
**THE NEXUS OF GOOD GOVERNANCE AND EMPLOYEE
PERFORMANCE IN THE MUNICIPAL
AGRICULTURE OFFICES IN SOUTHERN BUKIDNON**

***Ellenje G. Generalao**

Master's in Government Administration Valencia Colleges (Bukidnon), Inc. Hagkol, Valencia
City, Bukidnon, Philippines.

Article Received: 05 March 2026**Article Revised: 25 March 2026****Published on: 15 April 2026*****Corresponding Author: Ellenje G. Generalao**

Master's in Government Administration Valencia Colleges (Bukidnon), Inc. Hagkol,
Valencia City, Bukidnon, Philippines.

DOI: <https://doi-doi.org/101555/ijrpa.6556>

ABSTRACT

The present study investigated the relationship between good governance and employee performance among the Municipal Agriculture Offices. The study focused on sub-dimensions of good governance practices, including transparency, accountability, fairness, and responsibility towards employee performance measures, which assessed task performance, contextual performance, counterproductive work behavior, and adaptive performance. Quantitative-descriptive design was used, and the purposive sampling technique was employed to collect data from Municipal Agriculture Office employees. Descriptive analysis was conducted to assess the level of good governance and employee performance, while Pearson's product-moment correlation coefficient was used to identify the relationship between good governance and employee performance. The study showed that good governance practices were commonly practiced in Municipal Agriculture Offices. The good governance indicators that were commonly practiced included responsibility and accountability, next to transparency and fairness. The study concluded that governance practices were greatly inculcated in the operation and practices of the offices. Performance-wise, respondents were shown to have high task performance, contextual performance, and adaptive performance. On the other hand, counterproductive work behaviors were practiced seldom by the respondents. The correlation analysis showed that there was a statistically positive relationship between good governance and employee performance. Responsibility and fairness were found to be the best predictors of good governance and employee performance. The results of this study may suggest that ethical governance practices that are

fair and responsible improve and motivate employee performance, resulting in discretionary behavior.

KEYWORDS: *Good Governance, Employee Performance, Municipal Agriculture Offices.*

INTRODUCTION

Amidst dynamic organizational transformations and the pervasive influence of technological and global changes, the significance of good governance has come under increased scrutiny in recent times. This scrutiny is evident in both public and private sector entities, as there is a growing emphasis on values such as transparency, accountability, rule of law, inclusiveness, responsiveness, and efficiency. These values represent a cornerstone that not only underpins the structural integrity of an organization but also profoundly influences its decision-making processes and operational efficacy. Concurrently, the performance of employees within an organization has been recognized as a pivotal element in determining its overall success, directly impacting productivity, innovation, and the quality of service or goods delivered. That is, well-governed organizations that manifest these values are better poised to create an environment where employees are more likely to be engaged, motivated, and productive. In contrast, organizations with weak governance structures are more likely to suffer from inefficiencies, low morale, poor communication, and generally poor performance.

In many organizations, the principles of good governance are often touted as essential for effective management and leadership. However, in practice, the translation of governance principles into improved employee performance is still far from optimal. The critical link between governance and performance often remains theoretical or rhetorical in many organizations. In some instances, even where a commitment to good governance is pronounced, it becomes a matter of mere window dressing or box-ticking, without generating any palpable improvements in employee motivation, output, or engagement. There is a scarcity of holistic, empirical studies that explicitly map the relationship between governance principles and employee performance in specific organizational contexts, even though there is an abundance of research on governance, as well as on performance management, as distinct topics.

Grasping the dynamics and limits of this interrelationship is necessary not only to improve the performance itself but also to promote and enforce other contemporary values of sustainable development and ethical business at all levels of institutional structure. For this reason, this study is significant. First, it has a direct impact on the actual concern of

organizational leaders, human resource managers, and policymakers who wish to enhance institutional performance by non-material, system-based factors. Second, it fills the developing and relatively scarce research on the influence of the non-material factor of governance and its mechanisms on actual employee behavior and performance. Third, it offers relevant, evidence-based recommendations for the improvement of institutional practices and for decision-makers in cases where the organization is undergoing changes and reformations. For governmental organizations and the public sector in developing countries, it is not just a value but a necessity for functioning. In the private sector, where the return on performance is a return on profit and market share, understanding the behavior of institutional resources and their influencing mechanisms is also an investment.

