Determinants of Governance: A Systematic Literature Review and Synthesis for Future Research

Faktor-Faktor Penentu yang Mempengaruhi Tata Kelola: Tinjauan Literatur Sistematis dan Sintesis untuk Penelitian di Masa Depan

Muslikun[1*]   **Theresia Trisanti[2]**   **Wisnu Prajogo[3]**

[1,2,3]STIE YKPN Yogyakarta

*Email Corresponding Author: muslikun@gmail.com

News Article

Abstract

Effective governance is crucial for accountability, transparency, and efficiency within the public sector. Originating from corporate governance principles like accountability and transparency, it expanded to the public sector, exemplified by frameworks such as the UNDP's good governance initiative. Its implementation faces diverse challenges globally, including corruption in emerging nations and bureaucratic efficiency in affluent ones, highlighting the need for a comprehensive analysis of its determinants. This study aims to uncover the determinants influencing governance and their effects on public accountability, operational efficiency, and social welfare. This research employs a Systematic Literature Review (SLR) methodology following PRISMA principles. A Scopus database search using keywords "Governance" and "Ministry OR Central Government OR Department OR Federal" initially yielded 281 articles, subsequently refined to 83 relevant articles. Bibliometric analysis using VOS viewer identified "Governance" as a central theme, closely linked to "government" and "ministry," and indicated a rising research interest from 2010 to 2024. The synthesis of findings reveals that key determinants of governance include stakeholder engagement, robust leadership, policy quality, public participation, and fiscal resources. These factors significantly enhance accountability and transparency, improve policy quality and service efficiency, mitigate corruption, and contribute to economic efficiency and an improved quality of life. Future governance research should focus on multilateral coordination, technology application (e-government, big data), adaptive leadership, decentralization, and sustainable natural resource management to address global challenges.

Abstrak

Tata kelola yang efektif sangat penting untuk akuntabilitas, transparansi, dan efisiensi sektor publik, berakar dari prinsip-prinsip tata kelola perusahaan seperti akuntabilitas dan transparansi, lalu meluas ke sektor publik dengan kerangka kerja seperti UNDP. Penerapannya menghadapi tantangan di berbagai negara, termasuk korupsi di negara berkembang dan efisiensi birokrasi di negara maju, yang menyoroti kebutuhan analisis komprehensif tentang determinannya. Studi ini bertujuan mengidentifikasi determinan tata kelola dan dampaknya terhadap akuntabilitas publik, efisiensi operasional, serta kesejahteraan sosial. Penelitian ini menggunakan metodologi Systematic Literature Review (SLR) berdasarkan prinsip PRISMA. Pencarian dilakukan

Jurnal Ilmiah Gema Perencana

Determinants of Governance: A Systematic Literature Review...; Pages 723-748 [Muslikun et.al.]

di database Scopus dengan kata kunci "Governance" dan "Ministry OR Central Government OR Department OR Federal", menghasilkan 281 artikel yang kemudian disaring menjadi 83 artikel relevan. Analisis bibliometrik menggunakan VOSviewer mengidentifikasi "Governance" sebagai tema sentral, terkait erat dengan "government" dan "ministry", serta menunjukkan tren peningkatan minat penelitian dari tahun 2010 hingga 2024. Hasil sintesis menunjukkan faktor-faktor penentu tata kelola meliputi keterlibatan pemangku kepentingan, kepemimpinan yang kuat, kualitas kebijakan, partisipasi publik, dan sumber daya fiskal. Faktor-faktor ini secara signifikan meningkatkan akuntabilitas dan transparansi, kualitas kebijakan dan efisiensi layanan, mengurangi korupsi, serta meningkatkan efisiensi ekonomi dan kualitas hidup. Ke depan, penelitian tata kelola perlu berfokus pada koordinasi multilateral, aplikasi teknologi (e-government, big data), kepemimpinan adaptif, desentralisasi, dan pengelolaan sumber daya alam berkelanjutan untuk mengatasi tantangan global.

INTRODUCTION

Background of the Problem

Effective governance is a crucial component for guaranteeing accountability, openness, and efficiency within the public sector (Appiah-adu, 2012; Hajiloo & Doroudi, 2021; Hong, 2017). This concept was initially implemented within corporate governance to regulate the interactions of shareholders, managers, and the board of directors in a corporation (Doern, 1993; Evans, 1991; Fredriksson & Gaston, 2000; Hu et al., 2020; Leong, 2018). Corporate governance originated in the 20th century concurrent with the expansion of major corporations characterized by a separation between shareholders and business management (Edokpolor & Imafidon, 2019; Hooge et al., 2022; Howlett & Newman, 2010; Lee, 2015; Macdonald et al., 2020; Taylor, 1997). Adrian Cadbury was a principal proponent of this notion, having issued the Cadbury Report in the UK in 1992, which underscored the significance of accountability and openness in corporate governance to safeguard the interests of shareholders and other stakeholders (Martineau et al., 2022; O'Boyle & Shilbury, 2016; Omar et al., 2022; Razin & Sadka, 2021; Stewart et al., 2012).

Following the increased focus on corporate governance, the term governance was subsequently applied to the public sector, particularly to characterize the management of state resources and public services by the government (Atiya et al., 2021; Davies & Ramia, 2008; Edler & Kuhlmann, 2008; Kalifeh et al., 2011). The United Nations Development Programme (UNDP) introduced the phrase good governance in 1997, underscoring its significance within the realm of governance (Ayres & Pearce, 2004; Brotestes Panjaitan et al., 2019; Macauslan & Addison, 2010; Pasynkov, 2020; Regoliosi & d'Eri, 2014). The UNDP asserted that effective governance must address societal needs in a just, transparent, and efficient manner (Capano, 2015; Macey, 2005; McCarthy, 2014; Painter, 2001; Ramage & Armstrong, 2009). This notion encompasses values including participation, responsibility, openness, law enforcement, and societal responsiveness (Eufemia et al., 2023; Lopez et al., 2018; McGuire, 2009; Menéndez Weidman, 2001). Effective governance underscores the significance of inter-sectoral coordination in formulating policies with widespread implications (Flath et al., 2023; Lee, 2015; Russel & Jordan, 2007).

The application of governance concepts in the public sector encounters diverse problems across different nations (Nelles, 2013; Sheikh et al., 2021; Volden & Andersen, 2018). In emerging nations, corruption constitutes a primary impediment to the attainment of effective governance (Buta et al., 2020; Hønneland & Jørgensen, 2005; Roth, 2013). The failure to administer public resources effectively and transparently leads to a lack of faith in governmental institutions (Perellon, 2001; Reiss, 2014; Swaroop et al., 2000). Conversely,

affluent nations encounter issues related to enhancing bureaucratic efficiency to improve public services and augmenting openness in public sector administration (Marzano & Castellini, 2018; Rogers, 2007; Swaroop et al., 2000; Wang, 2018). This phenomena indicates that governance necessitates a comprehensive analysis of the forces influencing it, both within and internationally (Steel & Lovrich, 1986; Swaroop et al., 2000; Tosun, 2018; Ulibarri, 2015; Wang, 2018).

Internal elements, including the proficiency of human resources, significantly influence the quality of governance(Espinosa, 2018; Facchini & Fia, 2021; Wu & Chu, 2021) . The education and training of public officials are essential for the effective and sustainable implementation of programs (Wang, 2018; Zavadskaya & Shilov, 2021; Zhu et al., 2022). Moreover, in the current digital age, the presence of information technology infrastructure, such as e-governance, is a crucial element in enhancing transparency and accessibility of public services (Lewis & Marsh, 2012; Liu, 2020; Webb, 2007). This technology enhances data management efficiency and enables the monitoring of applied regulations (Eufemia et al., 2023; Felder & Tamtik, 2023; Flath et al., 2023). Nonetheless, obstacles pertaining to technological resistance and implementation-related technical issues must be surmounted to guarantee the success of e-governance programs (Conteh, 2013; Harrington & Slann, 2011; Zhao & Leibold, 2020).

This study seeks to uncover the determinants influencing governance and to comprehend its effects on public accountability, operational efficiency, and social welfare. This technique is anticipated to enhance the development of a more comprehensive conceptual framework on governance. This project will assemble a synthesis of data to establish a foundation for future research and offer insights into the evolution of governance. This article use a Systematic Literature Review (SLR) methodology to gather, analyze, and synthesize information from many studies pertinent to this subject. This essay seeks to address three primary inquiries:

1. What are the determining variables that determine governance?

2. What is the effect of these determinant factors?

3. What is the anticipated trajectory of governance research in the future?

Identification of Problems

Effective governance, as established in the introduction, is foundational for fostering accountability, transparency, and efficiency within the public sector. While its theoretical underpinnings are well-defined, rooted in corporate governance principles and expanded through frameworks like the United Nations Development Programme's (UNDP) good governance initiative, its practical implementation across diverse contexts presents significant challenges. The existing literature often highlights a persistent gap between the ideal state of good governance and the realities observed in various governmental settings, both in developing and developed nations.

Specifically, despite the widely acknowledged benefits of good governance, instances of corruption, bureaucratic inefficiencies, and a lack of public trust continue to undermine its effectiveness. These recurring issues suggest that the determinants influencing successful governance are complex and multifaceted, and their interplay is not yet fully understood. While individual studies may examine specific factors or contexts, a comprehensive and systematic synthesis of these determinants and their broader ramifications on public accountability, operational efficiency, and social welfare remains limited.

