

# Administrative Accountability Practices, Public Trust And Career Satisfaction: The Case Of Line Agencies In Sulu

ALWINA A. de la CRUZ, DPA

Sulu State College , Philippines.

## Abstract

This descriptive-correlational study determined the levels of administrative accountability practices and the extent of public trust and career satisfaction among line-agencies in Sulu during the Fiscal Year 2023. With 200 respondents, it employed frequency counts and percentage, weighted mean and standard deviation, t-test for independent samples and One-way ANOVA, and Pearson's r. This study revealed the following findings: 1) Out of 200 employee-respondents, great majority are female employees, many are within 31 to 40 years old, are casual/contractual employees, have 10 years and below of years of service, and almost all have Bachelor's degree. 2) Generally, public administrative accountability is practiced to a high extent by line-agencies in Sulu. 3) Generally, there is a high extent of public trust being practiced among line-agencies in Sulu. 4) Generally, employees of line-agencies in Sulu have extent of career satisfaction. 5) Variables gender, age, status of appointment, length of service, and educational attainment significantly intervene in ways how employees of line-agencies in Sulu perceive towards the levels of administrative accountability practices. 6) Except for educational attainment, variables gender, age, status of appointment, and length of service significantly intervene in ways how employees of line-agencies in Sulu perceive towards the extent of public trust. 7) Variables gender, age, status of appointment, length of service, and educational attainment significantly intervene in ways how employees of line-agencies in Sulu perceive towards the extent of career satisfaction. 8) Employee-respondents among line-agencies in Sulu who rated the level of Administrative Transparency as "Agree" or "High Extent" is most probably the same group of employee-respondents who perceived the extent of Public trust and Career Satisfaction as "Agree" or "High Extent". 9) This particularly study tends to support the model introduced Abu Hasanein's (2017) Administrative Accountability Model derived from Bovens (2007), AbuHasanein's (2017) Public Trust Model based on Poortinga & Pidgeon (2003); and Lee, Kyoung-Joo (2016) Concept of Career Satisfaction based on Allan and Duffy (2014). Accordingly,

accountability often covers other distinct concepts such as transparency, efficiency, responsiveness, responsibility, integrity and equity. Public trust includes the core elements, namely: perceived competence, which represents the degree of technical expertise of the source; objectivity, reflecting the absence of bias in information; fairness, or the degree to which the source takes into account all relevant points of view; consistency, or the predictability of arguments and behavior based on past experience and previous communication efforts; and faith, which reflects the perception of good will of the source.

Keywords : Administrative Accountability, Public Trust, Career Satisfaction, Line Agencies, and Sulu Province.

## INTRODUCTION

Employees in organizations bestow different meanings onto their work, such as accountability, trust and career satisfaction. Such different meanings may have a fundamental effect on how employees approach, enact and craft their work (Rosso et al., 2010 as cited in Lee, Kyoung-Joo 2016). Among these different meanings, the study of the influence of administrative accountability, public trust (AbuHasanein, 2017) and career satisfaction (Lee, Kyoung-Joo, 2016) has experienced notable growth.

Administrative accountability is pseudo to public accountability which can mainly be studied as a question of the hierarchical responsibility status of the organization, as well as of its duties and responsibilities. From a philosophical viewpoint, the focus will lie on the administrative aspect of accountability (de la Cruz, 2021).

Trust is the expectation that other people, groups or institutions with whom we get in to contact, interact and cooperate will act in ways conducive to our wellbeing (Paliszkievicz, 2011 as cited in AbuHasanein, 2017). Because public trust is central for supporting the development and implementation of public policies and for effective and cooperative compliance, it is important to both public officials and employees. Trusted public employees can enhance their efficiency, responsiveness, and effectiveness (Fard & Rostamy, 2007 in AbuHasanein, 2017). Eventually, this will result in career satisfaction among employees (Lee, Kyoung-Joo, 2016).