Recent literature has begun to explore the nexus of good governance frameworks and employee performance dynamics. Nguyen et al. (2018) conducted a study on public sector organizations in Vietnam. They found a correlation between good governance practices, specifically transparency and participation in decision-making, with increased employee commitment and reduced turnover intentions. Park and Kim (2021) provided evidence from South Korea that various aspects of good governance, such as ethical leadership and rule of law, have a significant positive impact on employee commitment and productivity. However, Zhang and Zhou (2022) cautioned that the mere presence of governance structures does not always translate into expected employee behaviors, a phenomenon they termed the "governance-performance paradox." Collectively, the studies demonstrate increasing recognition of the relationship between governance and performance, but also, an empirical analysis of this topic is relatively scarce. Studies are often theoretical or only cover specific sectors. Other studies do not include employee input when gauging governance issues but focus on organizational-level rather than individual-level inputs.

This study aims to address these gaps by providing a context-specific, employee-focused, and data-driven perspective on the relationship between governance and individual and collective performance. The research will take place within the current academic year, Calendar Year 2024-2025, and will involve the collection of quantitative data and comprehensive data analysis.

Framework of the Study

This study is anchored in Agency Theory by Jensen and Meckling (1976). Agency theory describes the relationship between the principals (government leaders or public administrators) and agents (employees or managers) of an organization. The theory supports

the fact that agents are hired on behalf of the principals, and this may result in a conflict of interest between the principal and agent. Agents tend to show more interest in their own set goals than in the company or the other stakeholders. Agency theory concerns problems like misalignment of interests, reduced efficiency, lack of responsibility, and improper and inefficient performance. To avoid this type of condition in organizations, specific mechanisms like transparency, accountability, fairness, and responsibility are put in place to align the agents' interests with those of the principal. The application of the views of good governance would significantly reduce information asymmetry, ensure responsibility, and improve staff engagement, motivation, and productivity, thereby improving overall performance in the organization or offices.

Moreover, Agency Theory emphasizes internal controls and performance monitoring as key solutions to aligning agent behavior with the best interests of the principals. Governance and its associated practices and processes are no doubt even more critical in the public sector, especially since its performance is not entirely defined in terms of profit, but in service quality and social impacts. Governance mechanisms and values, such as open communications, clear performance standards, ethical leadership, and participatory decision-making, among others, can minimize agency costs by promoting a culture of accountability and trust within the organization. When governance values become an organizational tradition, employees are more likely to feel empowered, valued, and part of an organization's success, which can promote high levels of commitment, initiative, and productivity. In other words, these can mitigate the agency problem by addressing employees' need for belongingness. In effect, good governance can work as both a management strategy and a motivational tool in improving employee performance, thus helping not only the agency problem, but the overall achievement of organizational goals, including sustainable development, value for money, and ethical and accountable administration.

The study's schematic diagram, as seen in Figure 1, explores the link between good governance and employee performance, particularly in the context of municipal agricultural offices. The framework visualizes how governance practices within these offices affect the engagement, motivation, and productivity of employees. Good governance, as the independent variable, is characterized by attributes such as transparency, accountability, fairness, and responsibility (Sedarmayanti et al., 2020), and it is hypothesized to influence variables like open communication, accountable leadership, fair treatment, and employee involvement in organizational improvement (Pertiwi, 2021). Employee performance, the dependent variable, is assessed through aspects such as task performance, contextual

performance, counterproductive work behavior, and adaptive performance (Abbasi et al., 2022).

Significance of the Study

The results of the study were deemed significant for the following:

To the Employees of Municipal Agriculture Offices, this study is beneficial to them indirectly, as it supports the creation of more inclusive, fair, and supportive work practices for employees. This is done by emphasizing the governance and its impact on employees' work and experience.

To the Municipal Administrators and Local Government Officials, the results of this study are beneficial to the leaders in shaping policies and reforms that nurture an ethical and performance-driven culture in organizations. The outcome of the research offered practical implications on how good governance (transparency, accountability, fairness, and responsibility) improved employees' engagement, motivation, and productivity.

To the Human Resource Managers and Supervisors, HR professionals in the public sector can use the findings of this study to design strategies that support good governance while improving employee morale, retention, and overall efficiency. The study may also serve as a basis for creating performance evaluation systems that are grounded in governance principles.

To the Policymakers and Government Agencies, the findings of this study could inform national and regional policymakers to support reforms on governance to enhance the quality of public service delivery and institutional performance. The study could serve as a reference on how to connect governance with human capital development in public institutions.

