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Effective Leadership Enhancing Financial Sustainability and Good Governance in Public Sector South Sudan, Juba: Case Study of Juba County

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Abstract:

The study examines the relationship between effective leadership, financial sustainability and good governance at all levels in private, public and civil organizations, it is impossible to achieve and to sustain effective good governance; without an effective leadership we may not ensure good governance in its totality, the current situation shows by the results discuss below. the research design used across sectional designed with the study populations of 368,501 beneficiaries from Juba County and sampling size were 350 beneficiaries, however Sampling Technique were purposive and simple random sampling and Measurement of Variables was 5-point Likert Scale, the study used closed end structure questionnaires after data collection the questionnaires were coding, entry and processing. Data entry screens were design using EPIDATA Program. This was one of the data entry programs. After entry, data was exported to SPSS for data management and processing used into analysis. Regressions, coefficients, factor analysis, ANOVA and Spearman correlations were used to find the degree of associate relationship of three variables. Which created a positive relationship between effective leadership and good governance ($r = 0.538$, $p\text{-value} < 0.01$) the result showed that there is significant positive relationship between financial sustainability and good governance. ($r = 0.651$ $p\text{-value} < 0.01$) Therefore the more you developed effective leadership the more financial sustainability and good governance ($R = 0.538, 0.651, 0.752$, $p\text{-value} < 0.01$) The factor analysis result of effective leadership variable, five factor were extracted component one explain 39.75% the second shows 39.11%, third presented 43.04%, fourth presented 42.74%, and the fifth presented the 57.24% of the variance and the result of financial sustainability variables, four factor were extracted attribute one explain 54.8% , the second with 47.6%, while third with 41.2% and fourth with 54.4% of the variance therefor the factor analysis result of good governance variable, four factor were extracted component one explain 53.2%, the second component explain 43.2%, while third explain 48.4% and fourth one given the 59.5% of the variance of the good governance. The regression shows the relationship between effective leadership, financial sustainability and good governance ($F = 229.896$, $\text{sig} = 0.000$) effective leadership and financial sustainability extremely explain good governance. Change in financial sustainability will increase the good governance by ($\beta = 0.591$) change in financial sustainability will increase level of good governance by ($\beta = 0.242$) and change in effective leadership will increase good governance by ($\beta = 0.048$).

Keywords: Effective leadership, enhancing, financial sustainability and good governance

1. Introduction and Background

All governments of the world are required by their constitutions to provide good governance According to Dickson Charles (2011); the world is in a better position of implement democratic ruling system. The aim of Good Governance in the Public Sector is to encourage better service delivery and improved accountability by establishing a benchmark for good governance (Dutch government, report2009). This situation has fostered the need for extending collaboration among multiple policy-making agents, taking sustainability and concern about the needs of future generations to the center of the debate, good governance has become a central point of discussion of economic and political development. South Sudan Transitional Constitution (2011) mandates three levels of government, with decentralised system, which is responsible for delivering good governance to its people equitably and accessible. The concept of leadership is as old as human history, interest in leadership increased during the early part of the twentieth century, Northouse G. (2007) Since good governance is the process of decision-making and the process by which decisions are implemented, as the exercise of economic, political and administrative authority to manage a country's affairs at all levels at faire accountably manner. Which citizens exercise their legal rights, meet their obligations and mediate their differences. Ikpe's (2006).

Without effective leadership, financial sustainability and Good Governance at all levels in private, public and civil organizations, it is impossible to achieve effective administration, to sustain quality and deliver first-rate services IFAC's (2008). Constant change in society, require effective leadership. Good governance and effective financial sustainability in

the 21st century. Financial sustainability worldwide has become value as an element of the good governance based on historical comparison, civil servants have become more financial sensitive than before in such field as awareness of transparency and accountability OECD. (2015). to improve its decision making regarding financial sustainability, to support organizational activities in the long term while meeting the needs of their target populations, and they must utilize promising practices to overcome these challenges. (Bowman; 2011) Financial sustainability to current situation that aligned to the attainment of good governance is a function of effective leadership, Onah's (2005).

An effective leadership 'as an individual with the capacity to consistently succeed in a given condition and be viewed as meeting the expectations of an organization or society' This is because leaders are recognized by their capacity for caring for others, clear communication, and a commitment to persist, as individual who is appointed to a decision-Making position has the right to command and enforce obedience by virtue of the authority of his position. Effective leadership is one of the most critical factors in financial sustainability (NRC 2005). Although most OECD countries currently spend between 8% and 10% of their GDP on healthcare, the BRIC countries (Brazil, Russia, India and China) averaged less than 6% in 2009. Financial sustainability refers to the ability to maintain financial capacity over time (Bowman, 2011). However, maintaining the ability to be financially agile over the long term may be especially important. With this in mind, the goal of financial sustainability is to maintain while developing resilience to occasional economic shocks in the short term According to Bowman (2011), an organization sustainable in the long term but unsustainable in the short term will be chronically short of cash (Hackler and Saxton, 2007). Measure efficiency and effectiveness of their operations in their success at achieving their social mission, which is their ultimate strategic goal. This, in turn, creates public value (Hackler and Saxton, 2007). The concept of good governance is commonly used in the late nineties of the last century and especially by the World Bank and United Nations Development Program (UNDP report 2016) 'Good governance' is essential to the realization of all human rights, including the elimination of poverty. The term is as 'the manner in which power is exercised in the management of a country's economic and social resources for development'. 'Good governance' is being increasingly used in development literature. Bad governance is being increasingly regarded as one of the root causes of all evil within our societies. Major donors and international financial institutions hence World Bank and IMF are increasingly basing their aid and loans on the condition that reforms that ensure 'good governance' are undertaken. Good governance is, among other things, involves participation, transparency, accountability and rule of law. It also involves effectiveness and equity in governance activity (World Bank report, 2010). Good governance ensures that political, social and economic priorities are based on broad consensus in society and that the voices of the poorest and the most vulnerable are heard in decision-making over the allocation of development resources.

1.1. Statement of the Problem

In the last few years issues of good governance have been receiving considerable attention in the political discourse in India. Presently, a set of strategies to achieve good governance is being put forward by international lending agencies such as the World Bank as also by our own government, it is a system based on morals. The recent economic downturn and increasing expectations to demonstrate the value and effectiveness of programs and services have exacerbated the myriad of challenges faced by Public sector in their efforts to establish and define sustainability over the long term by failure to make a clear separation between what is public and private, hence a tendency to divert public resources for private gain; failure to establish a predictable framework for law and in government's behavior in a manner that is conducive to development, the challenge which impede the functioning of markets and encourage rent-seeking; priorities that are inconsistent with development, thus, resulting in a misallocation of resources and excessively non-transparencies in decision-making with wrong priorities of resource and insecurity. These create an environment that is hostile to development hence the essence of good governance is to engender development. it is a glaring fact that despite the vast resources and huge potentialities, South Sudan remains grossly undeveloped, acute youth unemployment; poverty, poor health prospects and widespread malnourishment have been the main features of South Sudan 's political economy (Ogun Diya 2010). These are characteristic of bad governance. In order to maximize our potentials, improve the general welfare of the people and even development in geo-political terms, there shall be good governance. We are still far off simply because the way individuals deal with public institutions, conduct public affairs, manage public resources, are questionable, (Dickson, 2012). There has been deliberate attempt by those in positions of authority to alienate the masses. This act is in stark violation of the palpable fact that leadership and governance require an active and qualitative interaction between the leaders and the led as a way of defining minimum standards required for developing society to provide checks and balances and to open up a communication channel between both sides by conducting National dialogue.

There is a need of creation and nurturing of effective leadership as well as the provision of an enabling environment for good governance through the establishment of strong and efficient structures, in terms of financial sustainability, economic growth and development depends on good governance embedded in well-structured and diligently implemented public policy. The aim of this research is to examine the relationship between effective leadership, financial sustainability and good governance. The current situation shows that without effective leadership and good governance at all levels in private, public and civil organizations, it is impossible to achieve and to sustain effective good governance; without an effective leadership we may not ensure good governance in its totality. The promotion of good governance implies legality of government action, ensuring accountability to strengthening work commitment and safeguarding the spirit of justice, that bringing transparency and elevating integrity.

1.2. Objectives of the Study

- To examine the relationship between Effective leadership, and Good Governance.
- To assess the contribution of effective leadership financial sustainability and Good Governance.
- To determine the factor structure of Effective leadership, financial sustainability and Good Governance.

1.3. Hypotheses

- Hypothesis 1. Good governance implies better living standard and should result in higher quality peace and development, the best tool in the fight against misbehaviour in public administration.
- Hypothesis 2. Effective leadership implies better governance and should result in higher financial sustainability.
- Hypothesis 3. Financial sustainability, as represented by measures of financial condition, implies better governance should result in good governance; financial accountability will be measured by many measures which are commonly used to evaluate the quality of financial sustainability in local governments and entire public sector.

