security services will say the same, public workers and staff will say the same reference and therefore all policies and work is directed to one central office which is the presidency doing everything. This means the governance structures are well followed to manage the Public Administration. This is a big cabal in the operation of administration of duties without paying attention to the office laid down procedures but rather order from above or this is political matter and so one cannot do much until order comes from the above. This means that the ruling party in government have more to say and determine its rules and regulations in governance decisions as far as policy directives are concern in Ghana without any public discourse or participation in decision making.

Even in this democratic dispensation, family members, friends and associates of any citizen who is voted into government position or is being appointed by the government of the day, all of these people expect that elected member or appointed person known by them to become rich automatically. They will even want favouritism in terms of getting jobs or support from this public service officer. Hence, it is ironic in this part of the world called Ghana and for that matter Africa, which is, their cultural norms is being advanced into the work of governance (extended family life) and so therefore, porous society they all become with greed and deceptions. There is also no proper succession planning in the national discourse and the constitution doesn't defined strategic plans of the country. This is why Antwi-Boasiako (2015) indicated that there is constant lack of political will and social ethics in delivering good governance in the public administrative offices but only practice character deceptive.

If a member of their family in government is to be interdicted of wrong doing such as bribery and corruption matters, it's the same people who will be backing up and defending the public service officer who is a culprit of crime and asking government not to take any action. They will use all sort of means to fight the system just to celebrate their member of family member and friend of wrong doing at the expense of the entire nation progress for justice. The fundamental values of public service organizations such as NPM, competition with limited resources, and conflicts between individual demands and public interest, accountability and responsibility are all current problems in governance within Africa (Lawton, 1998; Minogue, 2000). Haruna (2003) stated that there are many challenges within the country due to improper education and training of public administrators on managerial principles and this does not grow the human capital development that the country needs. This leads to wrongful or

misleading or misguided thoughts of citizens about public administration work and good governance, and the lack of trust due to poor administration systems and governance (Sindane, 2004; Antwi-Boasiako, 2015).

Again, unethical practice causes devastating effects of accountability, transparency and integrity, leading to corruption and misconduct of public officers (Armstrong, 2005). It is furthered that lack of public trust endangers any political stability, just as corruption is a constant challenge in achieving any objectives of a state (Armstrong, 2005). Capacity-building, controlling corruption, and political decentralisation or devolution are been battled with African governments because Public Service Reform in developing countries are entirely unrelated to the New Public Management systems introduced by the advanced countries (CLAD, 1998).

If leadership and top management as a government do not have authority it affects the smooth operation of administrative systems and policies (Feldman and Khademian, 2001). This stress the fact that people in authority are part of a problem of a state because of their posture and difficult bureaucratic nature makes it difficult to achieve developmental needs (Haruna and Kannae, 2013). The fact of this point is that it really makes it difficult for African countries to be governed in their weak or poor nature of not being capable to decide on their own policies and developmental initiatives as they are being directed and controlled by international donor communities and the developed countries, World Bank (2008); Doeveren (2011); European Union (2006); OECD (2007); United Nations (2009); Haruna and Kannae (2013). This assertion means that, developmental agencies and the advanced countries or call it super powers are for some reasons influencing the national budgets of the African countries, may be with stringent clauses that the governments of Africa face due to their poor and weak economic situations, they always had to take those conditions whether it is good or bad. But African countries at most have many more natural resources than some of these advanced countries and so how can its administration turn it into good development?

1.9. Limitations

The primary study of this research dwell much on the publication and reports available online and also in the library. The researcher concentrated on the critical analysis that is contrary to what the report findings are from the literature reviewed and the primary surveyed data presentation and analysis. That is, in order to be able to find the problem of Ghana in terms of Public Administration practices and suggesting solutions of solving them. This research is limited to one of Ghana's institutions workforce, which is Ghana National Association of Teachers (GNAT). The GNAT is association of workers under Ghana Education Service (GES) that exists to ensure better conditions of service for its members in the pre-tertiary sectors of the educational system. That is, from public and private primary, junior and secondary schools, teacher training colleges, and technical institutes such as polytechnic. GNAT is deemed fit for this study because their services encompasses or embodies government operations.

2. LITERATURE REVIEW

According to Ibrahim (2012) investigated the relevance of New Public Management model to developing countries and its noted that NPM has actually helped developed countries through effective model by which they overcome the problems generated in those countries but it does not necessarily mean that this NPM will help developing countries in the same manner. Between the 1950s and 1960s, Public Administration in the US went through changes based on the past doctrines and interests, since the first two general textbooks of Public Administration in the United States, was written by White and Willoughby, and were published in 1926 and 1927 respectively, which shows the beginning of Public Administration as a discipline (Waldo, 2008).

In terms of the origin of Public Administration, some of the framers of the U.S. Constitution and some early U.S. political leaders, for example, Alexander Hamilton and Thomas Jefferson gave attention to problems of public administration and wrote on them in ways that predicted later developments to that effect. Although, there is no sharp point in history to tell the story of the beginning of Public Administration, but due to the essay by the then

young (Wilson, 1887) is that, which, is often taken as the symbolic beginning. And certainly it was a remarkable essay in its perceptiveness, persuasiveness, and influence of all times in the history of Public Administration (Waldo, 2008).

It is stated that "it is getting to be harder to *run* a constitution than to frame one", through to the 19th century. The predominant concerns of the study of governmental affairs were a political philosophy, and constitutional arrangements, and lawmaking. European countries, by then, had already begun taking training of civil servants together with the scientific study of administration very seriously and he advised that the United States should do same (Waldo, 2008). The word *administration* does not occur in the federal constitution in US. So, the general question is, how does *administration* or *management* relates to *executive* as used in the constitution, particularly, e.g. what institutions and persons are to direct and control administration is entirely open to dispute and public debate. Research has showed that the preface of the first Public Administration textbook explicitly states in the texts that "the study of administration should start from the base of management rather than the foundation of law" (White, 1926; Waldo, 2008).

The public services must always respond to important requirements and the needs concerning the higher level of citizens' satisfaction of a nation (Matei *et al.*, 2016). According to Ladi (2008) the current situation in the region of Black Sea Economic Cooperation (BSEC) is that all what these existing and previous literature talks about is New Public Administration (NPA) and New Public Management (NPM) and with these, it is deliberately on the issues relating to World Bank, IMF, EU and so on, their overall global policy implementations on the third world countries – Africa. The existing literature researched, concentrated more on developmental agencies and donor partners work for African countries and has few discussions on the history of Public Administration in the developed world.

New Public Management (NPM) reforms in the advanced countries happens in the era of Structural Adjustment Programmes (SAP), a process which was driven by a combination of economic, social, political and technological factors of service delivery in responds only to satisfy external players like the World Bank, IMF, EU, USA, OECD etc and not from the total will of people per se (Doe, 2005). According to Doe (2005) stated that *Ghana has not been matured through any recognisable technocratic, systematic, or policy-making approach in the past decades or since independence, except that it had, but just a mimicked kind of public service administration and management practices through coercion/force/pressure from the developed countries and the world bodies.*

Ghana will have to live in the era of globalisation which is (pluralism) against the background of its taken time to evolve by itself, but due to weak political undertakings in the new millennium, which is against Ghana's will, and aggressive though with a welcoming situation from media exploitations and a sophistication in the emerging leadership of the Non-profit Sector Organisations (NPO) or Civil Society Institutions – NGOs/CSOs (Doe, 2005). This theory further stated that the dilemma, which is currently facing any attempt at the Public Sector Reform (PSR) or third-generation of PSR in Ghana is enormous, the causes of past failures in other jurisdictions alone cannot be seemed to have hope for the reform process since Ghana in itself as it has been reported "did not keep its promise. It however, necessary to note that by this, Ghana in itself have not sufficiently identified the essence of the causes and failures or its not satisfactory results of its numerous attempts at past public sector reforms such as new public management, public/financial administration in the countries service delivery (Doe, 2005). In situations such as these how can the Right to Information Bill (RTI) be all that important and concern to which group of people in the society and what will be its objective to the country?