To the Academic and Research Communities, this study contributes to the existing body of knowledge by further exploring how governance relates to employee performance in public organizations. The study also offers empirical evidence on how governance operates in a specific context, such as a municipal agriculture office, an area where the link between governance and performance remains underdeveloped and not widely studied.

To the General Public and Service Beneficiaries, stronger governance and improved staff performance in local agricultural offices ultimately lead to better public service delivery. This benefits farmers, agribusinesses, and the wider community that relies on these offices for support, programs, and agricultural development services.

To the Future Researchers, the theoretical and empirical foundations of this study can serve as a useful reference for future research in other fields or local government units. Subsequent studies may replicate, build on, or compare their findings with those of this research.

Moreover, incorporating additional variables, qualitative perspectives, and comparative approaches can help further expand and enrich the scope of the work.

Delimitation of the Study

This study examined the good governance practices of municipal agriculture offices based on the individual employee's work performance from the eight (8) municipalities of Southern Bukidnon, Philippines. Specifically, this study was conducted at the Municipal Agriculture Offices, including the Municipalities of Damulog, Kibawe, Danggagan, Kitaotao, Don Carlos, Kadingilan, Maramag, and Quezon. The study specifically explored how good governance practices, such as transparency, accountability, fairness, and responsibility, would relate to employee performance, including task performance, contextual performance, counterproductive behavior, and adaptive behavior. The study employed the descriptive-quantitative method. Through this, the municipal agriculture employees from the said municipalities answered and signed survey questionnaires, which served as the instrument used in the study. Data collection, analysis, and interpretation were conducted. Findings were based solely on the information gathered.

Definition of Terms

To further facilitate the understanding of the terms used, the following terms were defined operationally:

Accountability. Accountability refers to the extent to which individuals, particularly leaders and employees, are answerable for their actions and performance. It includes having clear expectations, regular performance evaluations, and systems for recognizing achievements or addressing mistakes.

Adaptive performance. Adaptive performance is the ability to adapt to change and solve problems.

Census Sampling. Census sampling is collecting data from everyone who participated in the study. Census involves using all the people affected by the study as respondents.

Contextual Performance. The contextual performance is activities that contribute to the organization's environment, such as working as a team player, showing helping behavior, etc.

Counterproductive work behavior. This counterproductive work behavior refers to harmful behaviors that interfere with an organization's functioning, such as absenteeism or rule-breaking.

Employee Performance. Employee performance refers to the employee's behavior or action relevant to the achievement of the organizational goal.

Fairness. Fairness refers to the degree to which employees are treated equitably, without favoritism or bias, in various aspects such as workload distribution, recognition, promotion, and disciplinary actions. Fairness also implies impartiality and respect in workplace practices and decision-making.

Good Governance. Good governance in this study refers to the good corporate governance, which structures specify the distribution of rights and responsibilities among different participants in the agriculture office. It sets the rules and procedures for making decisions and managing the government office.

Responsibility. Responsibility is the level of commitment and ownership demonstrated by employees and leaders in fulfilling their roles and obligations. It encompasses reliability in completing tasks, taking ownership of one's work, and a proactive attitude toward contributing to the organization's objectives.

Task Performance. The task performance is the degree to which an employee successfully performs their primary work duties.

Transparency. Transparency is the degree to which the processes, decisions, and information within the organization are visible and accessible to employees. It involves open communication, policies, and access to relevant information for work purposes. Transparency in leadership decisions that impact employees and operations is also crucial.

Nexus. Nexus refers to the measurable relationship between good governance practices and employee performance, operationalized through statistically significant associations between governance indicators (such as transparency, accountability, participation, and responsiveness) and employee performance outcomes (such as efficiency, productivity, service quality, and work commitment) among staff of the Municipal Agriculture Offices of Southern Bukidnon.