Individuals with a strong sense of administrative accountability and public trust are strongly passionate about their work and career, thus they see their work as a way to personal fulfillment and recognize the contribution of work to community and larger society (Duffy and Dik, 2013; Lee, 2014 as cited in Lee, Kyoung-Joo, 2016).

A growing body of literature has adopted a new conceptualization to analyze how an orientation toward administrative accountability and public trust influence personal and organizational outcomes (AbuHasanein, 2017). Despite growing interest, the study of the influence of sense of administrative accountability on public trust and career satisfaction among government employees remains theoretically underexplored and empirically limited (Kyoung-Joo, 2016; AbuHasanein, 2017).

Regarding the relationship between a sense of administrative accountability, public trust, and career satisfaction among employees of government agencies is of great interest. This study adds to the growing body of research by investigating the relationship between sense of administrative accountability, public trust, and career satisfaction of employees of line-agencies.

Owing to the aforementioned claims, this study was conducted among the line- agencies in Sulu so as to gather empirical data to support or deny the assumption that administrative accountability is highly correlated with positive public trust and career satisfaction.

#### **STATEMENT OF THE PROBLEM**

This study determined the level of administrative accountability practices and extent of public trust and career satisfaction among line-agencies in Sulu during the Fiscal Year 2023. Specifically, this study gathered empirical data to answer the following questions:

1. What is the profile of employees of line-agencies in Sulu in terms of:
  - 1.1 Gender;
  - 1.2 Age;
  - 1.3 Status of appointment;
  - 1.4 Length of service; and
  - 1.5 Educational attainment?
2. What is the level of administrative accountability practices among line-agencies in Sulu in the context of:
  - 2.1 Administrative transparency;
  - 2.2 Efficiency;
  - 2.3 Responsiveness;
  - 2.4 Responsibility;
  - 2.5 Integrity; and
  - 2.6 Equity?
3. What is the extent of public trust among line-agencies in Sulu?
4. What is the extent of career satisfaction among line-agencies in Sulu?
5. Is there a significant difference in the levels of administrative accountability practices among line-agencies in Sulu when data are classified according to:
  - 5.1 Gender;

5.2 Age;

5.3 Status of appointment;

5.4 Length of service; and

5.5 Educational attainment?

6. Is there a significant difference in the extent of public trust levels among line-agencies in Sulu when data are classified according to:

6.1 Gender;

6.2 Age;

6.3 Status of appointment;

6.4 Length of service; and

6.5 Educational attainment?

7. Is there a significant difference in the extent of career satisfaction among line-agencies in Sulu when data are classified according to:

7.1 Gender;

7.2 Age;

7.3 Status of appointment;

7.4 Length of service; and

7.5 Educational attainment; and

8. Is there a significant correlation between the sub-categories subsumed under administrative accountability, public trust and career satisfaction among line-agencies in Sulu?

#### **OBJECTIVES OF THE STUDY**

This study is designed to meet the following objectives; thus it determined:

1. The profile of employees of line-agencies in Sulu in terms of Gender, Age, Status of appointment, Length of service, and Educational attainment;

2. The level of administrative accountability practices among line-agencies in Sulu in the context of Administrative transparency, Efficiency, Responsiveness, Responsibility, Integrity, and Equity;

3. The extent of public trust among line-agencies in Sulu;

4. The extent of career satisfaction among line-agencies in Sulu;

5. The significant difference in the levels of administrative accountability practices among line-agencies in Sulu when data are classified according to: Gender, Age, Status of appointment, Length of service, and Educational attainment;

6. The significant difference in the extent of public trust levels among line-agencies in Sulu when data are classified according to: Gender, Age, Status of appointment, Length of service, and Educational attainment;

7. The significant difference in the extent of career satisfaction among line-agencies in Sulu when data are classified according to: Gender, Age, Status of appointment, Length of service, and Educational attainment; and

8. The significant correlation between the sub-categories subsumed under administrative accountability, public trust and career satisfaction among line-agencies in Sulu.