Notwithstanding, the same existing literature talks about the challenges involve in the delivery of good governance in the public sector of economies. According to Aucoin (2012) this second objective of NPM has transformed into a form of politicization that explicitly contradicts the public service tradition of impartiality in the administration of public services and the nonpartisan management of the public service. And the problem is that, does the citizens have a say in the governance process, or when it comes to establishing policies and programmes,

how often have they been consulted and in what manner and channel? Are the people happy with the way government establishes and delivers its programmes? All these point to the weak Public Administration form of practices. Moreover, this paradox is resolved by the theory that managers need greater management authority for management to secure desired outcomes that follow from more explicit policy and program direction from ministers, who in turn hold them to account for not meeting their expectations if that is the outcome (Aucoin and Heintzman, 2000; Aucoin, 2012). It is important to point out that this research is set out to define the history of Public Administration how these public offices are managed with the human resources development towards achieving a sustainable human capital development through the mixed governance systems we have had (democracy and military rules).

It is unclear how Public Administration policies are been transferred from on regime to the other in Ghana. More importantly, this research will dwell more on some existing theories such as Armstrong (2005) and, Uwizeyimana and Maphunye (2014) and to throw more light on the guidelines by the UN, World Bank, IMF etc. Moreover, empirical studies and findings have shown, that many people don't see the bigger picture in the definition of Public Administration (King and Bradley, 2009; Antwi-Boasiako, 2015) therefore the educational training of Ghanaian administrators on managerial principles is important towards achieving public administrations theory and practice for good governance, which currently, in most cases do not seem to address the needs of domestic issues (Haruna, 2003). The main gap here is that there is a lot of political interference in the discourse of public policies, programmes and appointments into Public Administration office.

The role of the public administrators in Ghana is so confusing that most citizens, puts their hopes on the central government, which is the executive arm of government to provide them with basic necessities through policy and programmes. But at times some institutions of government are been ignored without consultations because there is lack of trust due to poor administration systems and governance. Due to its socio-cultural context, it's always evolving its intellectual contents, which are tacit values and does not express by a single set of concepts or principles (Sindane, 2004; Antwi-Boasiako, 2015). Winner takes all and divide and rule are the major systems defined in our constitution in running the countries administrations. It is noted also that effective government and governance are both concerned with Public Administration and Management but however, they are distinct theories and practices with different theoretical foundations and therefore define efficiency and effectiveness differently (Antwi-Boasiako, 2015).

According to Armstrong (2005) the lack of integrity, transparency and accountability has devastating effects, as it leads to misconduct like corruption of public officers because it is unethical practice since fraud, bribery and corruption have real cost and that is, if it is about the lives and health of the people which are endangered at the expense of quality of healthcare like medicines. This means that lack of trust in the public servants and officers undermines development which is destroying the political stability of a nation. And corruption is still the most significant obstacle towards the inability to achieving the Millennium Development Goals (MDGs). Even though, achievement rates vary from country to country, hence, South East Asia leads the achievement chart and Africa trails. The reasons for this poor performance in achieving these MDG goals by African governments is due to the weaknesses in governance, and poverty traps e.g. false diagnoses, uneven development, and unrealistic expectations, i.e. improper access and distribution of resources, and policy gaps are the main root causes of poor public administration and management to achieving good governance in Africa. These in turn are the major problems confronting the developing countries - third world country like Ghana.

According to Feldman and Khademian (2001) stated that in 1887, Professor, Princeton, Woodrow Wilson argued that in exercising strong leadership would be seen as accountable leadership, which means no danger in the power exercised. That is, if it is centred on the heads and branches of the organisation where punishment can be given to any culprit. This is what is lacking in Ghana and in some parts of Africa – punishing top executives with crimes and impunity is not well practiced as a serious method to deter and correct bad behaviours in Public

Administration. Also, in 1976, Wilson stated, authority given by leaders and top managers are essential for the operation of administrative systems effectively and the implementation of administrative procedures easily (Feldman and Khademian, 2001). Principles start from the new public management literature, which shows the importance of structure managers to manage according to the priorities of political principles and the people they represent.

Therefore, by far, performance of public services is complex and multidimensional because it presents different interests of various stakeholder groups, which influence the conceptualization and measurement of performance of public services administration (Matei *et al.*, 2016) and an example is that 63 administrative territorial units are been investigated in Romania in relation to six dimensions as below:

- human resources for the functional structures of the administrative-territorial units
- weight and capacity of community services of public utilities
- mechanisms of adjustment for the activity of every community service
- performance of the administrative-territorial units based on the administrative acts
- flow of the administrative acts and documents
- concrete expression of decisional transparency

However, long time ago, one of the objectives of NPM has been transformed into a form of politicization that concurrently runs counter to the public service tradition of impartiality in the administration of public services in addition to the nonpartisan management of the public service. Aucoin (2012) termed this politicization as New Political Governance (NPG) and this was because he tried to distinguish NPG from the initial NPM efforts of political executives with the purpose of controlling their public service bureaucracies and not to be undermined or obstructed by the Executives as in the "Yes, Minister" script. In contrast to legitimate democratic control of the public service by ministers, NPG constitutes a corrupt form of politicization to the extent that governments seek to use and misuse and abuse, the public service in the administration of public resources together with the conduct of public businesses to better secure their partisan advantage over their competitors that is opposition parties (Campbell, 2007; Aucoin, 2012). They further argued that, at best, this politicization in NPG only constitutes shady governance and then at worst, it is a form of political corruption that cannot achieve results but undermine impartiality and, thereby undermining management performance to the extent that it assumes management based on nonpartisan criteria and Ghana is not an exception.
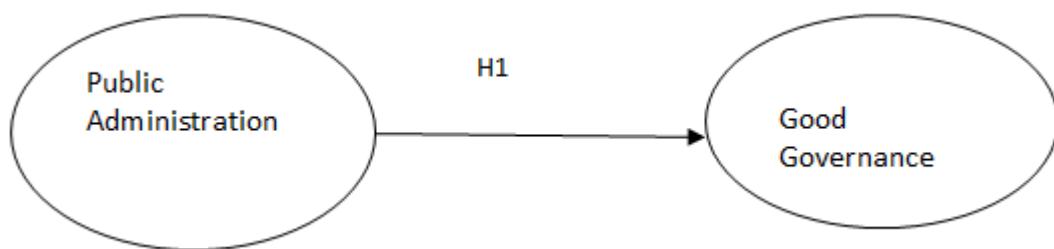
Figure-1. Proposed Theoretical Framework (Total Effect)

3. METHODOLOGY

This is both quantitative and qualitative study and therefore a subset population of Ghana National Association of Teachers (GNAT) is considered for the sampling. Hence, GNAT members within the Tamale Metropolis were considered with a sample size of 55 member responses out of 66 questionnaires administered. A set of questionnaires (both quantitative and qualitative technique of instruments) are been developed and administered as a survey on the selected subset population of GNAT. The questions were closed and open-ended and in this case this research represents a mixed method data analysis. This mixed menthod adopted can be referred to as methodological triangulation in order to reduce bias (Denzin, 1978; Niglas, 2000). Methodological triangulation is the means of using multiple methods to investigate or study a phenomenon or a single problem and this may also

include using the same method on different situations and occasion. It was conducted using simple random bases, and of which 55 responses were captured for this data presentation and analysis. We chose Ghana National Association of Teachers (GNAT) because their organisation/association fit into this study since they are government employees and also they deal with departments, local government, and ministries. Aside this, they individually belong to the public, civil and business societies. By and large, a technological scientific tool that is used and run the data is SmartPLS 3.