Research Methodology

The study utilized a quantitative-descriptive design. Quantitative-descriptive research design is a non-experimental method that seeks to methodically define the traits, attributes, or frequencies of a given event or population. This design typically involves collecting numerical data through methods such as surveys with closed-ended questions, structured observations, and the analysis of existing statistical data (Johnson and Christensen, 2019). This quantitative-descriptive method was highly suitable for measuring the nexus of good

governance and employee performance among municipal agriculture office employees, as it could accurately quantify and characterize the current condition of these connections through numerical data. With the use of this method, standardized data on topics such as accountability, transparency, fairness, and responsibility aspects of good governance were efficiently collected. This data was statistically analyzed to determine the existing patterns of employee performances, specifically task performance, contextual, counterproductive work behavior, and adaptive performance. It provided a solid baseline for comprehending the relationship of variables, pinpointing areas that required development, and laying the groundwork for further, more in-depth study or focused interventions by giving a clear, data-driven summary. Hence, this method helped to gather information about the good governance of municipal agriculture offices in Southern Bukidnon and the level of employee performance of these offices.

Research Locale

This research was conducted in the Municipal Agriculture Offices (MAO) of eight (8) municipalities located in the southern part of Bukidnon Province, Philippines, which are Damulog, Kibawe, Danggagan, Kadingilan, Kitaotao, Don Carlos, Maramag, and Quezon. These specific localities were purposively chosen as they were among the local government units that served as the main agricultural areas in Southern Bukidnon, where agriculture is still the primary source of livelihood and means of living in the area. The number of respondents was 94. This included all the agriculture employees, who were chosen purposively as they were involved in the agriculture development, extension, and programs in the area at the local level of government. These municipalities were also included due to their importance in the province's agricultural productivity and the ease of securing the total workforce for a census-type study.

Respondents of the Study

Based on the purposive census sampling method, this study generated the entire population involving ninety-four (94) participants or employees from the Municipal Agriculture Offices (MAOs) of Southern Bukidnon, Philippines, specifically the eight (8) municipalities, Damulog, Kibawe, Danggagan, Kadingilan, Kitaotao, Don Carlos, Maramag, and Quezon. The number of participants in this study was a manageable proportion of the population. It was chosen with direct relevance to the objectives of the study, which focused on agricultural governance and service delivery.

The respondents of the study comprised those employees who fulfilled the inclusion and exclusion criteria. Criteria were established to guarantee that the study population was uniform and appropriate and that only pertinent information was acquired, hence improving the dependability and value of the data to be gathered. The inclusion factors were employees who were identified as MAO legitimately employed at the time of data collection, had one of the agricultural-related duties (extension, planning, implementation, monitoring, administrative support), and had worked for at least six months in the identified MAO. Excluded were employees who were on extended leave or seconded to other offices during the data collection period, employees who had been newly employed and did not have at least six months of working experience in the identified MAO, or employees who were not engaged in agriculture-related work in the MAO (e.g., outsourced janitorial staff, outsourced security personnel). The inclusion and exclusion criteria for participants in this study were crucial parameters that precisely defined the characteristics of individuals who were eligible or ineligible to participate. The study's participant selection was exceptionally focused, targeting MAO employees who were identified by the Department of Agriculture's updated list at the Municipal level.

Sampling Procedure

The sampling design employed in this study was purposive census sampling. Census sampling is a sampling method in which data is collected from every member of the population of interest. It is typically applied when the population is small and easily accessible, and when all members of the population are available and relevant for research purposes. In this way, census sampling ensures that there is no sampling error and that the data is fully representative of the population. Census sampling is most used in organizational research when researchers are interested in investigating the opinions or performance of all employees within a specific organization, department, or unit. In such cases, a census sample allowed the researcher to gain a comprehensive understanding of the characteristics of the population of interest. Unlike probability sampling methods, a census provides information about the entire population of interest, rather than making inferences from a smaller, representative sample, thus providing results that are both comprehensive and generalizable to the population under study (Singh and Masuku, 2014).

Research Instrument

The researcher utilized an adapted survey questionnaire for this study from several studies that have developed and validated measuring tools in line with the elements of good governance and employees' performance from various authors. Good governance adapted the instruments from Hossiep et al. (2024) for the transparency dimension, Han and Perry (2020) for the accountability dimension, Duff et al. (2024) for the fairness dimension, and Fauzi et al. (2018) for the responsibility dimension. For employee performance, the researcher adapted an instrument from Widyastuti and Hidayat (2018) for task performance, contextual performance, and counterproductive work behavior, while adapting Krauter's (2018) for the adaptive performance, which was derived from the German adaptive performance self-assessment questionnaire developed by Kroger and Staunfenbiel (2012).