Therefore, this systematic literature review seeks to address the following critical gaps and problems:

Jurnal Ilmiah Gema Perencana

Determinants of Governance: A Systematic Literature Review…; Pages 723-748 [Muslikun et.al.]

1. Lack of a Comprehensive Synthesis. There is a need for a consolidated understanding of the various determinants of governance, transcending fragmented individual studies. A systematic approach will identify and synthesize these factors comprehensively.
2. Unclear Interplay of Determinants. While some determinants are known, the precise mechanisms and interactions through which they collectively influence governance outcomes (e.g., accountability, transparency, efficiency) are not explicitly articulated in a synthesized manner.
3. Identification of Research Gaps for Future Inquiry. Despite extensive research, there remains a need to clearly delineate existing research gaps and propose concrete avenues for future investigations that can advance both theoretical understanding and practical application of good governance principles.

By systematically reviewing and synthesizing the existing literature, this study aims to narrow the research focus from the broad concept of governance challenges to specific, answerable questions regarding its determinants and their impact. This will contribute to a more robust theoretical framework and provide practical insights for policymakers and practitioners striving to enhance governance effectiveness globally.

Formulation of the Problem

Building upon the identified gaps and challenges in the existing literature regarding governance, this systematic literature review aims to provide a focused and comprehensive understanding of the determinants of governance and their implications. To achieve this, the study seeks to answer the following specific research questions:

1. What are the key determinants of governance identified in the existing academic literature?
   This question seeks to systematically extract and categorize the various factors or conditions that research indicates contribute to or influence the quality and effectiveness of governance.
2. How do these identified determinants impact the outcomes of governance, particularly in terms of public accountability, operational efficiency, and social welfare?
   This question aims to synthesize the causal or correlational relationships between the identified determinants and the tangible results of governance, focusing on the specific outcomes relevant to public sector performance and societal well-being.
3. What are the current research gaps concerning the determinants of governance, and what avenues for future research can be proposed to advance the understanding and practice of good governance?
   This question is forward-looking, seeking to identify unexplored areas, methodological limitations, or emerging themes that warrant further investigation, thereby providing a clear agenda for subsequent academic inquiry.

These questions will guide the systematic review process, from data extraction and synthesis to the interpretation of findings, ensuring that the research remains focused and delivers clear, evidence-based answers to the central problems identified.

Research Objectives and Benefits

Research Objectives

Based on the identified problems and the formulated research questions, this systematic literature review aims to achieve the following specific objectives:

1. To identify and synthesize the key determinants of governance as evidenced in the existing academic literature. This objective seeks to systematically extract and categorize the various factors (e.g., stakeholder involvement, leadership, policy quality, public

participation, fiscal resources) that are consistently found to influence the effectiveness and quality of governance across different contexts.
2. To analyze the impact of these identified determinants on critical governance outcomes, specifically focusing on public accountability, operational efficiency, and social welfare. This objective aims to delineate the mechanisms and extent to which each determinant contributes to or detracts from these crucial aspects of good governance.
3. To delineate current research gaps within the discourse on governance determinants and propose a future research agenda. This objective will identify unexplored areas, methodological limitations in existing studies, and emerging themes that warrant further investigation, thereby providing clear directions for subsequent academic inquiry and practical application.

These objectives serve as a roadmap for the entire research process, guiding the selection of literature, data extraction, analysis, and the ultimate interpretation of findings to provide comprehensive answers to the research questions.

Research Benefits

This systematic literature review is expected to yield several significant benefits, contributing to both theoretical understanding and practical application of good governance principles:

1. Theoretical Contribution. This study will contribute to the body of knowledge by offering a comprehensive and synthesized framework of governance determinants. By consolidating fragmented findings, it will help build a more robust theoretical understanding of how various factors interact to shape governance outcomes, potentially informing new conceptual models.
2. Practical Implications for Policymakers and Practitioners. The identification and analysis of key determinants will provide valuable insights for policymakers, government officials, and practitioners. Understanding which factors are most critical for effective governance can inform the design and implementation of targeted reforms, policy interventions, and capacity-building initiatives aimed at enhancing public accountability, efficiency, and service delivery.
3. Guidance for Future Research. By explicitly outlining existing research gaps and proposing a forward-looking research agenda, this study will serve as a crucial reference point for future academic endeavors. It will help direct researchers toward under-explored areas, encourage interdisciplinary approaches, and foster more impactful studies on governance.
4. Enhanced Public Understanding. The findings can contribute to a more informed public discourse on the complexities of governance. By clarifying the factors that contribute to good governance, it can empower citizens to better understand and demand accountability from their institutions.
5. Benchmarking and Performance Improvement. Organizations and governments can utilize the synthesized determinants as a benchmark to assess their current governance practices, identify areas for improvement, and develop strategies to address specific weaknesses, thereby fostering continuous improvement in their governance frameworks.

Ultimately, this research aims to provide a foundational understanding that can assist efforts to strengthen governance systems globally, leading to more transparent, accountable, and effective public sectors that better serve societal needs.

THEORETICAL AND CONCEPTUAL FRAMEWORK

A robust theoretical and conceptual framework serves as the intellectual backbone of any research, providing a systematic lens through which phenomena are observed, analyzed, and

Jurnal Ilmiah Gema Perencana

Determinants of Governance: A Systematic Literature Review...; Pages 723-748 [Muslikun et.al.]

interpreted. This section outlines the theoretical underpinnings that inform our understanding of governance and develops a conceptual model that guides this systematic literature review.

Theoretical Framework

The study of governance is inherently interdisciplinary, drawing from various established theories in political science, public administration, economics, and sociology. Our theoretical framework is primarily anchored in New Public Management (NPM) and Good Governance Theory.

New Public Management (NPM) emerged in the 1980s and 1990s as a set of reforms aimed at improving the efficiency and effectiveness of public services by drawing on ideas and practices from the private sector (Hood, 1991). Key tenets of NPM include a focus on results, market-like mechanisms, performance management, disaggregation of public sector entities, and professional management in the public sector. While NPM primarily focuses on the 'how' of public administration, its emphasis on efficiency, accountability, and performance directly relates to the operational aspects of governance.

Good Governance Theory, as popularized by international organizations like the World Bank and the United Nations Development Programme (UNDP), provides a broader normative framework (World Bank, 1992; UNDP, 1997). This theory extends beyond mere efficiency to encompass dimensions such as participation, rule of law, transparency, responsiveness, consensus orientation, equity, effectiveness and efficiency, and accountability (UNDP, 1997). It posits that governance is not merely about government, but about the interactions and relationships between state, market, and civil society actors in the provision of public goods and services. Good Governance Theory, therefore, offers a comprehensive ideal against which governance practices can be measured, highlighting the multi-stakeholder nature and ethical dimensions crucial for sustainable development.

These two theories provide complementary perspectives. NPM offers insights into the administrative and managerial determinants of governance quality, emphasizing internal organizational factors and performance. Good Governance Theory, on the other hand, provides a macro-level understanding, highlighting external factors like public participation, rule of law, and broader societal influences on governance outcomes. Together, they form a robust theoretical lens through which to identify and analyze the various determinants of governance.

Conceptual Framework

Building upon the theoretical foundations of NPM and Good Governance Theory, this study develops a conceptual framework that specifically illustrates the relationships between the identified determinants of governance and its desired outcomes. This framework serves as a practical map for the systematic review, guiding the extraction and synthesis of relevant information.

Our conceptual framework posits that effective Governance Outcomes (e.g., enhanced public accountability, improved operational efficiency, and increased social welfare) are influenced by a range of Determinants of Governance. These determinants can be broadly categorized, as identified in the literature, to include:

1. Stakeholder Engagement. The active involvement and collaboration of various actors, including citizens, civil society organizations, private sector entities, and different levels of government (Pierre, 2011). This aligns with the participatory dimension of Good Governance Theory.
2. Leadership and Political Will. The presence of strong, ethical, and committed leadership within public institutions, coupled with the political will to enact necessary reforms and

ensure compliance (Osborne & Gaebler, 1992). This connects to the effectiveness and responsiveness aspects of governance.

3. Policy Quality and Institutional Design. The clarity, coherence, and evidence-based nature of public policies, along with the robustness and transparency of institutional structures and regulations (Rhodes, 1997). This relates to the rule of law and efficiency principles.
4. Public Participation and Transparency. Mechanisms that enable citizens to participate in decision-making processes and access government information, fostering openness and reducing opportunities for corruption (Fung & Wright, 2003). This is a core pillar of Good Governance.
5. Fiscal Resources and Management. The availability of adequate financial resources and their efficient, accountable, and transparent management (Pollitt & Bouckaert, 2011). This underpins the efficiency and accountability dimensions.

The interplay of these determinants is dynamic and context-dependent. While the theoretical framework provides the broad lens, the conceptual framework specifically operationalizes these theoretical constructs into measurable components relevant to our research questions.

METHODOLOGY

This study employs a Systematic Literature Review (SLR) methodology in accordance with PRISMA principles, utilizing a search technique to refine the selection of pertinent literature.