4. FINDINGS/PRESENTATION OF DATA/ ANALYSIS AND DISCUSSION

The researcher used mixed method (in the sense of data analysis tool used) of combining both PLS-SEM modelling and PLS regression as in Tenenhaus *et al.* (2004) used both PLS-SEM and regression to gather graphical presentation of products including their characteristics per each construct. Then the PLS-SEM was then used to gather further detailed data analysis of each constructs of the consumers and build a causal model with the constructs per each variable.

4.1. Constructs Defined From the Instrument Developed for Clarity
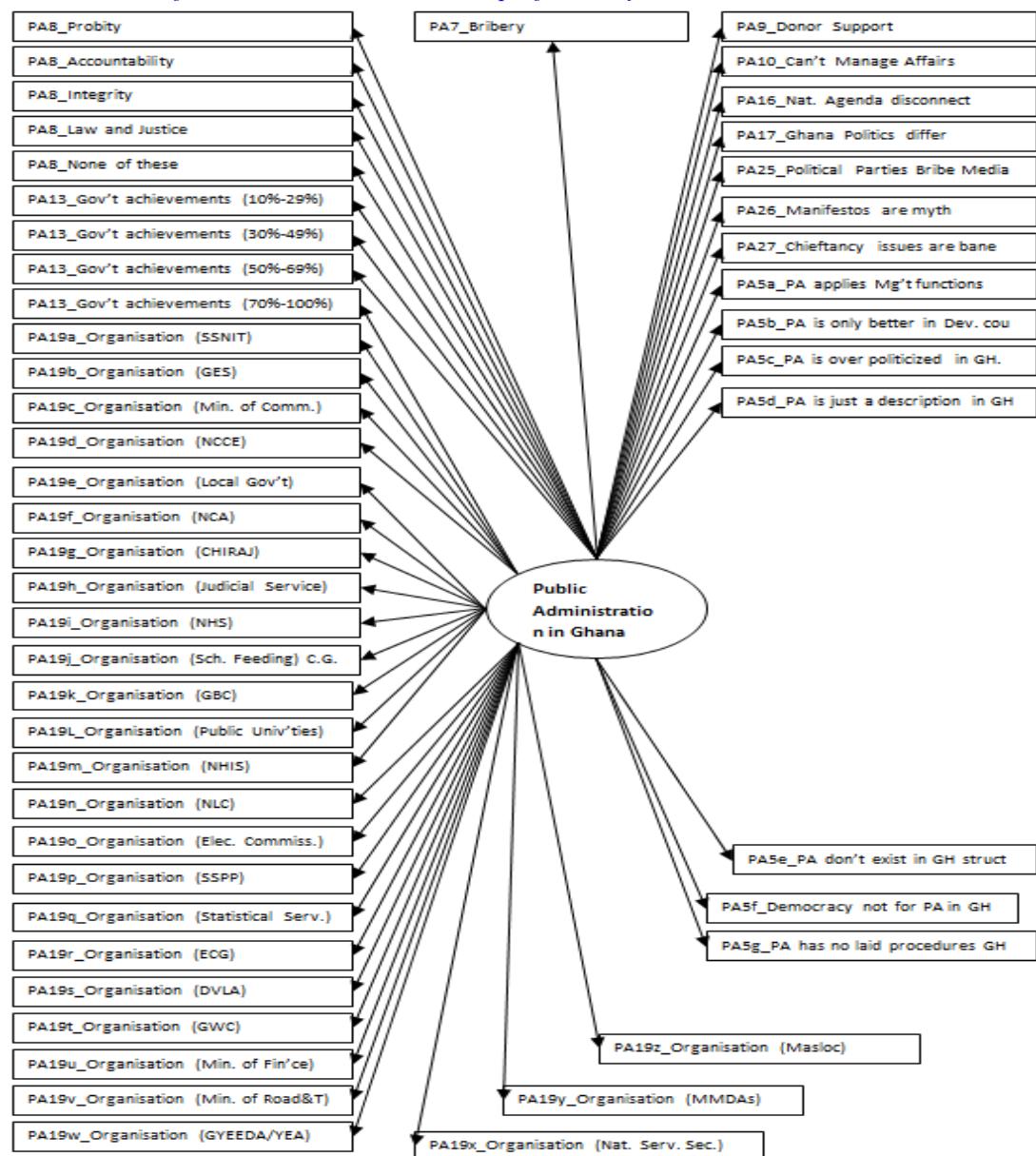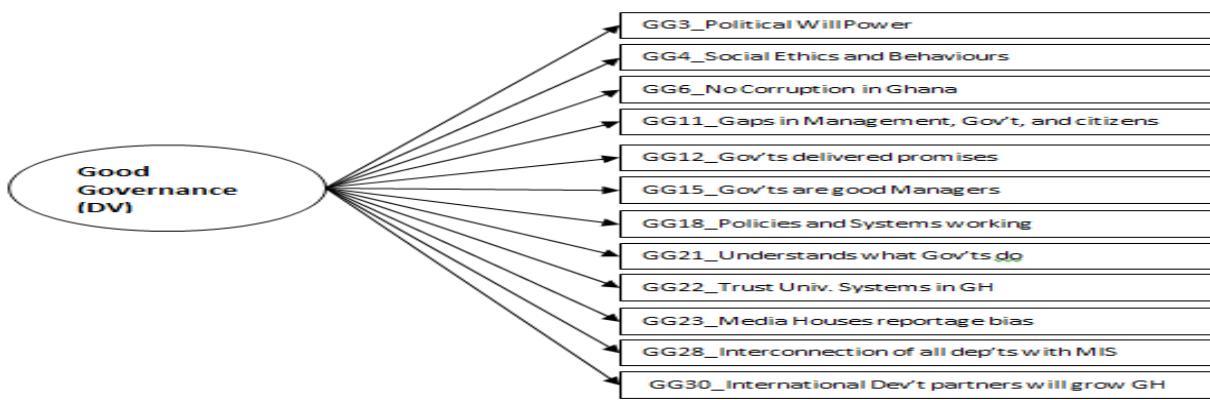
The above figure 2 shows that the effects of the reflections of the two variables (Public Administration and Good Governance). The results show that Public Administration has strong positive effect path to Good Governance since it is 0.806 it is closed to positive 1 which is the strongest. This also means that 65% of the variance in Good Governance explained the model since the R-square value is 0.650 as an endogenous variable which is also serving as a dependent variable. The below figure 3 depicts the path coefficients which confirms this strong positive effect. Also, figure 4 below confirms the total effect of the model and figure 5 below confirms the R-Square values as substantial. By this study the researcher considered the multicollinearity assessment of the latent variables as the purpose of this study depends on each construct to the variables tested. Therefore, no collinearity problem is considered to delete any variable of a construct which has lower outer loadings, all are been considered.
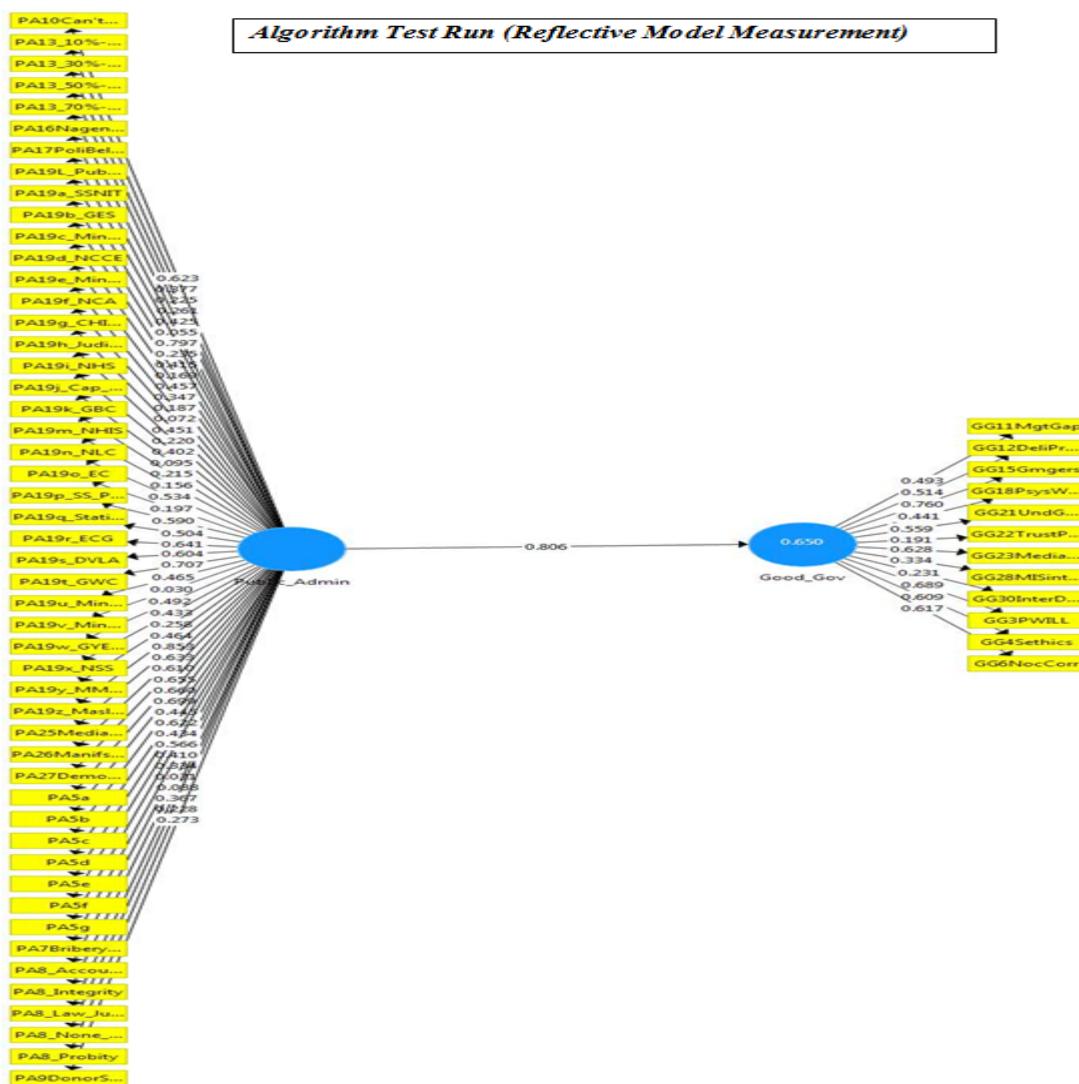