The instruments that were used to measure some of the key variables in this study were adapted due to the relevance, reliability, and validity of the questions used in previous studies to measure the same concepts. By borrowing this instrument with open access and free to use by researchers of the same and related studies, it made data collection and research rigorous. It added value to the credibility of the results of this study, which measured the dimensions of principles of good governance in the organization and the dimensions of employees' performance. This was suitably modified to fit in with the local and contextual issues in which the study was carried out, and care was taken to ensure that the instruments used remained true to the original intended items.

The questionnaire was a research instrument consisting of forty (40) questions, mainly designed to collect information from the participants (please see Appendix D for the actual research instrument). The adapted questionnaires were composed of items that would be easily answerable by the employees of the Municipal Agriculture Offices (MAOs).

Data Gathering Procedure

The data collection process followed a systematic approach to ensure the accuracy, credibility, and ethical integrity of the study. The researcher secured approval from the appropriate authorities, including the Dean of the Graduate School of Valencia Colleges Inc. (VCI), before conducting the study. After securing approval, the researcher proceeded with participant recruitment using a purposive census sampling method, adhering to the established inclusion criteria. Potential participants were provided with informed consent forms that outlined the purpose of the study, confidentiality measures, and the respondents' rights to voluntary participation.

The researcher followed the Graduate School protocols for data gathering. Valencia Colleges Inc.'s (VCI's) data collection procedures for research studies were firmly based on ethical principles, requiring adherence to informed consent, confidentiality, beneficence, and justice in all research involving human participants. Beyond ethics, the protocols placed a strong emphasis on methodological rigor, requiring that data collection techniques align with the study's goals and the selected research design, which included using instruments that were valid and reliable, following systematic procedures for data collection, and employing secure data management techniques.

After the approval of the research instrument, the questionnaires were personally distributed to each participant to ensure clarity and understanding of the survey. The researcher provided an overview of the study and explained the objectives, emphasizing the importance of their honest and accurate responses. The researcher got the approval and coordination from the Municipal Mayors and heads of the MAOs from the said municipalities for the scheduling and facilitation of the survey. The respondents from each municipality were asked to read and sign the informed consent form attached to the questionnaire. It notified them about the purpose of the study and ensured the confidentiality of their responses.

The data gathering instrument in the form of a questionnaire was administered personally in hard copies or online (depending on its accessibility) to the respondents during working hours. Participants were guided individually throughout the questionnaire administration process to minimize potential misunderstandings and ensure the collection of valid and reliable data. They were encouraged to respond based on their own experiences and perceptions related to good governance and employee performance in their respective offices. The researcher ensured that the respondents were given sufficient time to finish the questionnaire and, if required, could provide an explanation for each item without giving bias. The filled-out questionnaires were immediately returned to the researcher or returned within a specified time.

Statistical Treatment

Statistical treatment of data was essential in analyzing and interpreting the responses that were gathered from the research participants. It ensured that appropriate statistical tools were applied to address each statement of the problem and draw meaningful conclusions based on empirical evidence.

For Problem 1, to determine the level of good governance as perceived by the employees of the Municipal Agriculture Offices in terms of accountability, transparency, fairness, and

responsibility, descriptive statistics were utilized. Specifically, measures such as the mean and standard deviation were computed to assess the average responses and the degree of variability in the data. The interpretation of the mean scores was based on a predetermined Likert scale to categorize the level of governance from very low to very high.

For Problem 2, to assess the level of employee performance in terms of task performance, contextual performance, counterproductive work behavior, and adaptive performance, descriptive statistics were employed. The mean and standard deviation were calculated to obtain the central tendency and dispersion of the responses for each performance dimension. It is important to note that in interpreting results for counterproductive work behavior, lower mean scores would indicate more desirable outcomes, as this dimension reflects negative workplace behaviors.

For Problem 3, to examine whether there is a significant relationship between the levels of good governance and employee performance, the Pearson Product-Moment Correlation Coefficient was used. This statistical tool was appropriate for measuring the strength and direction of linear relationships between continuous variables, such as the overall scores and sub-dimension scores of good governance and employee performances. If the data does not meet the assumptions of normality, the Spearman Rank-Order Correlation may be applied as a non-parametric alternative. The results indicated whether a statistically significant correlation exists and whether the relationship is positive or negative.

Ethical Consideration

The researcher considered several ethical considerations when studying the nexus of good governance and the employee performance of MAOs. Firstly, informed consent was obtained from all participants, ensuring they were fully aware of the study's purpose, procedures, and potential risks and benefits. Confidentiality and anonymity were maintained by the researcher and participants throughout the research process, with all data to be kept secure and accessible only to the authorized researcher. Participants have the right to withdraw from the study without consequences.