Literature Review

The initial phase of literature selection is Identification, during which a literature search is conducted in the Scopus database with pertinent keywords, specifically "Governance" and "Ministry OR Central Government OR Department OR Federal." A total of 281 pertinent articles were identified for further filtration.
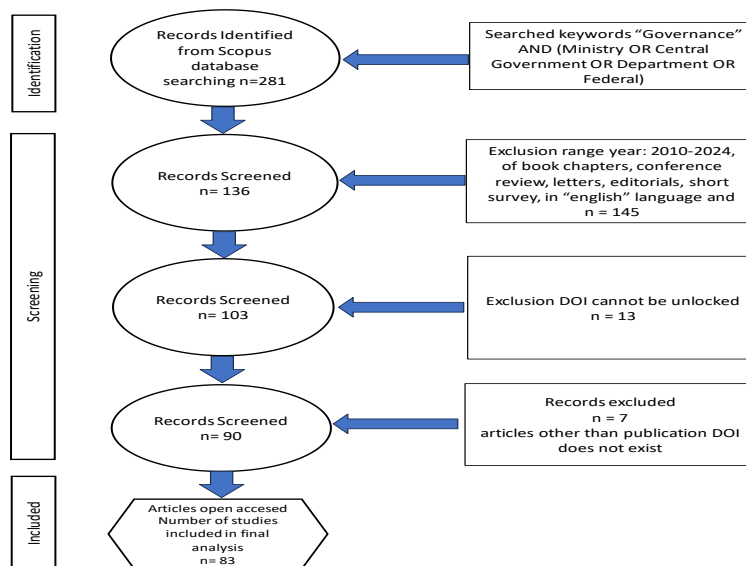
Defining Inclusion and Exclusion

The final phase of this systematic literature review involves the Screening process, during which identified articles are meticulously chosen according to predefined inclusion and exclusion criteria. Exclusion criteria specifically encompassed publications released outside the 2010 to 2024 timeframe, along with those not available in English or presented as chapter books, newspapers, editorials, or brief surveys. This initial filtering significantly reduced the number of articles to 136. The screening procedure then proceeded with a comprehensive full-text evaluation, which led to the exclusion of several articles due to inaccessible Digital Object Identifiers (DOIs) or the inability to access them in open-access format; thirteen papers were removed for this reason. Additionally, seven papers were further excluded for failing to possess a valid DOI or for being non-journal publications. Following this rigorous selection process, a total of 83 articles were maintained and accepted for further analysis in this study, aligning with all established criteria. These final publications are available for download in PDF or open-access format and fulfill all requirements for systematic analysis. This entire process adhered to the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines to systematically gather and analyze pertinent literature, thereby ensuring valid and trustworthy findings (Moher et al., 2009).

PRISMA Diagram

Figure 1 displays a PRISMA diagram (Page et al., 2021), delineating the phases tailored for the systematic review of qualitative literature. This PRISMA flowchart delineates the progression

Jurnal Ilmiah Gema Perencana

Determinants of Governance: A Systematic Literature Review...; Pages 723-748 [Muslikun et.al.]

of information through each phase of the systematic review. The graphic presents the total number of records identified, those incorporated into the study, and those omitted, along with a rationale for the exclusions.
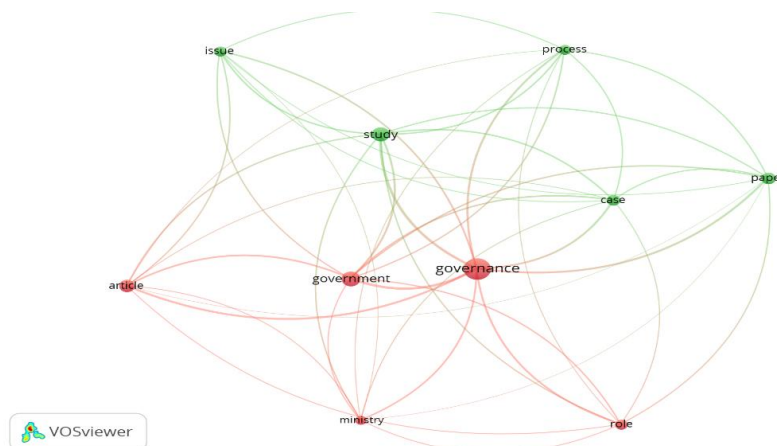

Figure 1. PRISMA Diagram

The literature selection strategy in this study pertains to the processes delineated in the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) diagram.

Bibliometric Mapping and Visualization

This study presents a bibliometric analysis to determine the linkages among 83 articles under examination. This network analysis is predicated on the linkages established via literature citations. The authors employed VOSviewer software for bibliographic clustering to analyze the citations of the analyzed publications. This grouping assesses the similarity of several articles by finding shared references, including keywords, employed theories, and government sectors (Manetti et al., 2021). The diameter of the dots on each node signifies the weight established according to the degree of similarity identified among publications. This method has demonstrated efficacy in emphasizing notable research contributions and delineating the scope of associated publications.

Figure 2. Results of Network Visualization - VosViewer

According to the network diagram presented in Figure 2, the subsequent bibliometric scientific analysis can be derived from the data:

"Governance" emerges as a fundamental theme linked to several other terms, including government, role, ministry, and article. This indicates that governance is a highly significant subject and the primary emphasis of current research. The association with numerous terms signifies that the notion of governance is crucial in various studies addressing public policy and government sector management.

The term "government" is closely associated with "governance," indicating that several studies concentrate on public sector management and the government's organization, administration, and execution of policies across diverse sectors. The government, at both national and local levels, is a pivotal entity in discussions concerning good governance.
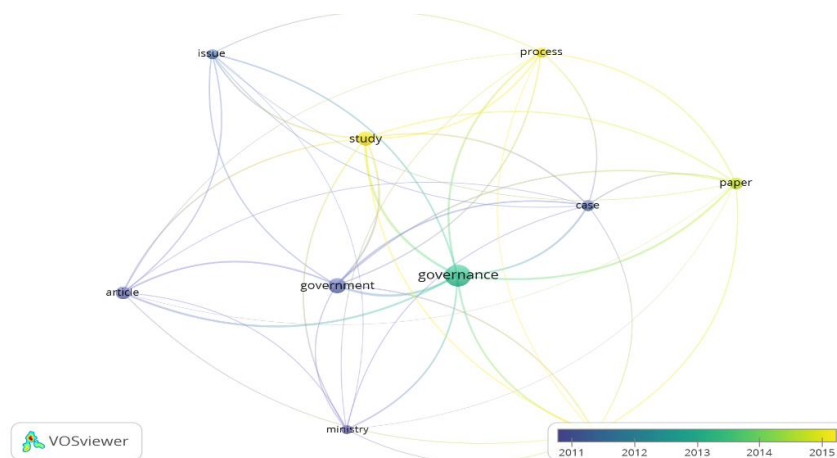
The terms "ministry" and "role" are closely associated with "governance," indicating that several research examine the function of ministries or government agencies in policy implementation and their impact on governance efficacy. This research concentrates on the operational dynamics of the government and specific ministries in the effective management of policies.

The terms "article" and "paper" signify that academic journal articles serve as the primary medium for research in this domain. The correlation among "article," "governance," and "government" suggests that the predominant body of research is disseminated as scientific papers, serving as the primary resource for comprehending governance.

The color distribution in the image, covering the period from 2012 to 2016, indicates a distinct pattern of growing interest in the examination of governance and its effects on several sectors. This signifies that throughout this period, an increasing number of research have sought to investigate the application of governance principles across diverse countries and sectors.

The terms "process" and "issue" indicate that numerous studies emphasize the procedures involved in governance implementation and the challenges that emerge, including bureaucracy, efficiency, and transparency. These difficulties are intricately connected to the obstacles in attaining effective government.

This bibliometric analysis indicates that governance is the central topic linking numerous elements, including government, the function of ministries, and the policy process. Current study emphasizes the implementation of good governance principles by governments, with several publications addressing the processes and associated challenges, particularly with efficiency and openness. Research trends indicate an increasing interest in comprehending governance through a more systematic and evidence-based methodology.

Figure 3. Results of Overlay Visualization - VosViewer

Jurnal Ilmiah Gema Perencana

Determinants of Governance: A Systematic Literature Review...; Pages 723-748 [Muslikun et.al.]

According to Figure 3 and the accompanying visualization, the following is a bibliometric study of the data:

> "Governance" serves as the focal point in this visualization, linked to several other subjects, including government, role, ministry, and article. This indicates that governance is a fundamental notion prevalent in the literature about governance studies. The prominence of governance indicates that nearly all examined papers concentrate on the implementation, comprehension, or assessment of governance across many governmental contexts, spanning from central to local government levels.

The terms "Government" and "Ministry" are the two keywords most frequently associated with "governance". This indicates that numerous research concentrate on the function of government, particularly ministries, within the governance framework. The government, as the primary institution engaged in policy formulation, is crucial in executing governance principles at both the national (central government) and regional (local government) levels.
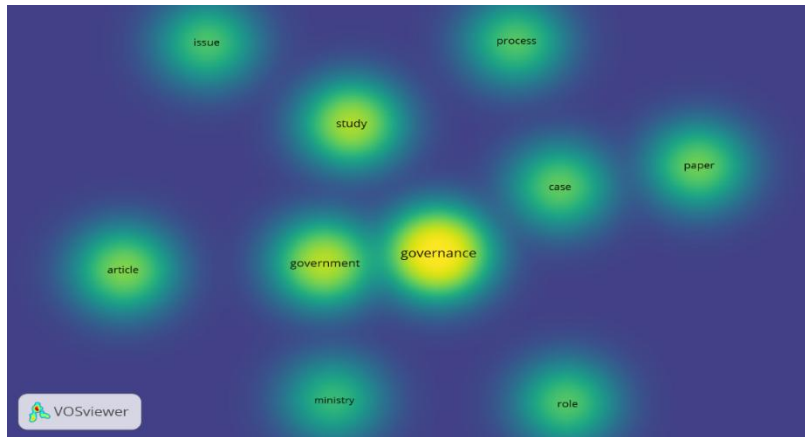
Terms like "process" and "case" suggest that several research examine the execution of decision-making in governance. The term "case" underscores the significance of case studies as a methodological approach in governance research, demonstrating the practical application of governance theory within a particular environment. The terms "study" and "article" signify that most of the examined material consists of scholarly papers concentrating on the advancement of governance theory and practice. This verifies that research in this domain predominantly use a qualitative methodology or comprehensive case studies, with findings disseminated as articles in scholarly journals.