1.4. Research Questions

- What is the relationship between Effective leadership, and Good Governance?
- What is the contribution of effective leadership, financial sustainability and Good Governance?
- What determine the factor structure of effective leadership, financial sustainability and Good Governance?

1.5. Justification / Significance of the Study

The study will contribute to policy of public institution to enhance effective leadership, financial sustainability and Good Governance that encourage effective formulation of future demand package that is applied with public policies strategies.

The study will provide insights to support future research to enrich the existing body of knowledge to improve effective leadership, financial sustainability and Good Governance strategies programs in the public institution, that has significant role to play in Good governance and the findings will be used by academicians and researchers to conduct further research about this variables in a different context and therefore the recommendation of this research will be use to improve Good Governance, therefore the Ministry of local Government will benefit by being able to making an informed decision to enhancing better governance.

1.6. Definition of Key Terms

- Good Governance; different definitions of good governance have been formulated within the literature about good governance. All of them highlight the same fundamental attributes. Good governance implies that information is available and accessible to those affected by government decisions. Thus, availability, accessibility, reliability, and understandability are the necessary constituents of good governance which implies an openness of the governance system through clear processes and procedures and easy access for citizen
- Effective Leadership According to Aronstein 2013, citizen participation is a reflection of citizen power. The way to approach effective leadership has gradually turned from a citizenship obligation to a citizenship primary right, which commits not only citizens, but also civil society, and institutions and the institutionalization of effective leadership shall occur through regular election processes, the scaling up of effective leadership approach of decentralization and devolution.
- Financial Sustainability: Financial Sustainability refers to the ability of administrators to maintain an organization over the long term. However, the use surplus revenues to achieve their goals rather than distributing them as profit or dividends), depending on the business structure, revenue structure, and overarching goal of the organization, it reflects the degree of managerial flexibility to reallocate assets in response to opportunities and threats. Most developing countries have room to grow in terms of health system financing.

1.7. Expected Outcome

Good governance implies the existence of an accountable government. Decision-makers in government are accountable to the public, and different stakeholders may hold the government and its representatives accountable for different issues in this paper, we focus on the financial side of accountability. Good governance implies better living standard and should result in higher quality peace and development, the best tool in the fight against misbehavior in public administration.

- Effective Leadership is a process whereby an individual influences a group of individuals to achieve a common goal through the commitment and willingness of both leaders and followers. In general, leadership is about relationships. Working with and guiding people in new directions; it is about integrity and trust; achieving the most positive interaction between leaders and followers, employees, shareholder. Northouse (2003).
- Effective leadership implies better governance and should result in higher financial sustainability. Effective leadership is one of the most critical factors in financial sustainability (NRC 2005). In the absence of sufficient personal competence, it is very important that it is given under charge to an effective leader who has all the leadership qualities and skills. Ogbonnia (2007).
- Financial Sustainability, as represented by measures of financial condition, implies better governance should result in good governance; financial accountability will be measured by many measures which are commonly used to evaluate the quality of financial sustainability in local governments. The financial sustainability is generally

concerned with procurement, allocation and control of financial resources of a concern. To ensure regular and adequate supply of funds to the concern to ensure optimum funds utilization. Once the funds are procured, they should be utilized in maximum possible way at least cost. There should be sound and fair composition of capital so that a balance is maintained between debt and equity capital.

1.8. Conceptual Framework

The conceptual framework presents the relationship between variables under study with Effective leadership being the independent variable and Good Governance being the dependent variable and financial sustainability as extra venous variable. indeed, Effective leadership is the independent variable, that will confirm that there is exist relationship with dependent variable which is Good Governance, while financial sustainability mediating relationships that will occur when a third variable plays an important role in governing the relationship between the two variables. If the mediator is not associated with the independent variable, then it will not possibly mediate anything, a mediator variable can either account for all or some of the observed relationship between two variables.

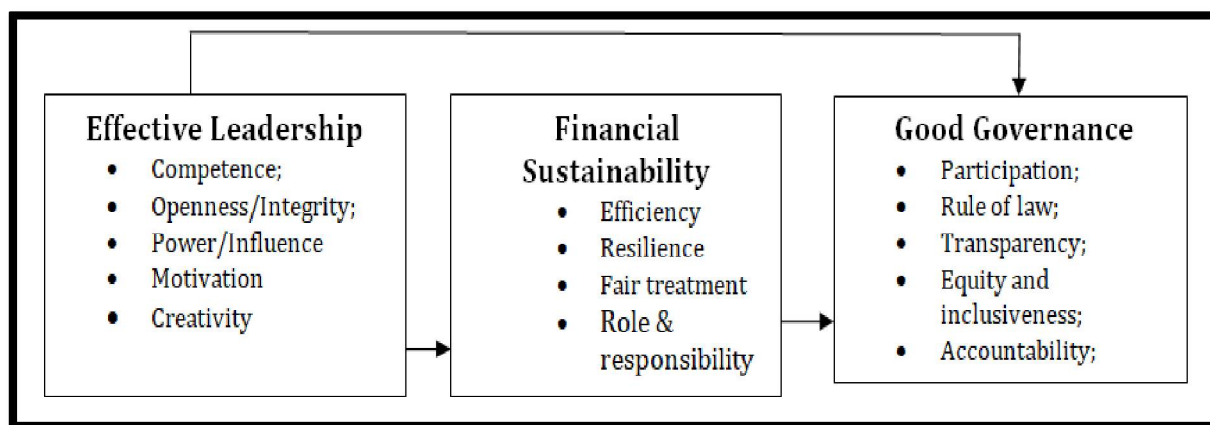


Figure 1: Conceptual Framework
Source: Developed by the Researcher 2020

1.8.1. Description of the Model

Effective leadership is based on the model of Onah's (2005) which measure using attributes; Competence; Openness/Integrity; Language/Relationships; Communication; Power/Influence, Motivation, Creativity. However financial sustainability is based on the (Bowman, 2011) Model and NFF Capital Partner performance report 2010, which measures it using attributes Efficiency, Resilience, Fair treatment, Role & responsibility. Therefore, good governance is based on the (OECD. Organization for economic cooperation and development, (2015) which measures it using attributes like Participation; Rule of law; Transparency; Equity and inclusiveness; Accountability.

1.9. Research Scope

1.9.1. Subject Scope

The study was focused on effective leadership, financial sustainability and Good Governance at Juba County.

1.9.2. Geographical Scope

The research was conducting at Juba County central Equatoria state Juba, because Juba is the capital city of South Sudan and sitting of National Government where relevant information is easily accessible and reduced the researcher cost.

1.9.3. Time Scope

The study was reviewing documents and peer review journal of 2005-2015, to get current relevant information and the research data collection and report writing was taking a period of seven (7) Months.

1.9.4 Anticipated Limitations and Solutions

- Language barrier; some of the respondents are Arabic-speaking that make them feel shy to administer the questionnaire, therefore simple English was used and verbal translation was carrying by the research assistant.
- Attrition; employee was not willing to provide the relevant information. Good rapport was created and this was encouraging them to participate actively to explore and avail the information.
- Limited data; literature review on good governance in public sector in South Sudan was limited because there are little archives of record to refer to find the relevant information. Relevant information was found from Sudan website since the two were one country previously.
- Sensitivity of the information. Because every respondent may dislike to reveal the right information to the researcher due to its confidentiality. The information was kept confidential because the respondents' name was not mention.

2. Literature Review

2.1. Introduction

The effective leadership will focus on the literature attribute of the competence; openness/Integrity; language/Relationships; communication; power/Influence, motivation, and creativity.

2.2. Effective Leadership

Various literatures reveal that. In order for a process to be successful, it is very important that it is given under charge to an effective leader who has all the leadership qualities and skills. an effective leadership may vary from person to person based on the context in which he is brought up thousands of articles and books have been published describing what it takes to be an effective leader and its respective qualities and skills. Some researchers and authors claim an effective leader possesses certain traits or abilities; others say it is all personality, therefore the attribute using is as following: Competence; Openness/Integrity; Language/Relationships; Communication; Power/Influence, Motivation, Creativity.

2.2.1. Competence

Competency is among the important qualities of an effective leadership. Has character and competence. As a leader, the leader must be seen by his followers being an expert in our field or an expert in leadership (Bell, 2006). Therefore, one can lead an organization with only leadership competency if his leadership competency is strong. It is the leader's quality to inspire, enable, being a role model and encourages others.

2.2.2. Openness/Integrity

The first is openness to accept change or new idea. Since change is an undeniable part of life, the leader has to be ready to accept this. The reality is that life stops when change stops. A key part of leadership is recognizing and adapting to change, and making choices about how change happens when you need to Change is feared by most people, so it is understandable that they resist it. Our ability to choose the direction of change and to recognize the opportunities that present themselves and enhanced self-awareness

2.2.3. Power/Influence

Power or the way the leaders behave emanate from the principles on which organizations are crafted. However, the power that is exercised is the other side of the coin. Due to the system's tenets, individuals are influenced and have some kind of 'shape' in their performance and leadership style. It is through this kind of power that individuals impose influence over others. Position does not make the leader, but the leader makes the position if he influences others willingly and enthusiastically.