Figure-2. Algorithm test run – Model of PA and GG

	Good_Gov	Public_Admin
Good_Gov		
Public_Admin	0.806	

Figure-3. Path Coefficients

	Good_Gov	Public_Admin
Good_Gov		
Public_Admin	0.806	

Figure-4. Total Effects

	R Square	R Square Adjus...
Good_Gov	0.650	0.643

Figure-5. R-Square

	Good_Gov	Public_Admin
Good_Gov		
Public_Admin	1.856	

Figure-6. f-Square

The above figure 6 shows the f-Square which is 1.856 which means that the effect of dropping Public Administration is high since it has a larger effect on Good Governance.

	Cronbach's Al...	rho_A	Composite Rel...
Good_Gov	0.766	0.796	0.811
Public_Admin	0.928	0.933	0.910

Figure-7. Composite Reliability and Validity (Reflective Mode)

The figure 7 above shows the values of construct reliability and validity and in this result it shows that the Cronbach Alpha for Good Governance is acceptable with the value of 0.766 and Public Administration is a very strong and good scale with a value of 0.928 which all means that the model is valid and strongly reliable. Cronbach Alpha by convention is used to measure internal consistency but several recommendations have been made of late to consider the Composite Reliability test over the Cronbach Alpha as replacement since the Composite Reliability produces consistency values more than Cronbach Alpha (Bagozzi and Yi, 1988; Hair *et al.*, 2012). But for the purpose of this study it is important to consider both as comparison for concrete affirmation of values. As one can see in the above figure 7, Public Aministration CA=0.928 and CR=0.910 which indicates that its not all the case that CR will always produce greater value consistency than CA. It may be the case of any dataset that is been tested and the results is what researchers must comment on against previous theories.

Composite Reliability is an alternative to Cronbach Alpha. It may lead to higher estimates and true reliability which varies from 0 to 1. And 1 is the perfect estimated reliability. For exploratory purpose it must be equal to or greater than 0.6 (Chin, 1998; Höck and Ringle, 2006). But according to Henseler and Sarstedt (2013) argued that when Composite Reliability is equal to or greater than 0.7 then it is for adequate model such as for confirmatory purposes. When it is equal to or greater than 0.8 it is considered good for confirmatory research and according to

Daskalakis and Mantas (2008) a very high composite reliability is when it is greater than 0.9 (>0.90). Dijkstra's consistent of PLS output also known as PLSc technique which results include reliabilities for each of the variables studied is also referred to as Dijkstra's rho_A which is described in many context as a determinant of better approximation of true reliabilities even more than both Cronbach Alpha and Composite Reliability coefficients as the figure 7 above depicted. The rho_A values are also proved to be reliable and even far better for the Public Administration which is 0.933, which is higher than Cronbach Alpha and Composite Reliability in this case. Hence, the model is reliable.

4.2. Outer Loadings

Researchers have recommended that a minimum acceptable loaded value of 0.4 and up to 0.7 and above is considered as the best and higher loadings (Hulland, 1999; Wong, 2013). Since the main purpose of this research is to make contributions to the underpinning public administration as the main driver in the discourse of good governance for a state, therefore, the implications of these loadings as showed in the below figure 8 and in figure 2 above are:

a) The following factors show an indication of its effects or affects to Good Governance process. These are:
    i. there are gaps in the management of the nation, government, and citizens' performance or delivery; **(affect)**
    ii. that governments don't deliver their promises; **(affect)**
    iii. that governments are not good managers of the economy; **(affect)**
    iv. that policies and systems are not working; **(affect)**
    v. that they have been understanding about what government is doing; **(affect)**
    vi. that media houses reportage is at times bias; **(affect)**
    vii. there is political will power in doing things in the country; **(affect)**
    viii. that there is some good social ethics and behaviours; **(affect)**
    ix. that there is too much corruption in Ghana; **(affect)**

b) Also, the following factors that affect or has effect on the process and performance of Public Administration work are:
    i. that governments can't manage the public affairs properly; **(affect)**
    ii. that Politics in Ghana is different to the developed countries best practices **(affect)**
    iii. that Social Security and National Insurance Trust (SSNIT) is good government organisation; **(effect)**
    iv. Ministry of Communication is good government organisation; **(effect)**
    v. Commission of Human Rights and Administrative Justice (CHRAJ) is good government organisation; **(effect)**
    vi. National Health Service (NHS) is good government organisation; **(effect)**
    vii. National Labour Commission (NLC) is good government organisation; **(effect)**
    viii. Single Spine Pay Policy (SSPP) is good government policy; **(effect)**
    ix. Statistical Service Department is good government organisation; **(effect)**
    x. Electricity Company of Ghana (ECG) is good government organisation; **(effect)**
    xi. Drivers and Vehicle Licensing Authority (DVLA) is good government organisation; **(effect)**
    xii. Ghana Water Company (GWC) is good government organisation; **(effect)**
    xiii. Ministry of Finance is good government organisation; **(effect)**
    xiv. Ghana Youth Entrepreneurial and Employment Development Agency (GYEEDA/YEA) is good government organisation, now Youth Employment Authority all under National Youth Authority; **(effect)**

xv.   National Service Scheme (NSS) is good government organisation; *(effect)*

xvi.   Microfinance and Small Loans Centre (MASLOC) is good government organisation; *(effect)*

xvii.   that political parties corrupt or bribe media houses; *(affect)*

xviii. Parties Manifesto promises are myth; *(affect)*

xix.   that democratic system to Chiefs in the country is a bane; *(affect)*

xx.   that there is less application of management functions and principles by governments administration; *(affect)*

xxi.   that Public Administration is better practiced in the developed countries; *(affect)*

xxii.   that PA is over politicised in Ghana; *(affect)*

xxiii. that PA is just a description in Ghana meaning no trust in the system of operation and delivery; *(affect)*

xxiv.   that PA don't exist in Ghana structures implies no credibility in its practice; *(affect)*

xxv.   that Democracy is not good for PA practice in Ghana; *(affect)*

xxvi.   that PA has no justifiable laid down procedures in Ghana meaning poor practice is observed; *(affect)*

xxvii. that bribery and corruption affect Ghana performance to be translated into better growth, politically and economically. *(affect)*