The colors in the image depicting the time range from 2011 to 2015 indicate a rise in interest in governance over this interval. Keywords associated with "process," "article," and "government" have expanded over time, indicating a heightened focus on this subject in scholarly publications. This may suggest a heightened recognition of the significance of governance in recent years, accompanied by an increase in studies analyzing its execution and developing policy recommendations.

Analysis of the "issue" associated with other keywords reveals that numerous research address certain challenges in governance, including resource management, accountability, transparency, and governmental efficacy. These studies examine the obstacles to the implementation of effective governance in practice.

The visualization from 2011 to 2015 illustrates an increased focus on governance, signifying advancements in study within this field. Recent buzzwords signify an increased focus on the "role" dimension of government, including "case studies" that evaluate the efficacy or shortcomings of governance in both local and national contexts.

Figure 3 illustrates that governance is a pivotal subject in numerous studies concerning the interaction between government and society, as well as the function of ministries in policy administration. The decision-making process and case studies are essential for comprehending the implementation of governance in different countries. Emerging research trends indicate a growing focus on the government's involvement in executing principles of good governance.

Figure 4. Results of Density Visualization - VosViewer

The subsequent information is derived from the generated density visualization. Figure 4 presents a bibliometric scientific analysis that illustrates the representation of keywords and their interrelationships within the framework of governance.

"Governance" is the predominant keyword in this network. The prominence of the term "governance" is evident, as it is centrally positioned and highlighted with greater intensity (in yellow). Governance is a fundamental term that includes various interconnected subjects, such as government, roles, and ministries. Their role as the focal point of this interaction suggests that the majority of research in this literature concentrates on the implementation, assessment, and theoretical frameworks of governance within the public sector, particularly in governmental administration and oversight.

The term "government" is prominently included, underscoring its significance in the execution of effective governance concepts. The robust relationship between governance and government demonstrates that several studies concentrate on the pivotal role of government, at both national and regional levels, in executing laws and regulations.

The terms "ministry" and "role" indicate that the literature examines the significant function of ministries and governmental institutions in the administration of the public sector. The government, in this context, not only formulates policies but also plays a crucial role in ensuring their execution in alignment with governance ideals, such as accountability and openness. The terms "process" and "case" are pertinent to governance, suggesting that several studies concentrate on governmental decision-making processes and employ case studies to demonstrate the application of governance theory in practical contexts. This underscores the significance of comprehending the dynamics of governance implementation in practice, encompassing both the accomplishments and obstacles encountered in the process.

The terms "article" and "paper" indicate that the predominant format for disseminating research on governance is journal articles, which serve as the principal medium for conveying scientific discoveries in the discipline. This indicates that governance is a pertinent and persistently examined subject in scholarly literature.

This visualization's color analysis illustrates the evolution of research trends over multiple years, with lighter hues signifying a rise in research intensity from 2012 to 2015. This indicates a heightened focus on governance during this period, as evidenced by an increase in articles and research addressing its implementation in the public sector.

This visualization illustrates that governance is a significant issue in numerous research examining governmental management of public policies and public engagement. The link with government, its role, and the ministry indicates that governance research is significantly shaped by structural variables and administrative processes involving multiple governmental

Jurnal Ilmiah Gema Perencana

Determinants of Governance: A Systematic Literature Review…; Pages 723-748 [Muslikun et.al.]

players. The correlation between process and case underscores the significance of case study research in elucidating the realities of governance implementation. The upward trend from 2012 to 2015 indicates that governance is progressively emerging as a significant emphasis in the scientific literature addressing public sector efficiency, transparency, and accountability.
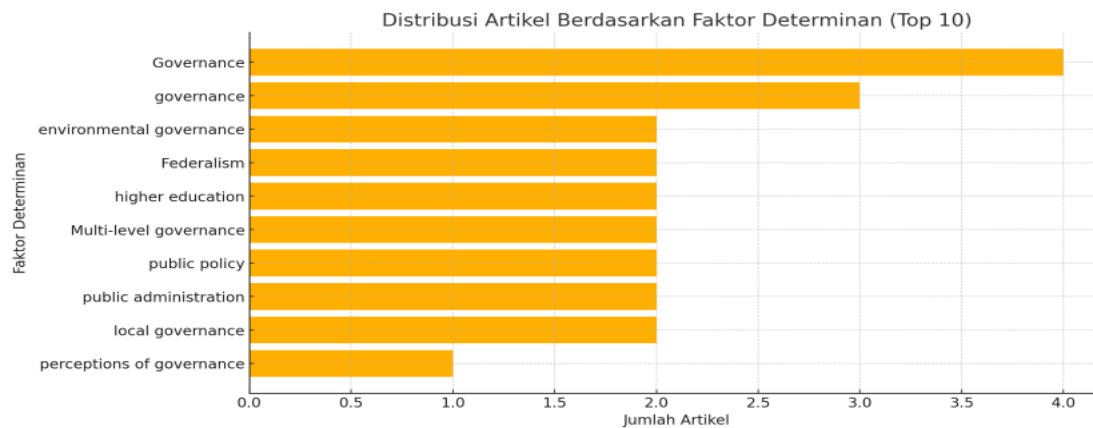
FINDINGS AND ANALYSIS

Factors Influencing Governance and Their Effects

According to the literature review in appendices 1, 2, and 3, the primary elements affecting governance and its consequences are outlined.

Determinants Influencing Governance

1. Stakeholder Engagement. The significance of efficient collaboration among stakeholders, encompassing governmental entities, the commercial sector, and civil society. Effective coordination involves not just unifying diverse stakeholders but also enhancing competitiveness, improving policy efficacy, and responding adeptly to community requirements. Analysis of pertinent literature, including Martineau et al. (2022) and Lee (2015), indicates that dependence on robust coordination fosters a more adaptive and targeted government.
2. Robust Leadership and Governmental Competence. The significance of proficient leadership and organizational capacity support in enhancing policy efficacy. Effective leadership should minimize friction in decision-making and promote the sustainability of current policies. According to the extant research, effective leaders are crucial for the successful implementation of policies and for mitigating hurdles that may emerge among stakeholders.
3. Quality of Policy and Oversight. The focus is on the quality of policy and rigorous oversight as two interconnected and essential elements. In the absence of appropriate policies and efficient oversight, attaining the intended developmental objectives will prove challenging. Research by Stewart et al. (2012), Tosun (2018), and Hønneland & Jørgensen (2005) indicates that oversight of implemented policies enhances the attainment of optimal outcomes and facilitates regular assessments that yield constructive input for enhancement.
4. Community Engagement. Engagement of the community in the policy-making process is essential for enhancing the legitimacy of the policy. Direct community involvement will markedly enhance accountability and transparency in government. This indicates that a robust democracy incorporates external stakeholders at every phase of decision-making, hence enhancing the relationship between the government and the community.
5. Fiscal Resources. This aspect pertains to the availability of adequate financial resources and effective budgetary management as drivers of successful governance, particularly within the public sector. Insufficient funding and ineffective budget management will impede policy implementation and diminish the quality of public services. Research by Volden & Andersen (2018), Howlett & Newman (2010), and Swaroop et al. (2000) underscores that the effective and precise administration of financial resources significantly impacts the attainment of governmental objectives. These critical elements are interconnected and crucial for establishing an effective and sustainable governance.

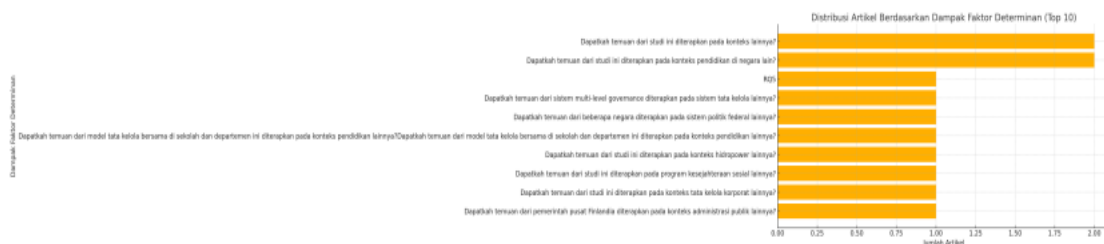**Figure 5**. Article Distribution based on Determinant Factors

The primary focus on these elements facilitates a comprehensive knowledge of the interplay among policy, leadership, community engagement, and resource management, all of which are essential for achieving effective governance.

Influence of Determinant Factors Impacting Governance

1. Enhancing Accountability and Transparency. Transparency in decision-making is essential for enabling public oversight of governmental policy. Decisions taken transparently and involving diverse stakeholders enhance government accountability. An open and transparent system can mitigate abuse of power, as the public and oversight organizations are afforded access to monitor and assess governmental acts. This offers a substantial motivation for the government to behave more responsibly (Stewart et al. (2012), Moloi (2015)).