2.3. The Contribution of Effective Leadership and Good Governance

2.3.1. Good Governance

The concept of 'governance' is not new. It is as old as human civilization. Simply put 'governance' means: the process of decision-making and the process by which decisions are implemented (or not implemented). Governance can be used in several contexts such as corporate governance, international governance, national governance and local governance. Since governance is the process of decision-making and the process by which decisions are implemented, therefore good governance has 4 characteristics use participation, accountable, transparent, equitable and inclusive and follows the rule of law.

2.3.2. Participation

When we participation it is both men and women as it is a key cornerstone of good governance. Participation needs to be informed and organized. This means freedom of association and expression on the one hand and an organized civil society on the other hand. This can be fruitful if and only if the leader is ready to be open to share new ideas. Otherwise, if the public is denied the right to access of information it results in loss of public trust; and this in turn results in public grievance and social disturbance (Indian Government report 2007).

2.3.3. Flow of Rule of Law

Good governance requires fair legal frameworks that are enforced impartially. It also requires full protection of human rights, particularly those of minorities. Impartial enforcement of laws requires an independent

2.3.4. Transparency

Transparency means that decisions taken and their enforcement are done in a manner that follows rules and regulations. It also means that information is freely available and directly accessible to those who will be affected by such decisions and their enforcement. It also means that enough information is provided and that it is provided in easily understandable forms and media.

2.3.5. Equity and Inclusiveness

A society's well-being depends on ensuring that all its members feel that they have a stake in it and do not feel excluded from the mainstream of society. This requires all groups, but particularly the most vulnerable, have opportunities to improve or maintain their well-being. Because the leaders are there to serve the common interests of certain group of people, to achieve effectively the objective they set, they have to reach a consensus by allowing the participation of those interested group of concerned people (Dutch Government, 2009). Because Good Governance by mediating different interests to reach a broad consensus on what is in the best interest of the group.

2.3.6. Accountability

Accountability is a key requirement of good governance. Not only governmental institutions but also the private sector and civil society organizations must be accountable to the public and to their judiciary and an impartial and incorruptible police force. (Bray, 2010)

2.3.6.1. Summary of the Relationship of Variable

Good governance and effective leadership are the essential requirements for an institution to be considered successful. There is a direct link between Good Governance, effective leadership and financial sustainability. Lack of effective leadership is the main cause for Africa's lagging behind from the rest of the world. Governance intertwined with effective leadership is the key variable. Effective leadership and Good Governance are two sides of the same coin. The two have many elements in common. Without an effective leadership with effective financial sustainability, we may not envisage Good Governance in its totality. In fact, Good Governance may not be achieved in its totality because of cultural, psychological, social and sociological impacts, due to this, the practice shows that very few countries and societies have come close to achieving good governance in its totality.

2.4. The Relationship between Effective Leadership, Financial Sustainability

2.4.1. Financial Sustainability

Financial sustainability responsibilities fall into four categories. Managers must develop strategic plans they must implement them. They must track progress and they must evaluate the result. If all four aspects of the managerial role are carried out optimally, the controls put in place to evaluate results will show that the strategic plans developed at the beginning were effective. The institution will achieve the financial and strategic goals set out the attribute are Efficiency, Resilience, Fair treatment, Role & responsibility.

2.4.2. Efficiency

An efficient financial system is fundamental to support growth and productivity. An efficient system allocates financial and other resources for the greatest possible benefits to our economy, promoting a higher and more sustainable rate of productivity and economic growth.

2.4.3. Resilience

Resilience refers to the financial system capacity to adjust to both the normal business cycle and severe economic shock, a resilience system does not preclude failure, nor necessarily imply price stability, rather, a resilience system can adjust to changing circumstances while continuing to provide core economic function, even during severe but plausible shocks.

2.4.4. Fair Treatment

Fair treatment occurs where participants act with integrity, honesty, transparency and nondiscrimination. A market economy operates more effectively where participants enter into transactions with confidence that they will be treated fairly. (Scouller, 2011).

2.4.5. Role and Responsibilities

Confidence and trust are essential ingredients in building an efficient, resilient and fair financial system that facilitates economic growth and meets the financial needs. Establishing financial sustainability should be viewed as a dynamic and continual process. Creating a clear strategic plan that aligns with the mission may help to overcome the challenge of establishing sustainability in the short and long term. Our hope is enhancing the financial sustainability in low-income or high-need communities and will contribute to an evidence base for promising practices, providing leaders of and investors in support and promote growth among organizations serving those most in need.

2.5. The Factor Structure of Effective Leadership, Financial Sustainability and Good Governance in Public Sector

There is a relationship between effective leadership and good governance; this is because effective leadership offered as peace dividends that will reduce social tensions through the provision of tangible, needed services. However, a society gets the kind of governance and leadership that it demands. Effective mobilization of informed citizen is key to a demand for Good governance and leadership (Harrison, 2008)

There is the relationship between financial sustainability and good governance, financial Sustainability refers to the organization's continuing relevance and the ability to acquire the financial and other resources needed for its operations, the first one is the cash surplus (Jones and Olken 2005).

Good governance increases quality services delivery as essential tools for the success of any institution in the long run (Frey, 2006). There is a relationship between Effective leadership, financial sustainability and good governance will improve, as well as their accomplishments and the Institutional performance (Walker 20120) the relationship measures of performance outputs account for much of the link.

3. Research Design and Methodology

3.1. Introduction

This chapter will discuss, research design, study population, sample size, sample technique, data source, data collection method, data instrument, measurement of variable, validity and reliability of the instrument, ethical consideration, data process and analysis, limitation and solution.

3.2. Research Design

The design was across sectional designed, the purpose was to establish differences between the sections. It was also produced data which was permit causal relationship and descriptive because it is more accurate and precise and it was used quantitative method analytical approaches. The quantitative research method permits specification of dependent and independent variables and allows for measures of performance of the research subject (Saunders et al. 2003). The advantage of using this method is to ensure that all relevant types of people are included in the sampling and the right mix of people was interviewed.

3.3. Study Population

In the course of conducting the study, the researcher was carrying out targeting beneficiary from Juba County. This contributes to a large extent in providing information either directly or indirectly. The populations were 368,501 beneficiaries from Juba County based on 5th Sudan population and Housing census, (2008)

3.4. Sample Size

The sampling size was 350 beneficiaries drawn from the people of Juba County. Based on the scientific table of Krejci, and Morgan, (1970)

3.5. Sampling Technique

This was purposive and simple random sampling technique were employed to select the population under the study. This technique was used to make sure that everyone in the population has an equal chance of being selected. Stratification sampling was used for beneficiaries to ensure equitable representation of the population in the sampling. The goal of the sampling method use was to obtain a sample that was a representative of the population. The techniques were used; by the researcher to select the sample size required prior knowledge of the target population which allows a determination of the size of the sample needed to achieve a reasonable estimate with accepted precision and accuracy of the population.

Purposive for Administrators; the researcher was personally conducting the interview with the Administrator who are in-charge of the population. The personal interview was face to face interaction to ensure observations are incorporated.

3.6. Data Sources

3.6.1. Primary Data

Primary source of data was collected through the use of questionnaires in order to get first-hand information. A letter of Introduction was given to explain what the study were about and what the respondents are required to do.

3.6.2. Secondary Data

Secondary source of data was collected from Books, published articles, business journals, reports of related studies.

3.7. Data Collection Methods

3.7.1. Questionnaire

Questionnaire was distributed by researcher and administered by respondent alone while beneficiary Administrators questionnaire was administered by researcher assistant to collect data with an emphasis on fixed response categories with procedures of quantitative measures which generate numerical data and usually seek to examine the relationship or association between two or more variables using statistical methods to test the strength and significance of the relationships as well as Likert scale is used in questionnaire.

3.7.2. Interviews

Interviews were used by the Researcher to probe the answers of the respondent and at the same time observing the behavior of the respondents.

3.7.3. Data Collection Instrument Explanation

3.7.3.1. A Questionnaire

The closed end questionnaires afford respondents much flexibility and privacy in answering the questions without any undue influence. In this case, a respondent was choosing the option that best reflected their opinions of effective leadership, financial sustainability and Good Governance was design using the work of Alasdair and Hamad (2009) as a guide

The Likert scale, a set of attitude statements was present, where a subject of the study was asked to express agreement or disagreement using a five-point scale. The degree of agreement is given a numerical value ranging from one to five, thus a total numerical value can be calculated from all the responses.

3.7.4. Interview Guide

An interview was conduct because the researcher needs to get first-hand information.