☆*Denote acceptable Outer Loadings*

	Good_Gov	Public_Admin
GG11MgtGap	0.493 ☆	
GG12DeliProm	0.514 ☆	
GG15Gmgers	0.760 ☆	
GG18PsysWrkg	0.441 ☆	
GG21UndGov...	0.559 ☆	
GG22TrustPuni...	0.191	
GG23MediaBias	0.628 ☆	
GG28MISinterc...	0.334	
GG30InterDevG...	0.231	
GG3PWILL	0.689 ☆	
GG4Sethics	0.609 ☆	
GG6NocCorr	0.617 ☆	
PA10Can'tMng...		☆0.623
PA13_10%-29%		0.377
PA13_30%-49%		0.225
PA13_50%-69%		0.261
PA13_70%-100%		☆0.425
PA16Nagenda...		0.055
PA17PoliBelow...		☆0.797
PA19L_Pub_Un...		0.235
PA19a_SSNIT		☆0.415
PA19b_GES		0.169
PA19c_Min_Co...		☆0.457
PA19d_NCCE		0.347
PA19e_Min_Lo...		0.187
PA19f_NCA		0.072
PA19g_CHIRAJ		☆0.451
PA19h_Judicial...		0.220
PA19i_NHS		☆0.402
PA19j_Cap_Gra...		0.095

PA19k_GBC		0.215
PA19m_NHIS		0.156
PA19n_NLC		☆0.534
PA19o_EC		0.197
PA19p_SS_Pay_...		☆0.590
PA19q_Statistic...		☆0.504
PA19r_ECG		☆0.641
PA19s_DVLA		☆0.604
PA19t_GWC		☆0.707

PA19u_Min_of_...		☆0.465
PA19v_Min_Ro...		0.030
PA19w_GYEED...		☆0.492
PA19x_NSS		☆0.433
PA19y_MMDAs		0.258
PA19z_Masloc		☆0.464
PA25MediaBribe		☆0.853
PA26ManifsMy...		☆0.633
PA27DemoNot...		☆0.610
PA5a		☆0.655
PA5b		☆0.660

PA5c		☆0.699
PA5d		☆0.445
PA5e		☆0.622
PA5f		☆0.434
PA5g		☆0.566
PA7BriberycCorr		☆0.410
PA8_Accounta...		0.334
PA8_Integrity		0.031
PA8_Law_Justice		0.088
PA8_None_of_t...		0.367
PA8_Probity		0.228

PA9DonorSup		0.273

Figure-8. Outer Loadings

## Boostrapping T-test Run (Checking the Structural Paths – Reflective Model)
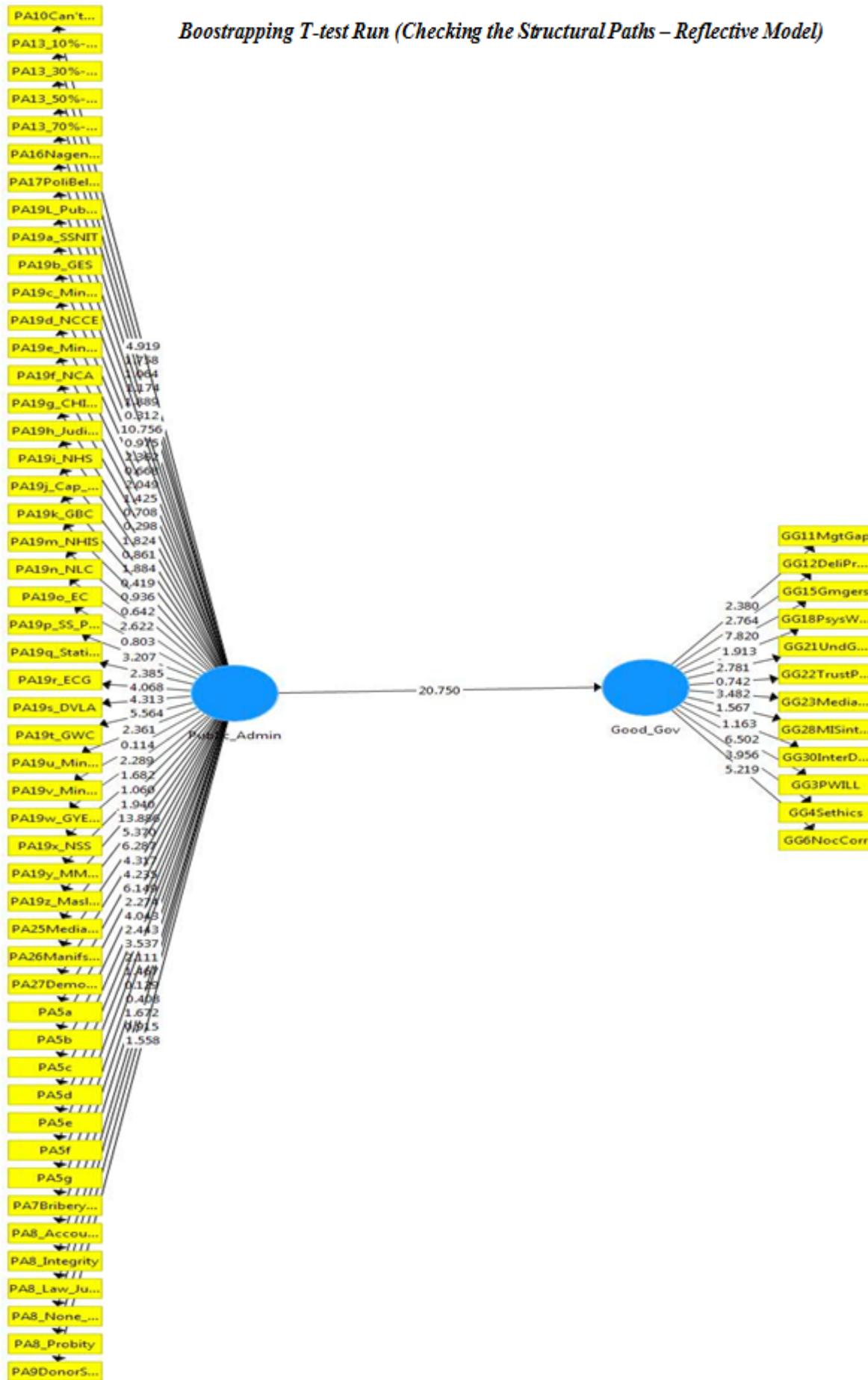
Figure-9. Bootstrapped Test Run: Model of PA and

The above figure 9 shows the bootstrapped test run results of the model for Public Administration (Independent variable) and Good Governance (dependent variable) and the results indicated very strong and positive effect at reflective value of 20.750 and which is affirmative to the Algorithm test in figure 2 above. The bootstrap results show the normality of data by approximations. This also checks for the inner path coefficients are significant or not and this case it.