Throughout the data-gathering process, the researcher ensured that the participants' rights and privacy were respected and protected. The participants were assured that their participation was voluntary and that they were free to withdraw from the study at any time without any repercussions. The researcher adhered to the ethical guidelines and regulations set forth by relevant governing bodies to ensure the preservation and protection of participants' well-

being and rights. Lastly, the study findings were reported accurately and objectively, properly acknowledging the participants' contributions and respect for their privacy.

FINDINGS

The level of good governance practice among employees in the municipal government offices is very high, as observed through the reliability test. The highest mean score was reported under responsibility, followed by accountability, transparency, and fairness, which recorded the lowest mean score. This can be interpreted as employees indicating that their superiors and managers demonstrate ethical conduct, are fair, very clear with their communication, and responsible in the implementation of policies, decisions, and regulations, which in turn supports good governance practice.

Employees reported that they always or often engaged in behaviors related to high performance on all subscales. Task performance subscale scores were high, indicating that employees always practiced good task performance behaviors, such as planning, prioritizing, and completing work. Contextual performance subscale scores were also high, indicating that employees always engaged in good contextual performance behaviors, such as taking initiative, helping coworkers, and accepting challenges.

Employees also reported always demonstrating good adaptive performance behaviors. These behaviors included dealing with difficult situations, solving problems when limited resources were available, and making decisions that helped them achieve their goals. Employees reported they never or rarely engaged in counterproductive work behaviors, which are behaviors that can harm the functioning of an organization.

Good governance correlated positively and significantly with employee performance. The two dimensions of governance most strongly correlated with employee performance were responsibility and fairness, followed by accountability. Transparency positively correlated with good governance, yet was not significantly correlated with employee performance, which may be due to transparency already being practiced at such a high rate that there would be no additional benefit to improving this dimension any further. These results indicate that when municipalities behave responsibly, ethically, and fairly with employees, performance—namely, task performance, contextual performance, and adaptive performance—increases while counterproductive behavior decreases.

CONCLUSIONS

Based on the study's findings, the study concludes that the employees strongly agreed that good governance practices are instilled in the municipal government offices. Responsibility received the highest mean ranking, followed closely by accountability and transparency, with fairness trailing slightly behind, but remained in the very high ranking. This would mean that employees feel that leaders in their municipality behave in an ethical manner and make decisions that are responsible, transparent, and fair when it comes to implementing policies and decisions.

Individuals performed at or near excellence in all areas measured, namely task, contextual, and adaptive performance, while actively engaged in counterproductive behaviors. This would indicate that employees are fully invested in planning, prioritizing, completing work efficiently, helping coworkers, volunteering to go above and beyond their normal job duties, working around adversity, and solving problems with limitations. Additionally, there is an extremely low number of individuals who are engaged in counterproductive behavior. A municipal workforce that excels in performance, teamwork, and adapting to different working conditions.

Results support that good governance impacts employee performance within municipal government offices. Relationships between responsibility and fairness revealed the highest positive correlation coefficients with performance. This is unsurprising as practicing ethical behavior and treating employees equally can help motivate performance. Accountability was also significant, while transparency was non-significant despite proving to have a high rate of practice. This could be due to a saturation in its practice. Overall, it can be concluded that good governance, measured through responsibility, fairness, and accountability, leads to increases in employee task, contextual, and adaptive performance while decreasing counterproductive work behaviors.

RECOMMENDATIONS

The following recommendations were made to address the beneficiaries of this study:

Employees of Municipal Agriculture Offices. Employees may maintain excellent ratings in task performance, contextual performance, and adaptive performance. By consistently engaging in training and workshops to better themselves, employees can improve their skills and learn how to properly react to different shifts in their work. Also, by continuing to work ethically and responsibly, employees can decrease the occurrence of CWB.

Municipal Administrators and Local Government Officials. The Municipal Administrators and Local Government Officials may practice good governance standards, including responsibility, equity, and accountability. Regularly carrying out policies with transparency and keeping good communication with personnel will lead to happier employees and better results.