3.8. Measurement of Variables

- Effective leadership was measure using a 5-point Likert Scale from 1 (strongly disagree) to 5 (strongly agree) basing on the (Onah's (2005) Model, using attributes like Competence; Openness/Integrity; Power/Influence, Motivation, Creativity.
- Financial sustainability was measure using a 5-point Likert Scale from 1 (strongly disagree) to 5 (strongly agree) basing on the sets of Efficiency, Resilience, Fair treatment, Role & responsibility adapted from (Bowman, 2011) Model.
- Good governance was measure using a 5-point Likert Scale from 1 (strongly disagree) to 5 (strongly agree) basing on Participation; Rule of law; Transparency; Equity and inclusiveness; Accountability; (OECD 2015) Model.

3.8.1. Validity and Reliability of Research Instrument

To ensure the validity and reliability of the instrument, the researcher was using SPSS to measure the Cronbach's alpha internal consistency and content validity index to find the reliability of a questionnaire. The Cronbach's Alpha value for this research is as follow in the table below, that shows the higher internal consistency of questionnaire this in line with Odiya (2009). A pilot study was conducting of 14 respondents to check if all operational parameters are meeting the CVI, it was the number of respondents over the total number of questionnaires 10/14, to make 0.71, and variable achieved a content validity index (Nunnally, 1978).

Variable	Anchor	Cronbach Alpha Coefficient	CVI (Content Validity Index)
Effective leadership	5 points	0.684	0.563
Financial sustainability	5 points	0.662	0.522
Good Governance	5 points	0.723	0.611

Table 1: Reliability of the Instrument Variable

Source: Primary Data 2020

3.9. Ethical Consideration

The respect for respondents was ensuring regarding information to be provide. The researcher was recognizing the rights of individuals to privacy, no client was forced to give information, but create rapport to encourage willingly participation. The data given to the researcher was not used in any ways which were publicly identifying the organization; finally, all the data collected was destroyed after analysis.

3.10. Data Process and Analysis

The study was utilizing questionnaires for the beneficiaries. After data collection the questionnaires was coding, entry and processing. A data entry screen was design using EPIDATA Program. This is one of the data entry programs. After entry, data was exported to SPSS for data management and processing.

The questionnaire has three main variables other than the background characteristic that was hypothesized to affect good governance. These were effective leadership and financial sustainability. These variables are made up of many attributes each measuring by two statements. The statements within attribute were aggregated to give one measuring for the attribute. The attribute within each variable was further aggregated into one attribute measuring the variable. These are the variable use into analysis. Regressions, coefficients, factor analysis, ANOVA and Spearman correlations, was use to find the degree of associate relationship of two variables.

4. Data Presentation, Findings, and Interpretation

4.1 Introduction

This chapter presents the Bio data of the respondent, discussion of the finding and the, relationship between Effective Leadership enhancing Financial Sustainability and Good Governance, Spearman Correlation, Regression analysis, factor analysis and ANOVA of variance on quantitative data.

4.1.1. Bio-Data of the Respondents

The response rate was 350 respondents and Number of rejected was 00 questionnaires.

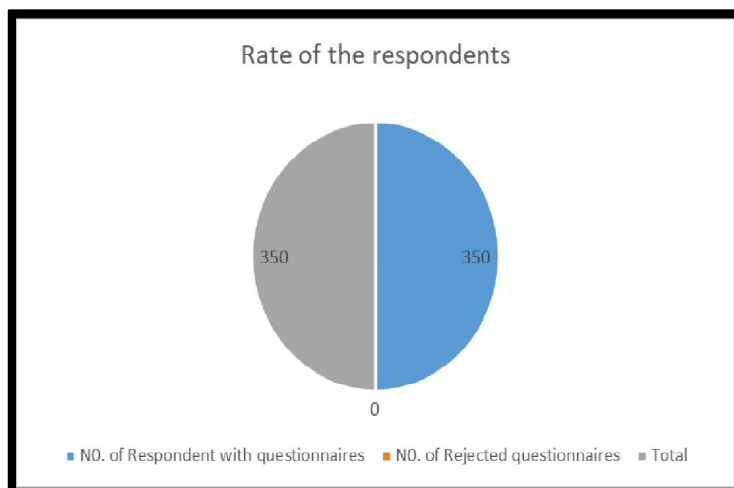


Figure 2: Bio-Data of the Respondents
Source: Primary Data Computed 2020

4.1.2. Location Distribution of the Respondent

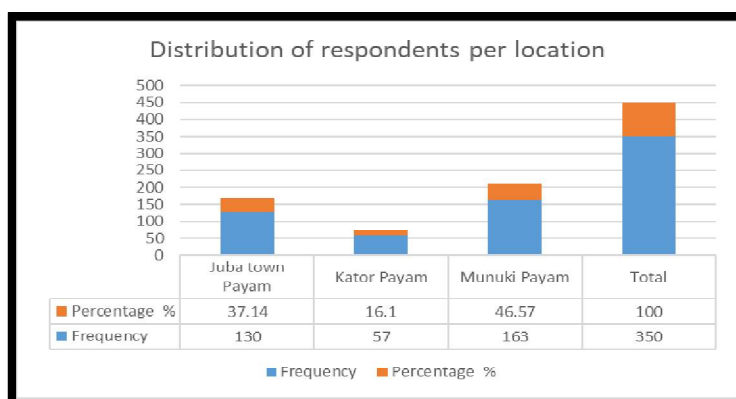


Figure 3: Distribution of the Respondent per Location
Source: Primary Data Computed 2020

The Figure 3 above, the finding shows that most the respondents were from Juba town Payam with 37.14%, 16.1% of the respondent from Kator Payam and 46.57% of the respondent are Majority from Munuki Payam. This implied that munuki payam had most population who participated that contributed willingly by sharing their opinion information.

4.1.3. Gender of the Respondent Distribution

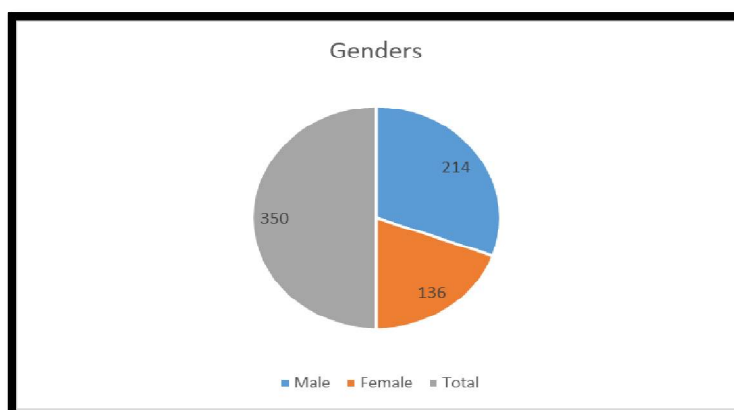


Figure 4: Gender of the Respondent Distribution
Source: Primary Data Computed 2020

Figure 4 above show that the finding presented that, 61.14% of the respondents were male and 38.86% of the respondents were female respectively. The high percentage of respondents were male, because most of the youth are unemployed which force some of the youth to be idle and play all time with play card with no productivity activity and noon practices of good governance.

4.1.4. Marital Statuses of the Respondents

The Figure 5 below presents the Marital Status of Respondents

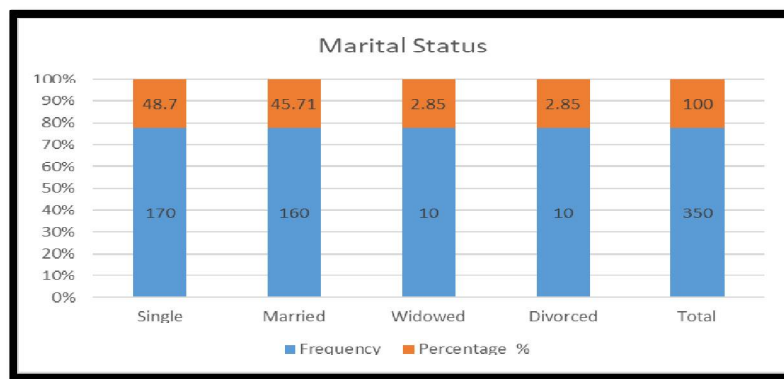


Figure 5: presents the Marital Status of Respondents

Source: Primary Data Computed 2020

The Figure 5 above show that 48.7% of the respondents were single while 45.7% were married, 2.85% were widowed and 2.85% were divorced, this implied that most of the people in the study were married and had responsibility, this shows high degree of ownership and responsibility of the respondents.