	Original Sampl...	Sample Mean (...	Standard Devia...	T Statistics (|O...	P Values
Public_Admin ...	0.806	0.835	0.039	20.750	0.000

Figure-10. Path Coefficients

The above figure 10 shows the path coefficient of the t-statistic value of 20.750, which is above 1.96 at 0.05 levels meaning that the paths are significant. It also shows a p-value of 0.000 as probability level which means that the paths are actually significant since it is better than 0.001 at probability level.

Confidence Intervals

	Original Sampl...	Sample Mean (...	2.5%	97.5%
Public_Admin ...	0.806	0.833	0.754	0.904

Confidence Intervals Bias Corrected

	Original Sampl...	Sample Mean (...	Bias	2.5%	97.5%
Public_Admin ...	0.806	0.833	0.027	0.713	0.857

	Original Sampl...	Sample Mean (...	Standard Devia...	T Statistics (|O...	P Values
Public_Admin ...	0.806	0.835	0.039	20.750	0.000

Figure-11. Total Effects

Looking at the figure 11 above you notice that it is exactly the same as the path coefficient in figure 10 above which is representing the direct effect. Since this model only have one independent variable and one dependent variable, it means that there is no any mediator or moderator and therefore cannot calculate the values of any indirect effect. Hence, the model is only representing a total effect and both t-statistic and p-value are proven to be significant.

Confidence Intervals

	Original Sampl...	Sample Mean (...	2.5%	97.5%
Public_Admin ...	0.806	0.833	0.754	0.904

Confidence Intervals Bias Corrected

	Original Sampl...	Sample Mean (...	Bias	2.5%	97.5%
Public_Admin ...	0.806	0.833	0.027	0.713	0.857

	Original Sampl...	Sample Mean (...	Standard Devia...	T Statistics (|O...	P Values
Good_Gov	0.650	0.699	0.065	10.041	0.000

Figure-12. R-Square

The above figure 12 shows that R-Square of Good Governance as dependent variable which is significant since the t-statistics is equal to 10.041 and p-value is 0.000 of the tested model.

Confidence Intervals

	Original Sampl...	Sample Mean (...	2.5%	97.5%
Good_Gov	0.650	0.696	0.569	0.818

Confidence Intervals Bias Corrected

	Original Sampl...	Sample Mean (...	Bias	2.5%	97.5%
Good_Gov	0.650	0.696	0.046	0.508	0.733

	Original Sampl...	Sample Mean (...	Standard Devia...	T Statistics (|O...	P Values
Good_Gov	0.643	0.693	0.066	9.755	0.000

Figure-13. R-Square Adjusted

Again the above R-Square Adjusted in figure 13 shows that Good Governance is still significant upon the adjustment of the tested model.

	Original Sampl...	Sample Mean (...	Standard Devia...	T Statistics (|O...	P Values
Public_Admin ...	1.856	2.492	0.843	2.200	0.028

Figure-14. f-Square

The figure 14 above shows f-Square of the Public Administration indicating that t-statistics is significant but with p-value=0.028 which is still scientifically a strong evidence since it is less than 0.05. The f-Square is an

expression of an equation that indicates how bigger a proportion of the unexplained variance is attributed to the R^2 (Hair *et al.*, 2014).

Confidence Intervals

	Original Sampl...	Sample Mean (...	2.5%	97.5%
Public_Admin ...	1.856	2.469	1.318	4.493

Confidence Intervals Bias Corrected

	Original Sampl...	Sample Mean (...	Bias	2.5%	97.5%
Public_Admin ...	1.856	0.833	-1.022	0.713	0.713

	Original Sampl...	Sample Mean (...	Standard Devia...	T Statistics (|O...	P Values
Good_Gov	0.285	0.302	0.035	8.068	0.000
Public_Admin	0.204	0.223	0.041	4.985	0.000

Figure 15. Average Variance Extracted (AVE)

The above figure 15 depicts AVE which test for both convergent and divergent validity. It shows Average Communality for each latent factor in a reflective model. AVE should be greater than 0.5 (Chin, 1998; Höck and Ringle, 2006) and it should be greater than the cross loadings. If AVE is below 0.5 it means that error variance exceeds explained variance. In this bootstrapped results it indicated in the above figure 15 that both Good Governance and Public Administration are significant since their t-values are more than 1.96 at 0.05 level with p-values=0.000.

Confidence Intervals

	Original Sampl...	Sample Mean (...	2.5%	97.5%
Good_Gov	0.285	0.302	0.235	0.370
Public_Admin	0.204	0.224	0.153	0.308

Confidence Intervals Bias Corrected

	Original Sampl...	Sample Mean (...	Bias	2.5%	97.5%
Good_Gov	0.285	0.302	0.017	0.219	0.343
Public_Admin	0.204	0.224	0.020	0.136	0.274

	Original Sampl...	Sample Mean (...	Standard Devia...	T Statistics (|O...	P Values
Good_Gov	0.811	0.797	0.045	17.903	0.000
Public_Admin	0.910	0.875	0.102	8.937	0.000

Figure 16. Composite Reliability

The boostrapped test results showed in the above figure 16 indicates that both Good Governance and Public Administration are significant since the t-values are 17.903 and 8.937 and the p-values are 0.000. This means the model is reliably for the two constructs.

Confidence Intervals

	Original Sampl...	Sample Mean (...	2.5%	97.5%
Good_Gov	0.811	0.797	0.689	0.866
Public_Admin	0.910	0.875	0.629	0.948

Confidence Intervals Bias Corrected

	Original Sampl...	Sample Mean (...	Bias	2.5%	97.5%
Good_Gov	0.811	0.797	-0.014	0.708	0.869
Public_Admin	0.910	0.875	-0.035	0.743	0.953

	Original Sampl...	Sample Mean (...	Standard Devia...	T Statistics (|O...	P Values
Good_Gov	0.796	0.822	0.034	23.268	0.000
Public_Admin	0.933	0.938	0.017	54.744	0.000

Figure 17.rho_A Reliability Coefficient

The above figure 17 is the results of rho_A which shows that both Good Governance and Public Administration are significant with reliability coefficients. Both t-values and p-values are accurately measured with the results.

Confidence Intervals

	Original Sampl...	Sample Mean (...	2.5%	97.5%
Good_Gov	0.796	0.820	0.740	0.879
Public_Admin	0.933	0.939	0.903	0.963

Confidence Intervals Bias Corrected

	Original Sampl...	Sample Mean (...	Bias	2.5%	97.5%
Good_Gov	0.796	0.820	0.024	0.666	0.843
Public_Admin	0.933	0.939	0.006	0.873	0.955

	Original Sampl...	Sample Mean (...	Standard Devia...	T Statistics (|O...	P Values
Good_Gov	0.766	0.758	0.050	15.348	0.000
Public_Admin	0.928	0.925	0.016	58.818	0.000

Figure 18. Cronbach Alpha Reliability Test results

The bootstrapped results in the above figure 18 are significant for both Good Governance and the Public Administration. With both having t-values more than 1.96 and p-values=0.000.

4.3. Outer Loadings – Significance Test

The significant value must be greater than 1.96 at 0.05 levels of probability from the below figure 19.