Policymakers and Government Agencies. The policymakers and government agencies may have adequate information to create programs or policies that institutionalize good governance practices in local government offices. Policies supporting and emphasizing good governance qualities like accountability, fairness, and transparency can allow government agencies to set standard regulations when it comes to ethical behavior and good public service. Regular practice of good governance principles may lead to better employee performance and service deliverables.

Academic and Research Communities. This study may recommend that future studies should be conducted on governance and its practices on employee performance in a government setup different from this study. The study can help increase the body of knowledge, help in policy formulation, and give strategies that can help in better practices.

Future Researchers. The study's theoretical and empirical groundwork may be helpful in other studies in other fields or Municipal Agriculture Offices in the future. Future studies could replicate, expand on, or compare with this study's findings. In addition, other variables, qualitative aspects, and comparative analyses may be used to broaden the scope of our work.

REFERENCES

1. Abbasi, M., Monazzam, M. R., Karanika-Murray, M., Shamsipour, M., & Arabalibeik, H. (2022). Development and validation of an individual job performance questionnaire (IJPQ). *WORK*, 73(1), 309-320. <https://doi.org/10.3233/WOR-211004> (Original work published 2022)
2. Akinsola, O. S., & Alarape, A. I. (2019, May). Determinants of counterproductive work behaviour among local government workers in Ibadan. *In 9th International Conference on Humanities, Psychology and Social Sciences* 03â (Vol. 5).
3. Alloa, E., & Thoma, D. (2018). Transparency, Society and Subjectivity: Critical Perspectives. *In Plagrove Macmillan*. <https://doi.org/10.1007/978-3-319-77161-8>
4. Androniceanu, A. (2021). Transparency in public administration is a challenge for good democratic governance. *Revista» Administratie si Management Public «(RAMP)*, (36), 149-164.

5. Bakar, H. A., Omar, S. N. Z., Cob, C. M. S. C., Abidin, N. S. Z., & Roslan, N. S. F. (2022). Good governance practices and employee integrity: Evidence from local government. *International Journal of Academic Research in Progressive Education and Development*, 11(2), 967–978.
6. Bhardwaj, B., & Kalia, N. (2021). Contextual and task performance: role of employee engagement and organizational culture in hospitality industry. *Vilakshan-XIMB Journal of Management*, 18(2), 187-201.
7. Çalışkan, A., & Köroğlu, E. Ö. (2022). Job performance, task performance, contextual performance: development and validation of a new scale. *Uluslararası İktisadi ve İdari Bilimler Dergisi*, 8(2), 180-201.
8. Duff, J.H., Scarpa, M., Zupluoglu, C. et al. The Development and Initial Validation of the Multidimensional Fairness Scale. *Soc Just Res* 37, 213–238 (2024).
<https://doi.org/10.1007/s11211-024-00440-2>
9. Edeh, F. O., Zayed, N. M., Darwish, S., Nitsenko, V., Hanechko, I., & Islam, K. A. (2023). Impression management and employee contextual performance in service organizations (enterprises). *Emerging Science Journal*, 7(2), 366-384.
10. Fauzi, I., Barkhowa, M. K., & Prasadhya, I. B. G. (2024). The effect of good corporate governance policies on welfare employee. *International Journal of Applied Finance and Business Studies*, 12(1), 9-18.
11. Gabriel, A. G., & Castillo, L. C. (2020). Transparency and accountability practices of local government units in the Philippines: A measurement from the ground. *Public Organization Review*, 20(3), 437-457.
12. Gabriel, A. G., Antonio, M. A. B., Ramos, V. B., & Marasigan, J. T. (2019). Transparency and accountability in local governance: The nexus between democracy and public service delivery in the Philippines. *Public Policy and Administration Research*, 9(7).
13. Groves, M. (2025). The unfolding purpose of fairness. *Federal Law Review*, 45(4), 653–679.
14. Hameed, A., Khwaja, M. G., & Zaman, U. (2023). Configuring optimal contextual performance and task performance in offshore business processing organizations. *Business Process Management Journal*, 29(1), 285-307.
15. Han, Y., & Perry, J. L. (2020). Employee accountability: development of a multidimensional scale. *International Public Management Journal*, 23(2), 224-251.