4.1.5. Age of the Respondents

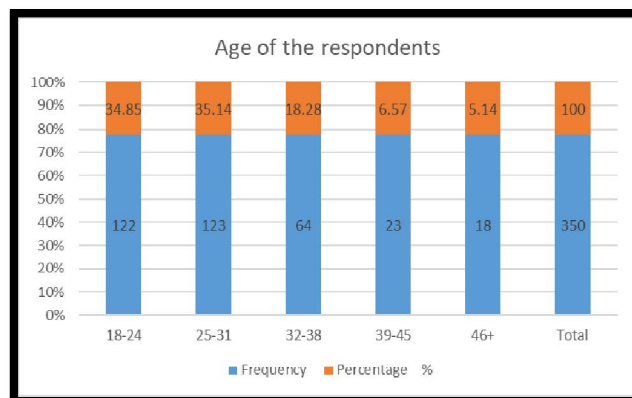


Figure 6: Below Shows the Age of the Respondents

Source: Primary Data Computed 2020

The Figure 6 above shows the age distribution of the respondent shows that, 34.85% of the respondents belong to the age group 18-24 years 35.14% of the respondent between 25-31 years old while 18.28% of the respondent between 32-38 years, follows by age group of 6.57% between 39-45 years and others 5.14% of the respondent was 46 above. The distribution by respondent shows that the most of the respondent are mostly of Youth, independent and productive and this explains that the reason that there is a need to create more opportunity for the youth to created accountability and transparency

4.1.6. Educational Level Distribution

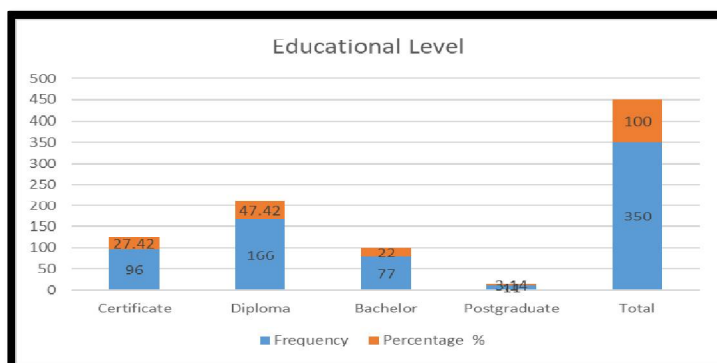


Figure 7: Shows the Educational Level Distribution

Source: Primary Data Computed 2020

The Figure 7 above shows that the finding presented that 27.42% of the respondents had attained secondary certificate or lower and 47.42% of the respondent had diploma are majority while 22% of the respondent had Bachelor degrees and only 3.14% of the respondent had postgraduate. This shows that the worker had acquired skill and knowledge to serve population therefore most organization are employed middle level qualification special Diploma in order to pay low salary with little benefit, because they had a low demand.

4.1.7. Salary Distribution of the Respondents

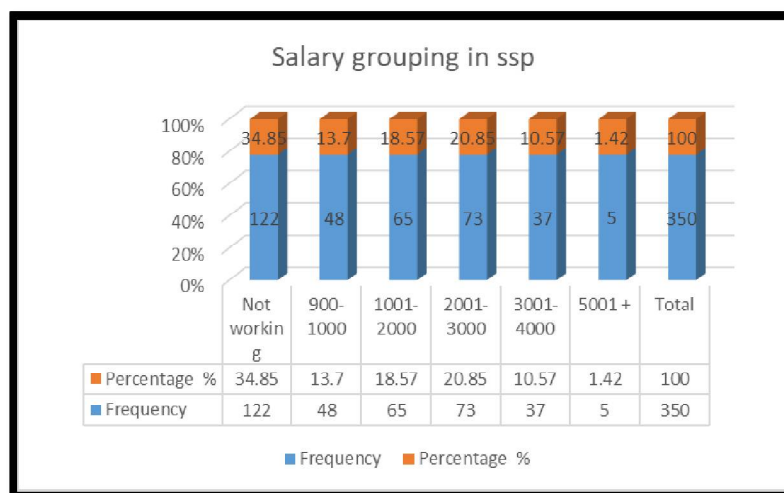


Figure 8: Presented Salary Distribution of the Respondent
Source: Primary Data Computed 2020

Figure 8 above finding shows that the 34.85% of the respondent were not working, 13.7% of the respondent earned between SSP 900-1, 000, while 18.57% of the respondent earned between SSP 1,001-2000, 20.85% of the respondent earned between 2001-3000 and 10.57% of the respondent earned between 3001-4000 south Sudanese pound and 1.42% of the respondents earned 5001 plus respectively. It implied that the majority of the respondent are not working this create insecurity for the society to staying in harmony.

4.1.8. Number of Biological Children of the Respondents

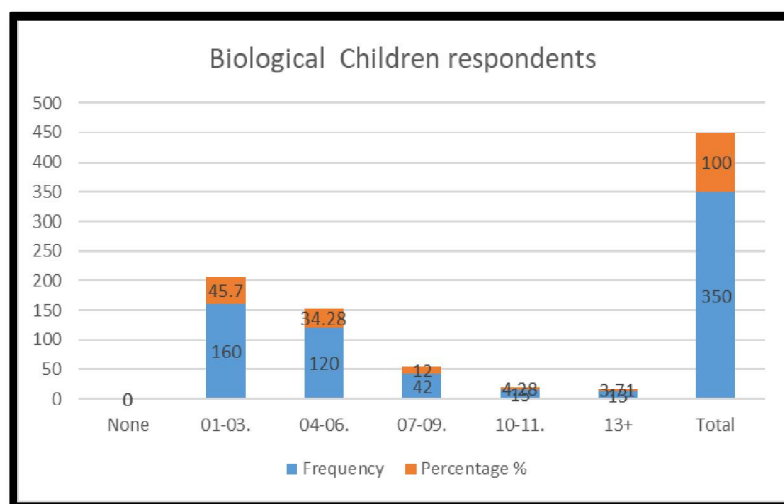


Figure 9: Present the Number of Biological Children's Respondent
Source: Primary Data Computed 2020

The Figure 9 above show that the finding presents that the majority 45.7% of the respondent had 1-3 dependent and 34.28% of the respondents had 4-8 dependents, 12% of the respondents had 9-10 dependent, 4.28% of respondent had 11-12 dependents and 3.71% of the respondent had 13 children plus. The research finding shows that most of the respondent had low dependent or no dependent this will enhance their living standard; resource will be share equal that will reduce a lot of dependence.

4.1.9. Housing Condition of the Respondents

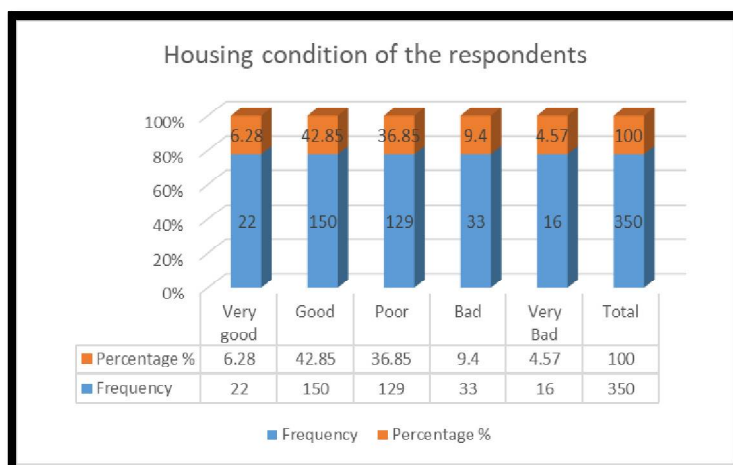


Figure 10: Present the Housing Condition of the Respondent
Source: Primary Data Computed 2020

The Figure 10 above presented the housing condition of the respondent as following 6.28% of the respondents staying in the very good housing, 42.85% of the respondent are in good housing, 36.85% of the respondent staying in the poor housing, while 9.4% of the respondent are in the bad housing and 4.57% of the respondent leaving in very bad housing condition. This implied that majority of citizen are living under and below living standard they only need the basic necessities as per their income due to poor payment on their remuneration they cannot afford good houses.

4.2. Relationship between the Study Variables

Spearman correlations coefficient was used to determine the degree of relationship between the study variable as presented in table below.

4.2.1. Spear Son's Correlation Coefficients

A number of methods were used in this study. One was the computation of the Spearman correlation coefficients and the other was multivariate linear regression analysis.

Spearman correlation coefficient measures the degree of association between discrete or continuous variables.

Variables	1	2	3
Effective leadership (1)	1.000		
Financial Sustainability (2)	0.752**	1.000	
Good Governance (3)	0.538**	0.651**	1.000

Table 2: Spearman's Zero Order Correlation Coefficient

**Correlation Is Significant at the 0.01 Level (2-Tailed)

Source: Primary Data Computed 2020

4.3. The Relationships between Effective Leadership and Good Governance

The result in table above indicate that there was a significant positive relationship between effective leadership and Good Governance ($r=0.538$, $p\text{-value} < 0.01$) This implied that Good governance depend on effective leadership, therefore to have good governance, you must have competent citizen that are willing to offer accountability and transparency and the attribute were explained that the public's entity make judgements about the balance between interest of community and individual interest competence that improve quality 52%, Good governance mediate conflicting interest in order to reach the consensus of competence to enhance productivity of 65%. However, the competence attribute explained that integrity Leader and publics must have broad perspective on good governance to ensure quality 66%, Government business are conducted on open manner to improve situation 67%. With integrity improve good governance with accountability of sustainable 72% and integrity enhances services 68%. Power and influence attribute Government accept functional distribution of power at society with positive working culture to promotes peace 71%, therefore leader are required to be committed in discharge their duties to motivated and improve services delivery 68% There is access of services by publics to know what to do in case of fraud, corruption and misconduct 81% Administrator have capacity to generated new ideas 82% while creativity promote quality services when staffs have effective leadership with competence that acquire skills and thus can perform better.