	Original Sampl...	Sample Mean (...	Standard Devia...	T Statistics (|O...	P Values
GG11MgtGap ...	0.493	0.493	0.195	2.529	0.012
GG12DeliProm ...	0.514	0.498	0.185	2.785	0.006
GG15Gmgers <...	0.760	0.751	0.096	7.926	0.000
GG18PsysWrkg...	0.441	0.417	0.221	2.002	0.046
GG21UndGov...	0.559	0.525	0.194	2.878	0.004
GG22TrustPuni...	0.191	0.160	0.261	0.729	0.466
GG23MediaBia...	0.628	0.604	0.182	3.450	0.001
GG28MISinterc...	0.334	0.308	0.218	1.531	0.126
GG30InterDevG...	0.231	0.200	0.206	1.122	0.262
GG3PWILL <- ...	0.689	0.672	0.107	6.411	0.000
GG4Sethics <- ...	0.609	0.595	0.164	3.723	0.000

	Original Sampl...	Sample Mean (...	Standard Devia...	T Statistics (|O...	P Values
GG6NocCorr <...	0.617	0.609	0.125	4.943	0.000
PA10Can'tMng...	0.623	0.573	0.142	4.374	0.000
PA13_10%-29%...	0.377	0.339	0.234	1.613	0.107
PA13_30%-49%...	0.225	0.172	0.235	0.957	0.339
PA13_50%-69%...	0.261	0.234	0.239	1.092	0.276
PA13_70%-100...	0.425	0.387	0.235	1.808	0.071
PA16Nagenda...	0.055	0.041	0.183	0.301	0.764
PA17PoliBelow...	0.797	0.765	0.068	11.719	0.000
PA19L_Pub_Un...	0.235	0.158	0.254	0.926	0.355
PA19a_SSNIT <...	0.415	0.378	0.195	2.133	0.033
PA19b_GES <- ...	0.169	0.102	0.265	0.638	0.524

	Original Sampl...	Sample Mean (...	Standard Devia...	T Statistics (|O...	P Values
PA19c_Min_Co...	0.457	0.418	0.219	2.089	0.037
PA19d_NCCE <...	0.347	0.278	0.259	1.339	0.181
PA19e_Min_Lo...	0.187	0.137	0.286	0.654	0.513
PA19f_NCA <- ...	0.072	0.029	0.252	0.287	0.774
PA19g_CHIRAJ ...	0.451	0.387	0.258	1.749	0.081
PA19h_Judicial...	0.220	0.191	0.267	0.826	0.409
PA19i_NHS <- ...	0.402	0.358	0.214	1.877	0.061
PA19j_Cap_Gra...	0.095	0.061	0.221	0.430	0.667
PA19k_GBC <- ...	0.215	0.165	0.237	0.907	0.365
PA19m_NHIS <...	0.156	0.108	0.256	0.608	0.544
PA19n_NLC <- ...	0.534	0.494	0.214	2.497	0.013

	Original Sampl...	Sample Mean (...	Standard Devia...	T Statistics (|O...	P Values
PA19o_EC <- P...	0.197	0.190	0.263	0.747	0.455
PA19p_SS_Pay_...	0.590	0.552	0.173	3.414	0.001
PA19q_Statistic...	0.504	0.461	0.202	2.490	0.013
PA19r_ECG <- ...	0.641	0.585	0.161	3.988	0.000
PA19s_DVLA <...	0.604	0.562	0.146	4.130	0.000
PA19t_GWC <-...	0.707	0.665	0.129	5.504	0.000
PA19u_Min_of_...	0.465	0.433	0.205	2.274	0.023
PA19v_Min_Ro...	0.030	0.019	0.279	0.106	0.915
PA19w_GYEED...	0.492	0.456	0.216	2.280	0.023
PA19x_NSS <- ...	0.433	0.408	0.262	1.653	0.099
PA19y_MMDAs...	0.258	0.254	0.253	1.018	0.309

	Original Sampl...	Sample Mean (...	Standard Devia...	T Statistics (|O...	P Values
PA19z_Masloc ...	0.464	0.427	0.246	1.887	0.060
PA25MediaBrib...	0.853	0.825	0.057	15.074	0.000
PA26ManifsMy...	0.633	0.630	0.108	5.853	0.000
PA27DemoNot...	0.610	0.603	0.086	7.067	0.000
PA5a <- Public...	0.655	0.642	0.157	4.161	0.000
PA5b <- Public...	0.660	0.625	0.168	3.937	0.000
PA5c <- Public...	0.699	0.663	0.112	6.241	0.000
PA5d <- Public...	0.445	0.439	0.194	2.297	0.022
PA5e <- Public...	0.622	0.597	0.165	3.776	0.000
PA5f <- Public...	0.434	0.431	0.192	2.261	0.024
PA5g <- Public...	0.566	0.528	0.173	3.281	0.001
PA7BriberycCo...	0.410	0.370	0.197	2.078	0.038
PA8_Accounta...	0.334	0.298	0.243	1.375	0.170
PA8_Integrity <...	0.031	0.013	0.250	0.122	0.903
PA8_Law_Justic...	0.088	0.055	0.231	0.381	0.703
PA8_None_of_t...	0.367	0.333	0.244	1.500	0.134
PA8_Probity <-...	0.228	0.218	0.264	0.864	0.388
PA9DonorSup ...	0.273	0.269	0.185	1.474	0.141

Figure 19. Outer Loadings (Significance Test – t-test)

5. CONCLUSION

The overall objective of this research was to broaden the scope of the research to at least assess and examine majority portions and areas of the government functions and administrative work as collective responsibilities as the findings shows. The application of the SmartPLS 3 scientific test, a lot of analysis are been gathered for better insight and understanding of Public Administration and Good Governance. This research reveals how governments are expected to work and deliver their promises under their administration together with

stakeholders. They are to use the resources available in the physical structures and soft structures in their administration towards achieving good governance status, which is lacking across the African continent at present. The puzzle that this research tried to dissolved is whether government administrative systems and procedures are been followed in order to achieve maximum and satisfactory level of good governance. Good Governance is about improving on all the factors, functions and negative tendencies that block the progress of a country economy, such as, preventing corruption, bribery, and follow rules and regulations as laid down and render services to the people but not to profit individually.

Since, Ghana has gone through a lot of turmoil through Coup d'états per the country governments' history since the time of Dr Osagyefo Kwame Nkrumah in the late 1950s to date. The country has finally accepted a democratic rule or practice but with serious challenges that have to do with politics and the use of national resources to deliver Good Governance through proper administration. This is lacking per the research constructs displayed in the outer loadings and Algorithm diagram. Even though, it shows that Public Administration effect Good Governance, which is what it should be originally.

Table 2 of this research shows clearly how poor Ghana is in terms of unavailability of national data to track proper analysis with figures to determine its growth. For many years up to date there is no proper national data on the unemployment to determine the level of the rate. The economic growth says it all looking at it from 2011 to 2015 which has been declining. The inflation rate, policy rate, exchange rate and the worse of it are the negatives in the current accounts in GDP%, Trade Balance and Exports. This shows how previous existing data on Ghana by most international organisations indicates the terrible conditions of Ghana's growth level. That is why this research tried to point to the poor Public Administrative practices that lead to insignificant growth level of Ghana. If one juxtaposes table 2 data to table 3, it can be concluded that the government spending, tax burden and fiscal health (monetary) are all in bad position, very low fiscal health and very high government spending.

By and large, the research showed that the hypothesis confirms Public Administration as positively correlated in relationship to Good Governance, that is, if only proper care and government delivery of services and responsibilities are well practiced according to laid down procedures. In this case, both the practical and theoretical problems envisage are been met in this findings as not too satisfactory.

The New Public Management (NPM), New Public Administration (NPA), and New Public Governance (NPG) are newly terminologies been introduced by scope to avert the poor delivery of the original Public Administration been the subject matter of this research. A cue has been taken as to how important it is to apply capacity-building, controlling corruption, and political decentralisation or devolution which are been battled with African governments because Public Service Reform in the developing countries are entirely unrelated to the New Public Management (CLAD, 1998). And that there is a disconnect of civil servants and citizens as they lack the values and practices like efficiency, justice, legality, trust in laws and institutions, management of human resources and crisis management (Ladi, 2008). Moreover, that Public Sector Reforms produces unexpected negative results as it rarely satisfies the prior intention of those who initiate it and the initiators are the advanced countries, since they are always the market leaders in foreign trades and technology (March and Olsen, 1989; OECD, 2003). According to Matei *et al.* (2016) stated that the public services must always respond to important requirements and the needs concerning the higher level of citizens' satisfaction of a nation.