**CONCEPTUAL FRAMEWORK**

Anchoring on AbuHasanein’s (2017) Administrative Accountability Model derived from Bovens (2007), AbuHasanein’s (2017) Public Trust Model based on Poortinga & Pidgeon (2003), and Lee, Kyoung-Joo (2016) Concept of Career Satisfaction based on Allan and Duffy (2014), this particularly was conceptualized as follows: Administrative Accountability practice such as administrative transparency, efficiency, responsiveness, responsibility, integrity, and equity were treated as the Independent Variable. Public Trust and Career Satisfaction were treated as the Dependent Variables. Meanwhile, respondents’ demographic profile such as Gender, Age, Status of appointment, Length of service, and Educational attainment were treated as the Intervening Variable. The interplay of these variables can be illustrated in Figure 1.

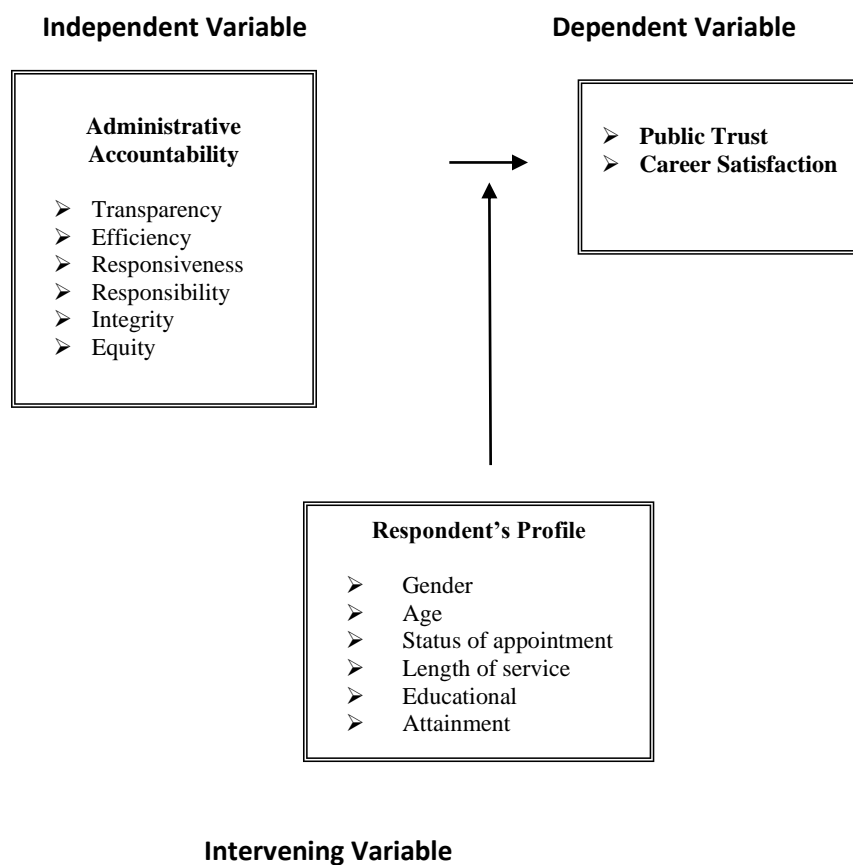


Figure 1. The Conceptual Model of the Study

**HYPOTHESES**

This study was guided by the following hypotheses in its quest to answer the research problems:

1. There is no significant difference in the levels of administrative accountability practices among line-agencies in Sulu when data are classified according to:

Gender, Age, Status of appointment, Length of service, and Educational attainment;

2. There is no significant difference in the extent of public trust levels among line-agencies in Sulu when data are classified according to: Gender, Age, Status of appointment, Length of service, and Educational attainment;

3. There is no significant difference in the extent of career satisfaction among line-agencies in Sulu when data are classified according to: Gender, Age, Status of appointment, Length of service, and Educational attainment; and

4. There is no significant correlation between the sub-categories subsumed under administrative accountability, public trust and career satisfaction among line-agencies in Sulu.