In terms of competence, integrity and power empowered to deliver good governance; citizen with more opportunity to competence are more likely to offer good governance. Supportive supervision gives way for recognition and link good governance as well as to upgrades their skill and provides financial support.

There was positive relationship between effective leadership and Good Governance, effective leadership has the impact on the good governance that play significant and essential role which led to financial sustainability by ensuring the

effective governance through acquire specific knowledge and skill to ensure that every citizen perform their work more effectively and efficiently.

4.4. The Relationships between Financial Sustainability and Good Governance

The Table 2 above shows that there was a significant positive relationship between financial sustainability and good governance ($r=0.651$, $p\text{-value} < 0.01$) the model shows that financial sustainability is very significant in increase the good governance. This is because a citizen that expects to develop will likely stay and appreciated their government, even if the salaries are low, a person may stay in the organization. Effective leadership exhibits very significant positive relations with extent of financial sustainability.

Financial sustainability involves taking measures to account by encourage employees to remain in the organization. Financial sustainability created fosters an interacting working environment that encourages citizens to remain support the policies of good practices in place that address their diverse needs. It is appropriate financial sustainability strategies are adopted and implemented by government citizen should surely remain and work for the successful achievement of Government. This explains that if the finance is sustained and maintained, the good governance should be realized and therefore improves to make the best use of resource. However, have good governance to continuous promoted and retained the citizens' expectation to demonstrate in their actions, behavior and security that improve living standard of people with reduction of disease burden. When there is an increase of financial sustainability, good governance will increase.

4.5. Effective Leadership Enhancing Financial Sustainability and Good Governance

The result indicated that there was a significant positive relationship between financial sustainability and good governance ($r=0.651$, $p\text{-value} < 0.01$) this explains that if the finance maintained, the good governance realized and improves to the extent that make the best use of resource. Therefore, have good governance continuous promoted and retained, the citizens are expected to demonstrated in their actions, behavior and security that improve living standard of people with reduction of disease burden. When there is an increase of financial sustainability, good governance will increase, it appears that quality services delivery account for much of the link depend on effective leadership that can inspire, encourage, and stimulate individuals. That can also create an environment that fosters teamwork and collective initiatives to reach common goals and to perform an activity in order to experience the pleasure and satisfaction inherent in the activity. There is strong relationship between financial sustainability and good governance identify that citizen with strong skill, ability and commitment deliver quality services that led to good governance, enjoyable working environment, this enhances strong commitment to affect both desirable and undesirable change.

4.6. Factor Structure of Effective Leadership Enhancing Financial Sustainability and Good Governance

The linear regression result shows that there is positive significant relationship between effective leadership enhancing financial sustainability and good governance which show by (R square 0.662). Therefore, the fitness of the model shows significant relationship between independent and dependent variable by 67%. The decision-maker in government must be held accountable to the public as well as stakeholder with more opportunity to develop with obligation to serve people that offer good governance for quality services. The Presence of creativity and well-trained equipped skills, Therefore Change in effective leadership will increase the good governance; however, change in financial sustainability will increase quality services 30% had inadequate knowledge and skill in the institution to provide services. There was a positive relationship between effective leadership, financial sustainability and good governance ($r=0.538$, 0.651 , 0.752 , $p\text{-value} < 0.01$) this implied that with proper continuing of effective leadership, financial sustainability enables good governance to improve. The citizens with more opportunity to develop are more likely to offer quality services indeed the citizens with high motivation deliver quality services

Motivation improves quality service delivery as essential tools for the success of any organization. A motivated employee is likely to be retained and this will improve his/her skills. This leads to the improvement in the quality services being provided.

4.7. Regression Analysis

Regression analysis was used to examine the level to which effective leadership; financial sustainability determines the quality of good governance.

The tables 4.10 below show that regression model for effective leadership, financial sustainability and good governance.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
Constant	.131	.134		.976	.328
Effective leadership	.053	.057	.048	.936	.348
Financial Sustainability	.274	.066	.242	4.113	.000
Good governance	.582	.042	.591	13.623	.000
R=0.814, R Square=0.662, Adjust R square=0.661, F=229.896.sig= 0.000					

Table 3: Regression Model
Source: Primary Data Computed 2020

The Table 3 above shows a relationship between Effective leadership, financial sustainability, with good governance ($F=229.896$, $\text{sig}=0.000$) effective leadership and financial sustainability extremely explain good governance.

Effective leadership ($\beta = 0.048$) change in effective leadership will increase good governance by 4.9%, financial sustainability ($\beta = 0.242$) change in financial sustainability will increase good governance by 24.3% and good governance ($\beta = 0.591$) however change in good governance will highly increase quality services delivery by 59.1%. Therefore, this implied that improving the insufficient services should be available and access of services by the public by improving working environment and capacity will lead to quality services delivery in public institution. If effective leadership is increased, good governance would also increase and if there is no effective leadership plan or procedure then the good governance would also decrease. This indicating again that the relationship is positive and significant, this implied that high financial sustainability, high the good governance, low financial sustainability, low good governance likewise if competence is high then the quality services are high but when motivation is low good governance would be low, this implied that the Government must to invest more resource on good governance to sustain quality services.

Good Governance was significant explain by effective leadership and financial sustainability, the multivariate regression model indicated that ($F=229.896$, $\text{sig}=0.000$) of the good governance. Change in effective leadership will increase good governance. Therefore, it indicated that effective leadership is highly significant influence good governance ($r=0.752$, $p\text{-value} < 0.01$) follow by financial sustainability with ($r = 0.651$, $p\text{-value} < 0.01$) and effective leadership with good governance ($r = 0.538$, $p\text{-value} < 0.01$).

4.8. Factor Analysis of Effective Leadership, Financial Sustainability and Good Governance

This research used factor analysis in order to check how much a variable load into its corresponding factor, each item load into its relevant component by use SPSS analysis factors

4.8.1. Factor Analysis Result of Effective Leaderships

Variable	Competence	Integrity	Power	Motivation	Creativity
The entity makes judgements about the balance between interest of community and individual interest	.537				
Good governance mediates conflicting interest in order to reach the consensus	.654				
Leader and publics must have broad perspective on good governance		.677			
Government business are conducted on open manner		.675			
Government accepts functional distribution of power at society			.71		
Leader is required to be committed in discharge their duties			.691		
Positive work environment promotes peace				.691	
There is access of services by publics				.692	
Public know what to do in case of fraud, corruption and misconduct					.821
Administrator have capacity to generated new ideas					.798
Eigen value	1.987	1.955	2.152	2.137	2.862
Variance %	39.764	39.127	43.051	42.751	57.261
Cumulative	39.764	39.129	43.051	42.751	57.261

Table 4: Factor Analysis Result of Effective Leadership
Source: Primary Data computed 2020

Table4 above shows that factor analysis result of effective leadership variable, five factor were extracted component one explain 39.8% the second shows 39.13%, third presented 43.05%, fourth presented 42.75%, and the fifth presented the 57.26% of the variance of the effective leadership, the factor analysis shows that the effective leadership under competence attribute were explained that the public's entity make judgements about the balance between interest of community and individual interest competence improve quality 54%, Good governance mediate conflicting interest in order to reach the consensus of competence to enhances productivity of 65%. However, the competence attribute explained that integrity Leader and publics must have broad perspective on good governance to ensure quality 68%, Government business are conducted on open manner to improve situation 67%.

With integrity improve good governance with accountability of sustainable 71% and integrity enhances services 68%. Power and influence attribute Government accept functional distribution of power at society with positive working culture to promotes peace 71%, therefore leader is required to be committed in discharge their duties and motivation that improve services delivery 68% There is access of services by publics to know what to do in case of fraud, corruption and

misconduct 81% Administrator have capacity to generated new ideas 80% while creativity promote quality services Therefore, the result is in line with the model of Onah's (2005) model that measuring the effective leadership using attributes; Competence; Openness/Integrity; Language/Relationships; Communication; Power/Influence, Motivation and Creativity.