2. Enhancing Policy Quality and Service Efficiency. Collaboration among governmental entities and effective resource management significantly enhance the quality of executed policies. Policies underpinned by robust coordination, including efficient budget and resource management, will yield enhanced and more responsive public services. For instance, in the education or health sectors, strategies that emphasize cooperation between different domains would yield more cohesive and targeted initiatives. The efficiency of this service directly influences the enhancement of public welfare (Capano, 2015; Martineau et al., 2022; Gibbins, 2001).

3. Mitigating Corruption and Exploitation of Authority. Rigorous supervision of budgets and policies, bolstered by transparency, can effectively mitigate unscrupulous behaviors. When the government administers public resources judiciously, both internal and external oversight can function as mechanisms that guarantee the implementation of policies in alignment with the tenets of justice and integrity. Mitigating corruption enhances governance quality, fosters public faith in government, and consequently fortifies social and economic stability (Edokpolor & Imafidon, 2019; Liu et al., 2021).

4. Economic Efficiency and Enhanced Quality of Life. Effective governance substantially influences economic efficiency and the community's quality of life. Effective resource management strategies can foster sustainable economic growth and enhance quality of life, particularly for impoverished or vulnerable populations. More focused policies result in enhanced resource use, thus elevating living standards and diminishing economic disparity (Webb (2007), Hønneland & Jørgensen (2005)).

5. Inter-Sectoral Equilibrium and Mitigating Inequality. Decentralization and cooperation between the public and commercial sectors are crucial elements in fostering equitable development. Decentralization grants local governments increased autonomy to administer resources and policies in accordance with local requirements, while

Jurnal Ilmiah Gema Perencana

Determinants of Governance: A Systematic Literature Review…; Pages 723-748 [Muslikun et.al.]

collaboration between the public and private sectors expedites sustainable economic development. This results in less disparity among regions and industries, fostering more inclusive policies. Cooperation This not only expedites the attainment of developmental objectives but also guarantees that the outcomes of development are accessible to diverse societal strata. Tosun (2018); Volden & Andersen (2018).

The effects demonstrated by these criteria suggest that effective governance enhances efficiency and accountability, mitigates social and economic inequality, and elevates the overall quality of life within society.

Figure 6. Distribution of Articles by Impact of Determinant Factors

All these elements are interrelated and must be controlled synergistically to foster a more responsive, transparent, and responsible government to the people.
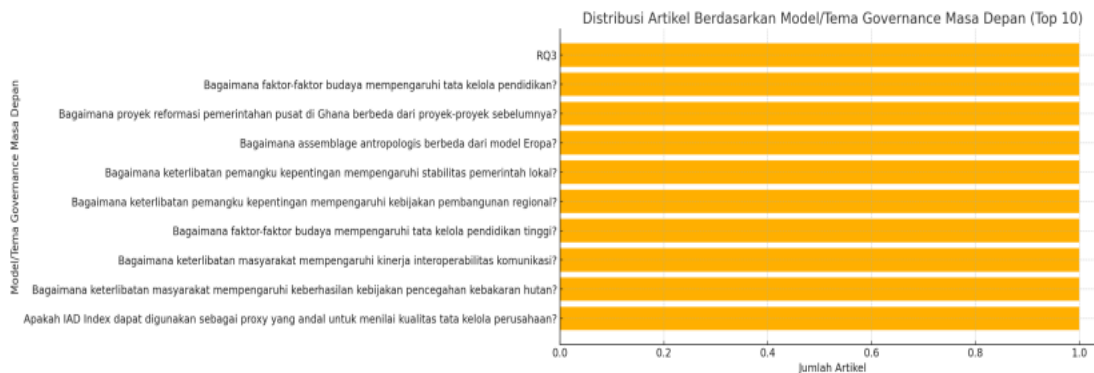
Future Governance Model

According to the literature review, future research on governance will be increasingly shaped by various elements, particularly those associated with global challenges. The subsequent themes may be explored in future research:

1. Multilateral Coordination and Intersectoral Collaboration. Additional research is required to investigate the collaboration across the governmental, commercial, and civil society sectors in addressing increasingly intricate global challenges, including climate change and migration. Enhancing collaboration among stakeholders at different tiers (e.g., central and local governments) will be essential for developing effective and sustainable solutions. Numerous research, like those by Edler & Kuhlmann (2008) and Howlett & Newman (2010), indicate the necessity for enhanced intersectoral cooperation to augment policy efficacy.
2. Application of Technology in Governance: Technology, particularly in data and information management, will increasingly reign. The adoption of e-government and big data management can enhance openness, efficiency, and accountability within the public sector (Wu et al., 2021). Technology will enhance evidence-based decision-making, promote public engagement, and diminish potential for corruption.
3. The Significance of Adaptive and Flexible Leadership. Given the escalating dynamic issues, such as health crises and climate change, future governmental leadership must exhibit greater flexibility and adaptability. A study by Martineau et al. (2022) demonstrates that leadership attuned to global concerns and fostering extensive stakeholder engagement will increasingly contribute to the establishment of effective and efficient governance.
4. Decentralization and Regional Empowerment. In numerous nations, decentralization offers a chance to enhance regional autonomy in decision-making that aligns more closely with local requirements. Additional research is required to comprehend how the interactions between central and local governments might be enhanced to expedite sustainable development, as indicated in the studies by Tosun (2018) and Cha (2016).

5. Sustainable Management of Natural Resources. Future study must concentrate on the governance of natural resources, which is pivotal in tackling the difficulties posed by climate change and promoting sustainable resource utilization. Kluvánková-Oravská et al. (2009) assert that efficient natural resource management necessitates a comprehensive grasp of multi-level governance and the participation of diverse stakeholders in decision-making processes.

Figure 7. Article Distribution by Future Governance Model/Theme

All these elements are interrelated and must be controlled synergistically to foster a more responsive, transparent, and responsible government to the people.

Future Governance Model

Future study on governance will be increasingly shaped by various elements, particularly those associated with global challenges, as indicated by the literature analysis. The subsequent themes may be explored in future research:

1. Multilateral Coordination and Intersectoral Collaboration. Additional research is required to investigate the collaboration across the governmental, commercial, and civil society sectors in addressing increasingly intricate global challenges, including climate change and migration. Enhancing collaboration among stakeholders at different tiers (e.g., central and local governments) will be essential for developing effective and sustainable solutions. Numerous research, like those by Edler & Kuhlmann (2008) and Howlett & Newman (2010), indicate the necessity for enhanced intersectoral cooperation to augment policy efficacy.
2. Utilization of Technology in Governance: Technology, particularly in data and information management, will increasingly reign. The adoption of e-government and big data management can enhance openness, efficiency, and accountability within the public sector (Wu et al., 2021). Technology will enhance evidence-based decision-making, promote public engagement, and diminish potential for corruption.
3. The Significance of Adaptive and Flexible Leadership. Given the escalating dynamic issues, such as health crises and climate change, future governmental leadership must exhibit greater flexibility and adaptability. A study by Martineau et al. (2022) indicates that leadership attuned to global concerns and fostering extensive stakeholder engagement will increasingly contribute to the establishment of effective and efficient governance.
4. Decentralization and Regional Empowerment. In numerous nations, decentralization offers a chance to enhance regional autonomy in decision-making that aligns more closely with local requirements. Additional research is required to elucidate how the interplay

Jurnal Ilmiah Gema Perencana

Determinants of Governance: A Systematic Literature Review...; Pages 723-748 [Muslikun et.al.]

between central and local governments might be enhanced to expedite sustainable development, as indicated in the studies by Tosun (2018) and Cha (2016).

5. Sustainable Management of Natural Resources. Subsequent study should prioritize natural resource governance, which is crucial for tackling the difficulties posed by climate change and ensuring sustainable resource utilization. Kluvánková-Oravská et al. (2009) assert that efficient natural resource management necessitates a comprehensive grasp of multi-level governance and the participation of diverse stakeholders in decision-making processes.

Limitation

While this systematic literature review provides a comprehensive synthesis of the determinants of governance, it is important to acknowledge certain limitations that may influence the scope and generalizability of its findings. Identifying these limitations not only reflects research transparency but also offers directions for future scholarly endeavors. The primary limitation stems from the exclusive reliance on the Scopus database for article retrieval, coupled with specific keyword combinations, which may inadvertently exclude relevant studies from other prominent databases or specialized journals, and potentially miss nuances in terminology. Additionally, the review likely prioritized or exclusively included articles published in English, thereby introducing a language bias that could overlook valuable research and local insights from non-English speaking regions. The application of stringent inclusion and exclusion criteria, though based on PRISMA guidelines, inherently involved a degree of subjective interpretation by the researchers, subtly influencing article selection. Furthermore, due to the broad nature of a systematic review, the synthesis may not fully capture the nuanced applicability or varying importance of determinants within highly specific governance contexts, as governance is a context-specific phenomenon varying significantly across different political, economic, and cultural settings. Moreover, the review's confinement to published academic articles excludes "grey literature" such as policy reports or governmental documents, which might contain valuable practical insights or data not subjected to peer review. Lastly, while the bibliometric analysis indicated increased research interest from 2010 to 2024, this timeframe may not encompass the very latest developments or emerging determinants influenced by more contemporary global shifts since 2024. These limitations underscore the boundaries of this study's conclusions and highlight opportunities for future research to expand upon these findings by employing broader search strategies, incorporating multilingual sources, adopting mixed-methods approaches, or focusing on specific contextual analyses.