The ironic situation of Public Administration systems and understanding of the Ghanaian populace is that instead of them to know their value of holding power as a people they rather turn to worship and please those that they voted into government positions to run the affairs of the state on their behalf. This is fascinating as to the way the citizens or most of the populace lack understanding of Public Administrative service which made them look too weak and down upon themselves and are been abused by the people who are suppose to be serving them. Another confused ideology is that the citizens are divided in political lines and are not united to even hold the Public Officers accountable to their stewardship of managing the affairs of the country, Ghana. The very institutions that are

meant to serve the people are rather been used to loot from the state coffers. And by affirmation to this and according to former President Obama of the United States of America advised Africans that they don't need strong men but that they need strong institutions. This alone tells it all what the international community's see wrong about Ghana and the entire Africa as a whole and that is poor Public Administration running through the public institutions for lack of efficiency.

From the above empirical studies and considering figure 19 above, presents the following conclusions based on contrasts and comparisons of the results. The following outer loadings are proven to be significant and some scientifically proven not to be supported by the scientific test for significance. These are as follows:

a) The following factors are proven to effect or affect Good Governance process significantly, that is, almost all the factors are proven under GG.

      i. there are gaps in the management of the nation, government, and citizens' performance or delivery; *(affect significantly)*

      ii. that governments don't deliver their promises; *(affect significantly)*

      iii. that governments are not good managers of the economy; *(affect significantly)*

      iv. that policies and systems are not working; *(affect significantly)*

      v. that they have been understanding about what government is doing; *(effect significantly)*

      vi. that media houses reportage is at times bias; *(affect significantly)*

      vii. there is political will power in doing things in the country; *(effect significantly)*

      viii. that there is some good social ethics and behaviours; *(effect significantly)*

      ix. that there is too much corruption in Ghana; *(affect significantly)*

b) Also, the following factors that are proven to affect or effect the processes and performance of Public Administration work significantly are:

      i. that governments can't manage the public affairs properly; *(affect significantly)*

      ii. that politics in Ghana is different to the developed countries best practices; *(affect significantly)*

      iii. that Social Security and National Insurance Trust (SSNIT) is good government organisation; *(effect significantly)*

      iv. Ministry of Communication is good government organisation; *(effect significantly)*

      v. Commission of Human Rights and Administrative Justice (CHRAJ) is good government organisation;

      vi. National Health Service (NHS) is good government organisation;

      vii. National Labour Commission (NLC) is good government organisation; *(effect significantly)*

      viii. Single Spine Pay Policy (SSPP) is good government policy; *(effect significantly)*

      ix. Statistical Service Department is good government organisation; *(effect significantly)*

      x. Electricity Company of Ghana (ECG) is good government organisation; *(effect significantly)*

      xi. Drivers and Vehicle Licensing Authority (DVLA) is good government organisation; *(effect significantly)*

      xii. Ghana Water Company (GWC) is good government organisation; *(effect significantly)*

      xiii. Ministry of Finance is good government organisation; *(effect significantly)*

      xiv. Ghana Youth Entrepreneurial and Employment Development Agency (GYEEDA/YEA) is good government organisation, now Youth Employment Authority all under National Youth Authority; *(effect significantly)*

      xv. National Service Scheme (NSS) is good government organisation;

      xvi. Microfinance and Small Loans Centre (MASLOC) is good government organisation

      xvii. that political parties corrupt or bribe media houses; *(affect significantly)*

      xviii. Parties Manifesto promises are myth; *(affect significantly)*

xix.   that democratic system to Chiefs in the country is a bane; *(affect significantly)*

xx.   that there is less application of management functions and principles by governments administration; *(affect significantly)*

xxi.   that Public Administration is better practiced in the developed countries; *(affect significantly)*

xxii.   that PA is over politicised in Ghana; *(affect significantly)*

xxiii.   that PA is just a description in Ghana meaning no trust in the system of operation and delivery; *(affect significantly)*

xxiv.   that PA don't exist in Ghana structures implies no credibility in its practice; *(affect significantly)*

xxv.   that Democracy is not good for PA practice in Ghana; *(affect significantly)*

xxvi.   that PA has no justifiable laid down procedures in Ghana meaning poor practice is observed; *(affect significantly)*

xxvii.   that bribery and corruption affect Ghana performance to be translated into better growth, politically and economically; *(affect significantly)*

c) Ironically, out of these outer loadings of scientific test for significance, only the following are not proven to be significant since it could not load more than the t-test value of 1.96 at 0.05 level of certainty. These are: governments achievements are scored at 70%-100%; Commission of Human Rights and Administrative Justice (CHRAJ); National Health Service (NHS); National Service Scheme (NSS); and Microfinance and Small Loans Centre (MASLOC). This shows that in PLS-SEM application for analysis, algorithm with acceptable outer loadings occurs when after it is bootstrapped then some may not be found to be significant per the constructs. The research could not tell why the following constructs had very low outer loadings: probity, accountability, integrity, law and justice, donor support, Ghana Education Service (GES), no trust in public universities, and no management information systems connections to all departments in government.

The general question as noted in the literature review is that, how does *administration* or *management* relates to the *executive* arm of government? Administration and Management are sometimes used interchangeably according to different schools of thoughts. As it is stated in the constitution, particularly, what institutions and persons are to direct and control administration is entirely open to dispute and public debate is something that the Ghanaians in general must look at serious to factor in or streamline the constitution strategically with proper administrative and management best practice functions rather than a content of pure laws and clauses. In view of this research has revealed that the preface of the first Public Administration textbook explicitly states in the texts that "the study of administration should start from the base of management rather than the foundation of law" (White, 1926; Waldo, 2008). To better understand the Public Administration and Management that Ghana went through up to date from 1957 (see table 1 above), we had 13 governments or leaders of the country Administration role. Under which Ghana had six (6) Coup d'états – Military Rule or dictatorship (administering and managing and running the Public Administration of the country. This alone was a distraction of proper progress of Public Administration not to be able to achieve the ultimate goal of Good Governance in broader sense.

Below are formative algorithms in order to contrast with the reflective algorithms results as above in accordance with the discussions to draw a supportive conclusion in this manner or otherwise.

	Good_Gov	Public_Admin
Good_Gov		
Public_Admin	0.724	

Figure-20. Path Coefficient – Formative Model

	Good_Gov	Public_Admin
Good_Gov		
Public_Admin	0.724	

Figure-21. Total Effect – Formative Model

	R Square	R Square Adjus...
Good_Gov	0.524	0.515

Figure-22. R-Square and R-Square Adjusted – Formative Model

	Cronbach's Al...	rho_A	Composite Rel...	Average Varian...
Good_Gov		1.000		
Public_Admin		1.000		

Figure-23. Composite Reliability and Validity - Formative Model

	Good_Gov	Public_Admin
Good_Gov		
Public_Admin	0.724	

Figure-24. Discriminant Validity – Formative Model

	Good_Gov	Public_Admin
Good_Gov		
Public_Admin	1.000	

Figure-25. Collonearity Statistics (VIF) for Inner Values – Formative Model

In contrasting the reflecting model to the above formative model findings, all the results shows that this research model is acceptable as normal with proven positive hypothesis. It means there is no doubt that Public Administration is reflective and formative to Good Governance of the country.

6. RECOMMENDATION

From the above conclusions it is clear that certain evidences that are lacking be recommended for future researchers to consider. First of all, this research was conducted as a total effect model which has proven positive and significant but then several independent variables such as the Civil Society Organisations and the Private Business Sectors influences on Good Governance can be conducted. Also, there is the need to introduce mediators and moderators such as Public Servants/Public Office Workers performance as mediator and General Qualification and Experience as moderators. Establishment of these variables towards achievement of Good Governance will be

able to point out the factors and variable needed to facilitate best practices. May be because there is lack of the proposed variables in addition to Public Administration work would have made it properly deliver Good Governance for Ghanaians. It would also be interesting to investigate the relationship of the Henry Fayol's 14 Principles of Management and its enhancement to Public Administration operations through workers.

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