16. Hartini, H., Fakhrorazi, A., & Islam, R. (2019). The effects of cultural intelligence on task performance and contextual performance: An empirical study on public sector employees in Malaysia. *Humanities & Social Sciences Reviews*, 7(1), 215-227.
17. Hossiep, C. R., Märtins, J., & Schewe, G. (2024). Measuring organizational transparency with 10 items: Validation of a German short scale. *Measurement Instruments for the Social Sciences*, 6, Article e11209. <https://doi.org/10.5964/miss.11209>
18. Huynh, Q. L. (2020). A triple of corporate governance, social responsibility and earnings management. *The Journal of Asian Finance, Economics and Business*, 7(3), 29-40.
19. Kappagoda, U. S. (2018). Self-efficacy, task performance and contextual performance: A Sri Lankan experience. *Journal of Human Resource and Sustainability Studies*, 6(2), 157-166.
20. Katsamunskaja, P., & Rosenbaum, A. (2024). Administrative fairness, justice and good governance: What is the relationship? *European Journal of Public Policy Practice*, 3, 397.
21. Krauter, J. (2018). Leaders' adaptation to adversity in a volatile, uncertain, complex, and ambiguous business environment: *A critical realist view* (Doctoral dissertation, University of Gloucestershire).
22. Malik, N. (2018). Authentic leadership—an antecedent for contextual performance of Indian nurses. *Personnel Review*, 47(6), 1244-1260.
23. Martin, B., Te Aho, L., & Humphries-Kil, M. (Eds.). (2018). *ResponsAbility: Law and governance for living well with the earth*. Routledge.
24. Nemteanu, M. S., & Dabija, D. C. (2021). The influence of internal marketing and job satisfaction on task performance and counterproductive work behavior in an emerging market during the COVID-19 pandemic. *International Journal of Environmental Research and Public Health*, 18(7), 3670.
25. Nguyen, T. T., Nguyen, T. M., & Hoang, H. T. (2018). The effect of good governance on employee commitment in public organizations: Evidence from Vietnam. *Public Administration Research*, 7(2), 23–32. <https://doi.org/10.5539/par.v7n2p23>
26. Obuobisa-Darko, T. (2020). *Ensuring employee task performance: Role of employee engagement*. *Performance Improvement*, 59(8), 12-23.
27. Park, S. (2019). Employee adaptive performance and its antecedents: Review and synthesis. *Human Resource Development Review*, 18(3), 294-324.

28. Park, S., & Kim, H. (2021). Good governance and employee productivity: Evidence from South Korea's public sector. *International Journal of Public Administration*, 44(9), 715–726. <https://doi.org/10.1080/01900692.2020.1758520>
29. Ronaghi, M., Saghaian, S., Kohansal, M., Reed, M., & Ghorbani, M. (2020). The effects of good governance on the agricultural sector. *International Journal of Agriculture and Environmental Research*, 6(1), 11-29.
30. Sambung, R. (2019). Job satisfaction on employee performance; counterproductive work behavior and organizational citizenship behavior as mediations. *International Journal of Economic Behavior and Organization*, 7(3), 50-56.
31. Saptarini, N. I., & Mustika, M. D. (2023). Workforce agility and adaptive performance in government institution: the mediating role of work engagement. *Jurnal Manajemen dan Kewirausahaan*, 25(1), 55-62.
32. Sedarmayanti, Gunawan, S., Pradesa, H. A., & Sitorus, T. A. T. (2020). The effect of good governance, leadership and organizational culture on public performance accountability. *International Journal of Academic Research in Business and Social Sciences*, 10(1), 70–81.
33. Tang, G., Abu Bakar, R., & Omar, S. (2024). Positive psychology and employee adaptive performance: systematic literature review. *Frontiers in Psychology*, 15, 1417260.
34. Ugoani, J. (2020). Personality factors and effect on employee task performance. *Journal of Social Sciences and Humanities*, 6(3), 220-228.
35. Vilone, L. (2020). Good governance and transparency. *Giuristi: Revista de Derecho Corporativo*, 1(2), 343-353.
36. Voegtlin, C., & Scherer, A. G. (2017). Responsible innovation and the innovation of responsibility: Governing sustainable development in a globalized world. *Journal of business ethics*, 143(2), 227-243.
37. Widyastuti, T., & Hidayat, R. (2018). Adaptation of individual work performance questionnaire (IWPQ) into Bahasa Indonesia. *International Journal of Research Studies in Psychology*, 7(2), 101-112.
38. Zhang, Y., & Zhou, L. (2022). The governance-performance paradox: Rethinking institutional reforms in the public sector. *Public Management Review*, 24(2), 231–249. <https://doi.org/10.1080/14719037.2020.1856053>