Contribution

This systematic literature review (SLR) on the determinants of governance offers several significant contributions to the existing body of knowledge and practice, particularly crucial in an era where effective public sector governance is paramount. This research provides a unique and comprehensive synthesis of diverse governance determinants—such as stakeholder engagement, leadership, policy quality, public participation, and fiscal resources—derived from a rigorous review of 83 pertinent articles, thus offering a holistic understanding that transcends fragmented discussions. Furthermore, the study meticulously clarifies the specific ramifications of these determinants on key governance outcomes, including public accountability, operational efficiency, and social welfare, thereby offering a more nuanced understanding of complex cause-and-effect relationships. A significant contribution also lies in the explicit delineation of current research deficiencies and the proposal of a clear, actionable agenda for future investigations, highlighting the importance of multilateral coordination, technology's transformative potential (e.g., e-government, big data analytics),

adaptive leadership, decentralization, and sustainable natural resource management in a rapidly changing global landscape. By systematically reviewing and synthesizing diverse findings, this SLR offers a robust, evidence-based foundation to inform policy formulation and practical interventions, enabling policymakers and practitioners to design more effective governance reforms and build capacities. Finally, this review implicitly reinforces and refines the conceptual understanding of public governance by delineating its origins from the corporate context and extending it to the public sector, underscoring the unique challenges and opportunities within governmental frameworks. In essence, this research distinguishes itself by moving beyond an isolated examination of governance elements to provide a synthesized, outcome-oriented, and forward-looking perspective, consolidating existing knowledge, clarifying complex relationships, and charting a definitive course for the next generation of governance research and practical application.

CONCLUSION AND SUGGESTIONS

Conclusion

This systematic literature review (SLR) on the determinants of governance offers several significant contributions to the existing body of knowledge and practice, particularly crucial in an era where effective public sector governance is paramount. This research provides a unique and comprehensive synthesis of diverse governance determinants—such as stakeholder engagement, leadership, policy quality, public participation, and fiscal resources—derived from a rigorous review of 83 pertinent articles, thus offering a holistic understanding that transcends fragmented discussions. Furthermore, the study meticulously clarifies the specific ramifications of these determinants on key governance outcomes, including public accountability, operational efficiency, and social welfare, thereby offering a more nuanced understanding of complex cause-and-effect relationships. A significant contribution also lies in the explicit delineation of current research deficiencies and the proposal of a clear, actionable agenda for future investigations, highlighting the importance of multilateral coordination, technology's transformative potential (e.g., e-government, big data analytics), adaptive leadership, decentralization, and sustainable natural resource management in a rapidly changing global landscape. By systematically reviewing and synthesizing diverse findings, this SLR offers a robust, evidence-based foundation to inform policy formulation and practical interventions, enabling policymakers and practitioners to design more effective governance reforms and build capacities. Finally, this review implicitly reinforces and refines the conceptual understanding of public governance by delineating its origins from the corporate context and extending it to the public sector, underscoring the unique challenges and opportunities within governmental frameworks. In essence, this research distinguishes itself by moving beyond an isolated examination of governance elements to provide a synthesized, outcome-oriented, and forward-looking perspective, consolidating existing knowledge, clarifying complex relationships, and charting a definitive course for the next generation of governance research and practical application.

Suggestions

Based on the comprehensive findings and conclusions drawn from this systematic literature review on the determinants of governance, the following suggestions are offered for various stakeholders, including academics, policymakers, and practitioners, to foster more effective public governance:

1. For Academics and Future Research**.** Suggestions for academics and future research highlight the imperative for more in-depth, qualitative studies that explore the nuanced interplay of governance determinants within specific national, regional, or local contexts

Jurnal Ilmiah Gema Perencana

Determinants of Governance: A Systematic Literature Review…; Pages 723-748 [Muslikun et.al.]

to understand the moderation by cultural, political, and socio-economic factors. There is a pressing need for longitudinal research to track the long-term impact of governance reforms and interventions on accountability, efficiency, and social welfare, alongside rigorous examination of emerging technologies like AI and blockchain as both determinants and enablers of good governance, including their ethical considerations. Furthermore, encouraging interdisciplinary approaches, integrating insights from fields such as psychology, sociology, and environmental science, will provide a more holistic understanding of governance complexities. Finally, conducting comparative analyses across different governance models is crucial to identify which determinants are most effective under specific systemic frameworks.

2. For Policymakers and Practitioners. The findings suggest adopting holistic governance reform strategies that integrate stakeholder engagement, leadership development, policy formulation, public participation mechanisms, and fiscal management, recognizing that effective governance is a product of multiple interacting determinants. It is crucial to invest in strengthening leadership capacity by developing strong, ethical, and adaptive leaders within public institutions, while simultaneously enhancing public participation through inclusive and accessible mechanisms, including leveraging digital platforms. Prioritizing the adoption of digital solutions is also vital for boosting transparency and service delivery efficiency and streamlining administrative processes to mitigate corruption. Furthermore, implementing robust fiscal management systems that ensure transparency in budgeting and expenditure, coupled with strong oversight mechanisms, is essential for fiscal prudence and accountability. Finally, fostering multi-stakeholder collaboration among government agencies, civil society, the private sector, and international partners is paramount, as effective governance often necessitates collective action and shared responsibility.

By considering these suggestions, stakeholders can build upon the findings of this review to cultivate more effective, accountable, and responsive governance systems that ultimately contribute to sustainable development and improved societal well-being.

ACKNOWLEDGMENT

AUTHOR CONTRIBUTIONS STATEMENT

The authors wish to confirm our specific contributions to this manuscript as follows:

Muslikun: Served as the lead author, primarily responsible for the initial conceptualization of the research idea, formulation of the research problem, design of the systematic literature review methodology, comprehensive data collection and analysis, interpretation of the findings, and the drafting of the initial manuscript. Muslikun also played a key role in the final revisions of the manuscript to ensure its coherence and accuracy.

Theresia Trisanti: Contributed significantly through guidance and supervision throughout the research process. Theresia Trisanti provided valuable input on data analysis and interpretation of results, critically reviewed the manuscript, and provided final approval for its publication.

Wisnu Prajogo: Provided essential guidance and supervision, particularly in the analytical phases. Wisnu Prajogo contributed to the rigorous analysis of data and interpretation of findings, offered critical feedback on the manuscript, and granted final approval for its submission and publication.

All authors have read and agreed to the published version of the manuscript.

REFERENCE

004_Who-is-responsible-for-what-On-the-governance-relationship-between-ministry-&-agencies-in-Austrian-&-Norwegian-higher-education_2021_Routledge.pdf. (n.d.).

040_A-nutwe-have-officially-yet-to-crack-Forcing-the-attention-of-athletic-departments-toward-sustainability-through-shared-governance_2019_MDPI.pdf. (n.d.).

Appiah-adu, K. (2012). *Enhancing government's policy management and decision-making system : The case of Ghana's central. 55*(1), 125–147.

Atiya, A. S., Raghad, H. A., & Kashcool, A. S. (2021). Financial sustainability of the Iraqi federal budget in 2006-2020 and its effect on governance. *Economic Annals-XXI, 193*(9–10), 54–61. https://doi.org/10.21003/ea.V193-06

Ayres, S., & Pearce, G. (2004). Central government responses to governance change in the English regions. *Regional and Federal Studies, 14*(2), 255–280. https://doi.org/10.1080/1359756042000247474

Brotestes Panjaitan, R., Sumartono, S., Sarwono, S., & Saleh, C. (2019). The role of central government and local government and the moderating effect of good governance on forest fire policy in Indonesia. *Benchmarking, 26*(1), 147–159. https://doi.org/10.1108/BIJ-12-2017-0336

Buta, B. O., Guimaraes, T. A., & Akutsu, L. (2020). Governance in the Brazilian federal public defender's office. *International Journal for Court Administration, 11*(1), 1–19. https://doi.org/10.36745/ijca.273

Capano, G. (2015). Federal Dynamics of Changing Governance Arrangements in Education: A Comparative Perspective on Australia, Canada and Germany. *Journal of Comparative Policy Analysis: Research and Practice, 17*(4), 322–341. https://doi.org/10.1080/13876988.2014.952530

Cha, S. H. (2016). Decentralization in educational governance and its challenges in Korea: Focused on policy conflicts between central and local government in education. *Asia Pacific Education Review, 17*(3), 479–487. https://doi.org/10.1007/s12564-016-9448-3

Chenoweth, E., & Clarke, S. E. (2010). All terrorism is local: Resources, nested institutions, and governance for Urban Homeland security in the American federal system. *Political Research Quarterly, 63*(3), 495–507. https://doi.org/10.1177/1065912909334426

Chung, J. H. (2016). China's Local Governance in Perspective. *The China Journal, 75*, 38–60. https://www.jstor.org/stable/26559120

Circle. (2010). *The civic mission of the schools*. 1–44. papers3://publication/uuid/1615B719-C416-492A-A6F2-74C79149B0D9

Conteh, C. (2013). Navigating Canada's Federal Maze: Regional Development Policy Governance in New Brunswick. *Regional and Federal Studies, 23*(2), 129–149. https://doi.org/10.1080/13597566.2012.742070

Davies, G., & Ramia, G. (2008). Governance reform towards "Serving migrant workers": The local implementation of central government regulations. *China Quarterly, 193*, 140–149. https://doi.org/10.1017/S0305741008000088

Doern, G. B. (1993). From Sectoral to Macro Green Governance: The Canadian Department of the Environment as an Aspiring Central Agency. *Governance, 6*(2), 172–193. https://doi.org/10.1111/j.1468-0491.1993.tb00143.x

Jurnal Ilmiah Gema Perencana

Determinants of Governance: A Systematic Literature Review...; Pages 723-748 [Muslikun et.al.]