4.8.2. Factor Analysis Result of Financial Sustainability

Variable	Efficiency	Resilience	Fair Treatment	Role And Responsibility
Institution makes the best use of resources to produce satisfied need	.812			
Information must be directly accessible for effective understanding and monitoring	.784			
The Value expected by citizen to demonstrate in their action and behavior		.721		
Citizens receive government responded frequently		.742		
Readiness to accept change ensuring good governance			.780	
Government controls the totality of political, economic and social life of society			.711	
Outcome are measured against expectation				.796
Government treats the fundamental right of its citizens				.785
Eigen value	2.738	2.377	2.065	2.724
Variance %	54.791	47.550	41.323	54.511
Cumulative	54.791	47.551	41.323	54.510

Table 5: Factor Analysis Result of Financial Sustainability

Source: Primary Data Computed 2020

The Table 5 above shows that the factor analysis result of financial sustainability variables, four factor were extracted attribute one explains 54.8%, the second with 47.5%, while third with 41.3% and fourth with 54.5% of the variance of financial sustainability. The result of the financial sustainability attribute; explaining efficiency that Institution make the best use of resources to produce satisfied need 81%, Information must be directly accessible for effective understanding and monitoring by 78% on the other hand resilience attributes account that there is opportunity for skill growth the Value expected by citizen to demonstrate in their action and behavior 71%, and Citizens receive government responded frequently to improves services delivery 73%. However fair treatment readiness to accept change ensuring good governance 77% and Government control the totality of political, economic and social life of society make up 71%. For role and responsibility attribute outcome are measured against expectation 80%, and Government treat the fundamental right of its citizens available of 79%. These results are in line based on the (Bowman, 2011) Model and NFF Capital Partner performance report 2010, which measures financial sustainability using attributes Efficiency, Resilience, Fair treatment, Role & responsibility.

4.8.3. Factor Analysis Result of Good Governance

Variable	Participation	Rule of law	Transparency	Accountability
Through legitimate representing men and women have voice in decision-making	.814			
Sense of obligation to serve people	.797			
Fair and impartial legal framework enforced		.786		
The entity demonstrate current and future services are treated fairly		.774		
Entity has explicit commitment to openness and transparency			.764	
Government recognized link between political, social and economic.			.727	
Decision maker in government held accountable to the public and stakeholders				.805
Corruption, anti-fraud policy work effectively				.795
Eigen value	2.664	2.160	2.431	2.986
Variance %	53.311	43.391	48.643	59.643
Cumulative	53.210	43.490	48.544	59.634

Table 6: Factor Analysis Result of Good Governance

Source: Primary Data Computed 2020

The Table 6 above shows that the factor analysis result of good governance variable, four factor were extracted component one explains 53.3%, the second component explain 43.4%, while third explain 48.6% and fourth one given the 59.6% of the variance of the good governance. The factor analysis results of good governance under reliability attribute were explained that through participation legitimate representing men and women has voice in decision-making 81% and Sense of obligation to serve people with services accessible 81%.

Under rule of law' attribute, explain that Fair and impartial legal framework enforced 79% and the entity demonstrate current and future services are treated fairly 75%. Therefore, transparency Entity has explicit commitment to openness and accessibility 76% and Government recognized link between political, social and economic 72%. Lastly under the accountability attribute explain that Decision maker in government held accountable to the public and stakeholders 80%. Corruption, anti-fraud policy work effectively 80% the result is in line with organization for economic cooperation and development (OECD) (2015) Model which measures good governance based on the attributes of Participation; Rule of law; Transparency; Equity and inclusiveness; Accountability.

4.8.4. Analysis of Variance for the Independent and Dependent Variables

Analysis of variance was done using the same software as that for correlation (SPSS 16.0) version, were a score above 0.05 indicates that there is no significant different between all given condition while score below or equal to 0.05 indicate that there is a significant different between the three variables.

4.8.4.1. Analysis of Variance for Effective Leadership Showing by ANOVA

		Sums of Squares	df	Mean Squares	F	Sig.
Effective leadership						
Job title	Between groups	27.846	6	4.641	5.303	0.000
	Within groups	303.556	346	0.872		
	Total	331.402	352			
Sex of respondent	Between groups	1.331	1	1.332	1.411	0.233
	Within groups	329.781	350	0.941		
	Total	331.112	351			
Marital status	Between groups	2.290	3	0.761	0.834	0.452
	Within groups	314.972	345	0.913		
	Total	317.261	348			
Age group	Between groups	4.481	4	1.123	1.196	0.311
	Within groups	326.542	348	0.935		
	Total	331.023	352			
Education	Between groups	18.030	3	6.010	6.892	0.000
	Within groups	300.748	345	0.872		
	Total	318.778	348			
Salary category	Between groups	23.810	5	4.763	5.331	0.000
	Within groups	307.192	345	0.892		
	Total	331.030	343			
Number of Biological Children	Between groups	2.721	4	0.681	0.721	0.570
	Within groups	311.996	330	0.947		
	Total	314.717	334			
Housing condition	Between groups	15.584	4	3.894	4.837	0.001
	Within groups	277.942	345	.804		
	Total	293.525	349			

Table 7: Analysis of Variance Result for Effective leadership
Source: Primary Data Computed 2020

The Table 7 shows that the Job title significantly affects effective leadership ($p=0.000$). Other variables which are significant are educational level ($p=0.000$), salary category ($p=0.000$) and housing condition ($p=0.001$). Sex of respondents, marital status, age and number of children do not show significant relations with effective leadership.

4.8.5.2. Analysis of Variance for Financial Sustainability Showing by ANOVA

		Sums of Squares	df	Mean Squares	F	Sig.
Financial Sustainability						
Job title	Between groups	25.721	6	4.285	5.224	0.000
	Within groups	284.591	346	0.821		
	Total	310.314	352			
Sex of respondent	Between groups	.421	1	0.420	0.476	0.480
	Within groups	309.834	352	0.882		
	Total	310.259	350			
Marital status	Between groups	3.944	3	1.314	1.544	0.201
	Within groups	293.492	344	0.850		
	Total	297.437	346			
Age group	Between groups	8.901	4	2.225	2.571	0.037
	Within groups	301.172	347	0.864		
	Total	310.076	351			
Education	Between groups	11.921	3	3.973	4.798	0.002
	Within groups	285.653	345	0.826		
	Total	297.574	348			
Salary category	Between groups	19.635	5	3.926	4.673	0.000
	Within groups	289.013	344	0.840		
	Total	308.648	349			
Number of children	Between groups	8.133	4	2.033	2.335	0.054
	Within groups	287.314	330	0.870		
	Total	295.449	334			
Housing condition	Between groups	10.625	4	2.656	3.197	0.012
	Within groups	286.621	344	0.830		
	Total	297.248	349			

Table 8: Analysis of Variance Result for Financial Sustainability
Source: Primary Data Computed 2020

Table 8 the results show that Job title is significantly related to financial sustainability ($p=0.000$). Other variables which are significantly related to financial sustainability are age of respondents ($p=0.037$), level of education ($p=0.002$), salary category ($p=0.000$), number of children ($p=0.054$) and housing condition ($p=0.012$). Sex of respondents and marital status are not significantly related to financial sustainability.

4.8.5.3. Analysis of Variance for Good Governance Showing by ANOVA

		Sums of Squares	df	Mean Squares	F	Sig.
Good Governance						
Job title	Between groups	52.643	6	8.772	8.610	0.000
	Within groups	345.601	347	0.993		
	Total	398.242	353			
Sex of respondent	Between groups	0.050	1	0.051	0.045	0.825
	Within groups	398.164	350	1.137		
	Total	398.216	351			
Marital status	Between groups	7.436	3	2.480	2.274	0.050
	Within groups	375.731	345	1.088		
	Total	383.166	348			
Age group	Between groups	10.934	4	2.732	2.463	0.046
	Within groups	385.952	348	1.108		
	Total	396.886	352			
Education	Between groups	13.676	3	4.558	4.172	0.005
	Within groups	376.672	345	1.092		
	Total	390.350	348			
Salary category	Between groups	39.281	5	7.855	7.533	0.000
	Within groups	358.670	344	1.042		
	Total	397.950	349			
Number of Children	Between groups	4.625	4	1.156	1.010	0.401
	Within groups	377.531	330	1.143		
	Total	382.162	334			
Housing condition	Between groups	11.484	4	2.870	2.657	0.032
	Within groups	372.634	345	1.081		
	Total	384.123	349			

Table 9: Analysis of Variance Result for Good Governance
Source: Primary Data Computed 2020

Table 9 presented that the results show that good governance is influence by job title ($p=0.000$). It is also influenced by age of respondents ($p=0.046$), level of education ($p=0.005$), salary category ($p=0.000$) and housing condition ($p=0.032$).

5. Conclusions, Recommendations and Suggestions for Further Research

5.1. Introduction

This chapter presented main conclusion, recommendation and suggestion for further study based on relationship between effective leadership enhancing financial sustainability and good governance.

5.2. Conclusions

The study on the relationship of effective leadership, financial sustainability and good governance, indicated that the independent variable contributes a lot to the good governance, while the intervening variable contribute most of the significant toward good governance, therefore the Government should focus consistent on effective leadership, financial sustainability and good governance to give the relevant of quality services to the citizen.