Edler, J., & Kuhlmann, S. (2008). Coordination within fragmentation: Governance in knowledge policy in the German federal system. *Science and Public Policy*, *35*(4), 265–276. https://doi.org/10.3152/030234208X310329

Edokpolor, J., & Imafidon, A. (2019). Public-private-civil society partnership: A gateway to ensuring good governance practices of vocational education programme in South-South Nigerian federal universities. *Journal of Technical Education and Training*, *11*(3), 121–135. https://doi.org/10.30880/jtet.2019.11.03.015

Espinosa, C. (2018). Response to "Investigating Ministry Names for Comparative Policy Analysis: Lessons from Energy Governance." *Journal of Comparative Policy Analysis: Research and Practice*, *20*(3), 340–343. https://doi.org/10.1080/13876988.2018.1466927

Eufemia, L., Pérez, P., Rodriguez, T., Lozano, C., Bonatti, M., Morales, H., Loehr, K., Hachmann, S., Kieselbach, F., Rheinfels, L., Del Rio, M., Rendel, C., & Sieber, S. (2023). Governance in post-conflict scenarios: assessing models of community-based governance in the departments of Caquetá and Cesar (Colombia). *Territory, Politics, Governance*, *11*(8), 1553–1575. https://doi.org/10.1080/21622671.2021.1941231

Evans, C. L. (1991). Comparative Legislative Research Center. *Legislative Studies Quarterly*, *16*(3), 375–392. http://www.jstor.org/stable/440263

Facchini, C., & Fia, M. (2021). Public Sector Reform in Italian Higher Education: The Governance Transformation of the Universities — A Comparison Among Perceptions of Rectors and Department Chairs. *Higher Education Policy*, *34*(3), 560–581. https://doi.org/10.1057/s41307-019-00152-2

Felder, A., & Tamtik, M. (2023). Federal Servants of Inclusion? The Governance of Student Mobility in Canada and the EU. *Politics and Governance*, *11*(3), 251–263. https://doi.org/10.17645/pag.v11i3.6815

Flath, L., Kemmerzell, J., & Knodt, M. (2023). Hydrogen governance in Germany: a challenge for federal coordination. *Regional and Federal Studies*. https://doi.org/10.1080/13597566.2023.2232735

Fredriksson, P. G., & Gaston, N. (2000). Environmental governance in federal systems: The effects of capital competition and lobby groups. *Economic Inquiry*, *38*(3), 501–514. https://doi.org/10.1111/j.1465-7295.2000.tb00032.x

Fung, A., & Wright, E. O. (2003). Deepening democracy: Institutional innovations in empowered participatory governance. Verso.

Garrick, D., Bark, R., Connor, J., & Banerjee, O. (2012). Environmental water governance in federal rivers: Opportunities and limits for subsidiarity in Australia's Murray-Darling River. *Water Policy*, *14*(6), 915–936. https://doi.org/10.2166/wp.2012.120

Gibbins, R. (2001). Local governance and federal political systems. *International Social Science Journal*, *53*(167), 163–170. https://doi.org/10.1111/1468-2451.00305

Godden, S., Ambler, G., & Pollock, A. M. (2010). Recruitment of minority ethnic groups into clinical cancer research trials to assess adherence to the principles of the Department of Health Research Governance Framework: National sources of data and general issues arising from a study in one hospital tr. *Journal of Medical Ethics*, *36*(6), 358–362. https://doi.org/10.1136/jme.2009.033845

Hajiloo, M., & Doroudi, H. (2021). *Copyright © 2021, This is an original open-access article distributed under the terms of the Creative Commons Attribution-noncommercial 4.0 International License which permit copy and redistribution of the material just in*

noncommercial usages with proper. *14*(42), 20–36.

Hanson, M. (1974). Reform and governance in the ministry of education: The case of Colombia. *International Review of Education*, *20*(2), 155–177. https://doi.org/10.1007/BF00598499

Harding, A. (2017). Devolution of powers in Sarawak: A dynamic process of redesigning territorial governance in a federal system. *Asian Journal of Comparative Law*, *12*(2), 257–279. https://doi.org/10.1017/asjcl.2017.13

Harrington, C., & Slann, M. (2011). Modeling shared governance at the school and department level. *Academic Leadership*, *9*(4). https://doi.org/10.58809/noym8760

Hong, S. (2017). What are the areas of competence for central and local governments? Accountability mechanisms in multi-level governance. *Journal of Public Administration Research and Theory*, *27*(1), 120–134. https://doi.org/10.1093/jopart/muw048

Hønneland, G., & Jørgensen, J. H. (2005). Federal environmental governance and the Russian North. *Polar Geography*, *29*(1), 27–42. https://doi.org/10.1080/789610164

Hood, C. (1991). A public management for all seasons? Public Administration, 69(1), 3–19.

Hooge, E. H., Waslander, S., & Theisens, H. C. (2022). The many shapes and sizes of meta-governance. An empirical study of strategies applied by a well-advanced meta-governor: the case of Dutch central government in education. *Public Management Review*, *24*(10), 1591–1609. https://doi.org/10.1080/14719037.2021.1916063

Howlett, M., & Newman, J. (2010). Policy analysis and policy work in federal systems: Policy advice and its contribution to evidence-based policy-making in multi-level governance systems. *Policy and Society*, *29*(2), 123–136. https://doi.org/10.1016/j.polsoc.2010.03.004

Hu, J., Long, W., Song, X., & Tang, T. (2020). The driving force in corporate environmental governance: Turnover of environmental protection department directors as an indicator. *Nankai Business Review International*, *11*(2), 253–282. https://doi.org/10.1108/NBRI-01-2020-0003

Kalifeh, P., Cohen-Vogel, L., & Grass, S. (2011). The federal role in early childhood education: Evolution in the goals, governance, and policy instruments of project head start. *Educational Policy*, *25*(1), 36–64. https://doi.org/10.1177/0895904810387413

Kluvánková-Oravská, T., Chobotová, V., Banaszak, I., Slavikova, L., & Trifunovova, S. (2009). From government to governance for biodiversity: The perspective of Central and Eastern European transition countries. *Environmental Policy and Governance*, *19*(3), 186–196. https://doi.org/10.1002/eet.508

Kok, S. K., & McDonald, C. (2017). Underpinning excellence in higher education–an investigation into the leadership, governance and management behaviours of high-performing academic departments. *Studies in Higher Education*, *42*(2), 210–231. https://doi.org/10.1080/03075079.2015.1036849

Lee, C. Bin. (2015). Cultural Policy and Governance: Reviewing Policies Related to Cultural and Creative Industries Implemented by the Central Government of Taiwan Between 2002 and 2012. *Review of Policy Research*, *32*(4), 465–484. https://doi.org/10.1111/ropr.12131

Leong, C. (2018). Response to "Investigating Ministry Names for Comparative Policy Analysis: Lessons from Energy Governance." *Journal of Comparative Policy Analysis: Research and Practice*, *20*(3), 336–339. https://doi.org/10.1080/13876988.2018.1466925

Lewis, C., & Marsh, D. (2012). Network Governance and Public Participation in Policy-Making:

Jurnal Ilmiah Gema Perencana

Determinants of Governance: A Systematic Literature Review…; Pages 723-748 [Muslikun et.al.]

Federal Community Cabinets in Australia. *Australian Journal of Public Administration*, *71*(1), 6–19. https://doi.org/10.1111/j.1467-8500.2012.00753.x

Liu, H. C., Hsiao, H. C., & Lin, J. S. (2021). Effects of anti-corruption governance strategy on organizational trust and job satisfaction in ministry of national defense. In *Revista de Cercetare si Interventie Sociala* (Vol. 74, pp. 108–119). https://doi.org/10.33788/RCIS.74.7

Liu, Y. (2020). People's will or the central government's plan? The shape of contemporary Chinese local governance. *Journal of Contemporary East Asia Studies*, *9*(2), 226–242. https://doi.org/10.1080/24761028.2020.1744290

Lopez, A. M., Comfort, M., Powers, C., Kral, A. H., & Lorvick, J. (2018). Structural vulnerability and supplemental security income: Subtle modes of punitive governance within federal social welfare. *Human Organization*, *77*(4), 302–311. https://doi.org/10.17730/0018-7259.77.4.302

Macauslan, J., & Addison, M. (2010). Governance in Central Government: Reconciling Accountability and Capability. *Political Quarterly*, *81*(2), 243–252. https://doi.org/10.1111/j.1467-923X.2010.02081.x

Macdonald, D., Bidordinova, A., & Khachatryan, A. (2020). Central Governments in Multi-level Governance Systems Facing the Challenge of Jurisdictions with Rising Emissions. *Canadian Journal of European and Russian Studies*, *14*(2), 79–101. https://doi.org/10.22215/cjers.v14i2.2770

Macey, J. R. (2005). Positive political theory and federal usurpation of the regulation of corporate governance: The coming preemption of the martin act. *Notre Dame Law Review*, *80*(3), 951–973.

Martineau, T., Ozano, K., Raven, J., Mansour, W., Bay, F., Nkhoma, D., Badr, E., Baral, S., Regmi, S., & Caffrey, M. (2022). Improving health workforce governance: the role of multi-stakeholder coordination mechanisms and human resources for health units in ministries of health. *Human Resources for Health*, *20*(1), 1–12. https://doi.org/10.1186/s12960-022-00742-z

Marzano, M., & Castellini, M. (2018). The Reform of the Italian Ministry of Cultural Heritage: Implications for Governance of the Museum System. *Journal of Arts Management Law and Society*, *48*(3), 206–220. https://doi.org/10.1080/10632921.2018.1450316

McCarthy, C. (2014). "Empirical anthropologists advocating cultural adjustments": The anthropological governance of Āpirana Ngata and the native affairs department. *History and Anthropology*, *25*(2), 280–295. https://doi.org/10.1080/02757206.2014.882830

McGuire, J. (2009). The 2004 federal election and the reshaping of governance in India. *South Asia: Journal of South Asia Studies*, *32*(3), 390–407. https://doi.org/10.1080/00856400903374301

Menéndez Weidman, L. K. (2001). Policy Trends and Structural Divergence in Educational Governance: The case of the French national ministry and US Department of Education. *Oxford Review of Education*, *27*(1), 75–84. https://doi.org/10.1080/03054980125519

Moher, D., Liberati, A., Tetzlaff, J., & Altman, D. G. (2009). Preferred Reporting Items for Systematic Reviews and Meta-Analyses: The PRISMA Statement. PLoS Medicine, 6(7), e1000097. https://doi.org/10.1371/journal.pmed.1000097

Moloi, T. (2015). Enhanced governance committees in South Africa's national government departments: A conceptual exploration. *Corporate Board: Role, Duties and Composition*, *11*(1CONT1), 123–130. https://doi.org/10.22495/cbv11i1c1art4

Nelles, J. (2013). Regionalism Redux: Exploring the Impact of Federal Grants on Mass Public

Transit Governance and Political Capacity in Metropolitan Detroit. *Urban Affairs Review*, *49*(2), 220–253. https://doi.org/10.1177/1078087412458255

O'Boyle, I., & Shilbury, D. (2016). Comparing federal and unitary models of sport governance: A case study investigation. *Managing Sport and Leisure*, *21*(6), 353–374. https://doi.org/10.1080/23750472.2017.1289339

Omar, A., Altohami, W., & Afzaal, M. (2022). Assessment of the Governance Quality of the Departments of English in Saudi Universities: Implications for Sustainable Development. *World Journal of English Language*, *12*(8), 443–449. https://doi.org/10.5430/wjel.v12n8p443

Osborne, D., & Gaebler, T. (1992). Reinventing government: How the entrepreneurial spirit is transforming the public sector. Addison-Wesley.

Painter, M. (2001). Multi-level governance and the emergence of collaborative federal institutions in Australia. *Policy and Politics*, *29*(2), 137–150. https://doi.org/10.1332/0305573012501260

Pasynkov, A. F. (2020). Compilation of regional financial balances for the 'General Governance' sector in the Ural Federal District. *R-Economy*, *6*(4), 251–260. https://doi.org/10.15826/recon.2020.6.4.022

Perellon, J. F. (2001). The governance of higher education in a federal system: The case of switzerland. *Tertiary Education and Management*, *7*(2), 211–224. https://doi.org/10.1080/13583883.2001.9967052

Pierre, J. (Ed.). (2011). Debating governance: Authority, steering, and democracy. Oxford University Press.

Pollitt, C., & Bouckaert, G. (2011). Public management reform: A comparative analysis—New Public Management, Governance, and the Neo-Weberian State (3rd ed.). Oxford University Press.

Ramage, P., & Armstrong, A. (2009). Factors impacting the adoption and operation of corporate governance reform in Australian State Government departments. *International Journal of Knowledge, Culture and Change Management*, *9*(8), 137–153. https://doi.org/10.18848/1447-9524/cgp/v09i08/49781

Razin, A., & Sadka, E. (2021). Migration and redistribution: Why the federal governance of an economic union does matter. *Journal of Government and Economics*, *1*(February), 100001. https://doi.org/10.1016/j.jge.2021.100001

Regoliosi, C., & d'Eri, A. (2014). "Good" corporate governance and the quality of internal auditing departments in Italian listed firms. An exploratory investigation in Italian listed firms. *Journal of Management and Governance*, *18*(3), 891–920. https://doi.org/10.1007/s10997-012-9254-1

Reiss, J. W. (2014). Innovative governance in a federal Europe: Implementing the convention on the rights of persons with disabilities. *European Law Journal*, *20*(1), 107–125.

Rhodes, R. A. W. (1997). Understanding governance: Policy networks, governance, reflexivity and accountability. Open University Press.https://doi.org/10.1111/eulj.12050

Rogers, P. J. (2007). *Theory-Based Evaluation: Reflections Ten Years On*. *114*, 63–81. https://doi.org/10.1002/ev

Roth, R. (2013). Representational capacity or global Governance? A swiss federal court addresses the accusations against a former Algerian general. *Journal of International Criminal Justice*, *11*(3), 643–657. https://doi.org/10.1093/jicj/mqt034

Russel, D., & Jordan, A. (2007). Gearing-up governance for sustainable development: Patterns

Jurnal Ilmiah Gema Perencana

Determinants of Governance: A Systematic Literature Review…; Pages 723-748 [Muslikun et.al.]

of policy appraisal in UK central government. *Journal of Environmental Planning and Management*, *50*(1), 1–21. https://doi.org/10.1080/09640560601048267

Sheikh, K., Sriram, V., Rouffy, B., Lane, B., Soucat, A., & Bigdeli, M. (2021). Governance roles and capacities of ministries of health: A multidimensional framework. *International Journal of Health Policy and Management*, *10*(5), 237–243. https://doi.org/10.34172/ijhpm.2020.39

Steel, B. S., & Lovrich, N. P. (1986). Fiscal Stress, Competing Values and Municipal Governance: What Fate Befell Affirmative Action in Municipal Police Departments? *Journal of Urban Affairs*, *8*(3), 15–30. https://doi.org/10.1111/j.1467-9906.1986.tb00145.x

Stewart, J., Asha, F., Shulman, A., Ng, C., & Subramaniam, N. (2012). Governance Disclosure on the Internet: The Case of Australian State Government Departments. *Australian Journal of Public Administration*, *71*(4), 440–456. https://doi.org/10.1111/j.1467-8500.2012.00789.x

Swaroop, V., Jha, S., & Sunil Rajkumar, A. (2000). Fiscal effects of foreign aid in a federal system of governance: The case of India. *Journal of Public Economics*, *77*(3), 307–330. https://doi.org/10.1016/S0047-2727(00)00070-0

Taylor, A. (1997). "Arm's length but hands on". Mapping the new governance: The department of national heritage and cultural politics in Britain. *Public Administration*, *75*(3), 441–466. https://doi.org/10.1111/1467-9299.00069

Tosun, J. (2018). Investigating Ministry Names for Comparative Policy Analysis: Lessons from Energy Governance. *Journal of Comparative Policy Analysis: Research and Practice*, *20*(3), 324–335. https://doi.org/10.1080/13876988.2018.1467430

Ulibarri, N. (2015). Tracing Process to Performance of Collaborative Governance: A Comparative Case Study of Federal Hydropower Licensing. *Policy Studies Journal*, *43*(2), 283–308. https://doi.org/10.1111/psj.12096

United Nations Development Programme (UNDP). (1997). Governance for sustainable human development: A UNDP policy document. UNDP.

Volden, G. H., & Andersen, B. (2018). The hierarchy of public project governance frameworks: An empirical study of principles and practices in Norwegian ministries and agencies. *International Journal of Managing Projects in Business*, *11*(1), 174–197. https://doi.org/10.1108/IJMPB-04-2017-0040

Wang, H., Chen, B., & Koppenjan, J. (2022). A refined experimentalist governance approach to incremental policy change: the case of process-tracing China's central government infrastructure PPP policies between 1988 and 2017. *Journal of Chinese Governance*, *7*(1), 27–51. https://doi.org/10.1080/23812346.2021.1898151

Wang, J. (2018). Reform of China's environmental governance: The creation of a ministry of ecology and environment. *Chinese Journal of Environmental Law*, *2*(1), 112–117. https://doi.org/10.1163/24686042-12340026

Webb, E. (2007). Trends in federal reserve and basel II A-IRB bank governance. *Journal of Financial Regulation and Compliance*, *15*(3), 250–261. https://doi.org/10.1108/13581980710762264

World Bank. (1992). Governance and development. World Bank Publications.

Wu, C. C., & Chu, H. C. (2021). Critical factors in central government information and data governance-empirical study. *Revista de Cercetare Si Interventie Sociala*, *73*, 248–261. https://doi.org/10.33788/rcis.73.15

Zavadskaya, M., & Shilov, L. (2021). Providing Goods and Votes? Federal Elections and the Quality of Local Governance in Russia. *Europe - Asia Studies*, *73*(6), 1037–1059. https://doi.org/10.1080/09668136.2021.1932760

Zhao, T., & Leibold, J. (2020). Ethnic Governance under Xi Jinping: The Centrality of the United Front Work Department & Its Implications. *Journal of Contemporary China*, *29*(124), 487–502. https://doi.org/10.1080/10670564.2019.1677359

Zhu, Y., Niu, L., Zhao, Z., & Li, J. (2022). The Tripartite Evolution Game of Environmental Governance under the Intervention of Central Government. *Sustainability (Switzerland)*, *14*(10). https://doi.org/10.3390/su14106034

Jurnal Ilmiah Gema Perencana

Determinants of Governance: A Systematic Literature Review...; Pages 723-748 [Muslikun et.al.]