In order to have good governance the government must invest more resource to training, retained and provision of motivation that enhance the effective and efficient that will improve the quality services. Therefore, the more you developed effective leadership the more financial sustainability and good governance ($R=0.538, 0.651, 0.752$, $p\text{-value} < 0.01$) the citizen with more opportunity to develop are more likely to offer quality services indeed the citizen with high motivation deliver good governance. Good governance implied the presence of effective political institution responsible to use political power therefore good governance involved interaction between democracy and the rule of law extend beyond the public sector by conducting the public affair and resource for realization of development and human rights to the society at large, if a country does not have reputation for strong good governance practices capital will flow elsewhere as well as investor are not confident with the level of disclosure, the country is threatened by war and insecurity lead the country to lack of accounting and reporting standard however all business practices will continued suffer the consequences.

5.3. Recommendations for Effective Leadership and Good Governance

The study of the effective leadership enhancing financial sustainability and good governance in public institution was carried out. In line with the finding and conclusion

5.4. Relationship between Effective Leadership and Good Governance

There was a positive relationship between effective leadership and good governance ($r= 0.538$, $p\text{-value} < 0.01$) this indicates that good governance depends on effective leadership, therefore to have good governance, you must have competent citizens base on the following recommendation.

- Adequate effective leadership must continuous that will have impact on good governance. Therefore, accountability is sole responsibility of the Government to ensure the development and growth of their citizens in order to deliver quality and inclusive services and genuine involvement of all stakeholders will contribute to reasonable consensus on prioritization, the investment must meet the need expectation of the community while making the best use of available resources.
- Government should provide social justice through a social welfare programed that are efficient with low cost to the public through check and balance with justice and equity for all, Government should invest resource on how to financial sustainability, because it plays significant essential role which led to grand trust from citizen to government as per social contract to deliver quality services by ensuring the effective performance of its citizen and commitment.
- The Ministry of local Government should invest more resource in citizen engagement participation by created links to facilitated development activities in terms of long and short terms. This will improve their skills and will result in good governance lead to quality service delivery. Invest in the development of citizens will also result in trust the government of support.

5.5. Relationship between Financial Sustainability and Good Governance

The result showed that there is significant positive relationship between financial sustainability and good governance. ($r= 0.651$ $p\text{-value} < 0.01$) based on the following recommendation.

- The competence, integrity and power empowered to deliver good governance; citizen with more opportunity to competence are more likely to offer good governance. Supportive supervision gives way for recognition and link good governance as well as upgrades their skill and provides financial support; strategies are put in place to address the condition to reduce government conflict of interest and accept functional distribution of power at society with positive working culture to promote peace.
- Government must identify the behavior and provide security that improved living standard of people with reduction of disease burden. When there is an increase of financial sustainability, good governance will increase to ensure deliver high quality services by improve working environment, this enhance overall accountability and fair treatment readiness therefore leader is required to be committed in discharge their duties to facilitated quality services delivery.

- Government develops human resource capacities, this implied that high financial sustainability, high good governance, low financial sustainability, low good governance likewise if competence is high then the quality services are high but when motivation is low good governance would be low, and therefore Government must invest more resource on good governance and financial availability are a key ingredient for effective quality service delivery.
- There is a need of creation and nurturing of effective leadership as well as the provision of an enabling environment for good governance through the establishment of strong and efficient structures, in terms of financial sustainability, economic growth and development depends on good governance embedded in well-structured and diligently implemented public policy.

5.6. The Regression of Effective Leadership, Financial Sustainability and Good Governance

The finding show that the regression shows the relationship between effective leadership, financial sustainability and good governance ($F= 229.896$, $\text{sig}=0.000$) effective leadership and financial sustainability extremely explain good governance. Change in financial sustainability will increase the good governance by ($\beta = 0.591$) change in financial sustainability will increase level of good governance by ($\beta = 0.242$) and change in effective leadership will increase good governance by ($\beta = 0.048$). however, this shows a positive relationship which influence the level of quality services. this implied that with proper continuing of effective leadership, financial sustainability therefore good governance will improve based on following recommendations.

- The ministry of Local Government should use the quality and accessibility of essential information should be availability for public consumption and public suggestion to measure the good governance and measuring reform initiative process and make sure that effective public engagement training center must be accessible as it important to ensure the sharing information to improved quality services delivery.
- The Government should participation legitimate with representing men and women should has voice in decision-making that give sense of obligation to serve people with services accessible under rule of law
- The government must put in place the performance management to enable them to evaluate the citizen to enhance reward strategies by doing that, citizens are committed to their work to increase accountability and inclusiveness.
- We are still far off simply because the way individuals deal with public institutions, conduct public affairs, manage public resources, are questionable, there has been deliberate attempt by those in positions of authority to alienate the masses. This act is in stark violation of the palpable fact that leadership and governance require an active and qualitative interaction between the leaders and the led as a way of defining minimum standards required for developing society to provide checks and balances and to open up a communication channel between both sides by conducting National dialogue.

5.7. Suggestions for Further Research

The study recommends further study on rule of law, participation and the role of justice's reward in good governance in public institution.

5.8. Acknowledgements

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Appendix

Questionnaire

Name of Payam: _____

Level of your involvement and Position _____

SECTION A: Demographic information.

(Please Put a Tick in the Appropriate Box)

1. Gender

Male ☐

Female ☐

2. Marital Status

Single ☐

Married ☐

Widowed ☐

Divorced ☐

Others (Please specify) ☐

3. Please mark the category which best describe your age group.

18-24years ☐

Between 25-31 years ☐

Between 32-38 years ☐

Between 39-45 years ☐

46 years and above ☐

4. Education Level

Certificate (High School and below) ☐

Diploma ☐

Bachelor's Degree ☐

Postgraduate ☐

Others (please specify) ☐

5. How long have you been staying in Juba County?

Less than 1 year ☐

2-4 years ☐

5-8 years ☐

9-12 years ☐

13 years above ☐

6. Salary categories in South Sudan pound

900-1000 ☐

1001-2000 ☐

2001-3000 ☐

3001-4000 ☐

5001 and above ☐

7. Number of biological children?

None children ☐

1-3 children ☐

4-8 children ☐

9-11 children ☐

12 above children ☐

8. Distance to work place in KM

- 5-10km ☐
 11-16-km ☐
 17-22km ☐
 23-28km ☐
 29 km above ☐

9. The Housing Condition

- Very Good ☐
 Good ☐
 Poor ☐
 Bad ☐
 Very Bad ☐

Section B

1. Relationship between effective leadership and good governance.

Please indicate the degree to which you agree with the following statements by ticking the scale against the appropriate column.

S/N	Effective Leadership:	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
	• Competence;					
1	How does the entity make judgments about the balance between the interests of the community and the interests of individual citizens?					
2	Good governance must be able to mediate conflicting interests in order to reach a broad consensus on what is in the best interest of people.					
	• Openness/Integrity;					
3	Leaders and the public must have a broad and long-term perspective on good governance.					
4	Is the business of the government conducted in an open manner?					
	• Power/Influence					
5	Do the governments accept the functional distribution of power among different institutions in the society?					
6	Leaders are required to be committed to their words in discharging their duties.					
	• Motivation					
7	The policy explains clearly the types of issues to be address					
8	I feel sufficiently satisfied with services available.					
9	There is access of services by the public					
	• Creativity					
10	Does the public know what to do if they suspect misconduct, fraud, or corruption?					
11	Do the administrators have capacity to generate new ideas					
Financial Sustainability.						
	Please indicate the degree to which you agree with the following statement. By ticking the scale against the appropriate column.	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
		1	2	3	4	5

	Financial Sustainability:					
	• Efficiency					
1	Processes and institutions should produce results that satisfy needs, making the best possible use of resources.					
2	Institutions and information must be directly accessible to allow for effective understanding and monitoring.					
	• Resilience					
3	What are the values that citizens are expected to demonstrate in their actions and behavior?					
4	How does government respond to their citizens					
	• Fair treatment					
5	Readiness to accept change is another key element in ensuring Good Governance.					
6	Do the government seek to dominate and control the totality of the political, economic and social life of the society					
	• Role & Responsibility					
7	Outcomes are measured against the fulfillment of stakeholders' expectations					
8	How does the government treat the fundamental rights of its citizens?					
Good Governance.						
	Please indicate the degree to which you agree with the following statement. By ticking the scale against the appropriate column.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
	Good Governance:					
	• Participation;					
1	All men and women should have a voice in decision-making, through legitimate representing.					
2	I have a sense of obligation to serve the people					
	• Rule of Law;					
3	Legal frameworks should be fair and enforced impartially.					
4	The entity demonstrates its current and future service users are treated fairly?					
	• Transparency;					
5	Does the entity have an explicit commitment to openness and transparency?					
6	Is there a recognizable link between the political, social and economic wishes by government?					
	• Equity and Inclusiveness;					
7	All men and women must have opportunities to improve or maintain their quality of life.					
8	Are there any ways in which the behavior of those in governance roles might?					

	Undermine the entity's aims and values?					
	• Accountability					
9	Decision-makers in government, private sector, and civil society organizations must be held accountable to the public, as well as stakeholders.					
10	Do the entities have an anti-fraud and corruption policy which working effectively?					

Table 10