### **SIGNIFICANCE OF THE STUDY**

The results of the study will be beneficial to each of the following entities:

Line-agencies. The findings of this study will give significant inputs to heads of the line-agencies in their needs for more inputs and data needed in the enhancement of their agencies' development programs geared toward employees' development in terms of sense of public accountability, public trust and career satisfaction.

Employees of line-agencies. Employees can be provided with inputs so that they can adjust or meet the needs of their clientele and of their job performance. The findings of this study will serve as bases for the employees of line-agencies in coping with the required standards in public service to ensure good human relation in their own respective areas of concern.

Student-researchers. This study will trigger researchers to venture on other avenues or research areas related to this field along the framework of determining some more aspects and factors of affecting employees' work happiness and career satisfaction.

### **RESEARCH METHODOLOGY**

This deals with the research methodology to be adopted in the conduct of this study. It focuses on research design, research locale, respondents of the study, sampling procedure, data gathering procedure and tools, research instrument, validity and reliability, and statistical treatment of data.

#### **Research Design**

A descriptive-correlational research design was adopted in this study. In 1995, Bless and Higson-Smith introduced the concept of a research design as "a program that

guides a researcher in collecting, analyzing and interpreting observed facts.” (p.63). Similarly, Babbie and Mouton (2001:p.75) regard research design as the road map or blueprint by which one intends to conduct a research and achieve his/her research goals and objectives.” Hence, research design method that was employed in this study, which as intended to describe, quantify, and infer as well as to discover relationships among variables and to allow the prediction of future events from present knowledge or phenomenon of employees of line-agencies, namely: The socio-demographic profile of employees of line-agencies in Sulu in terms of Gender, Age, Status of appointment, Length of service, and Educational attainment; The extent of administrative accountability in terms of administrative transparency, efficiency, responsiveness, responsibility, integrity, and equity; Public Trust; Career Satisfaction; and the correlation between among these variables.

Employees of line-agencies in Sulu were the main source of data which were quantified to answer the research questions in this study. Library and internet researches and publications were the sources of information that were used to enrich the theoretical and conceptual frameworks of this research. The data from the respondents were gathered through the use of questionnaires.

### **Research Locale**

This study was conducted in Sulu among employees of line-agencies during the Fiscal Year 2023. Most of these line-agencies are under the direct supervision and administration of the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM) while some others are directly supervised by the national/central offices.

### **Respondents of the Study**

The respondents of this study were employees of line-agencies in Sulu who are currently employed regardless of their civil status, ethnicity, and religious affiliation.

Figure 2. Distribution of the samples among employees of line-agencies in Sulu

<b>Line-agencies in Sulu</b>	<b>Employees</b>
Ministry of Agriculture, Fisheries and Agrarian Reform	20
Ministry Basic, Higher and Technical Education	20
Ministry of Environment, Natural Resources and Energy	20
Ministry of Finance, Budget and Management	20

Ministry of Health	20
Ministry of Hyman Settlement and Development	20
Ministry of Labor and Employment	20
Ministry of Interior and Local Government	20
Ministry of Public Works	20
Ministry of Science and Technology	20
Ministry of Social Services and Development	20
Ministry of Trade, Investment and Tourism	20
Total	240

### **Sampling Design**

A none-probability sampling design through purposive sampling method was employed in this study due to resources and time constraints. The use of purposive sampling technique was to ensure the representation of gender, age, status of appointment, length of service, and educational attainment variables.

### **Research Instrument**

A survey questionnaire was the main instrument to be employed to gather data on the extent of administrative accountability, public trust, and career satisfaction as perceived by employees of line-agencies. It was adapted and patterned from standardized questionnaire used in AbuHasanein's (2017) and Lee, Kyoung-Joo (2016).

The research instrument used in this study consisted of four. Part I of the questionnaire focused on obtaining the demographic profile of the respondents which include gender, age, status of appointment, length of service, and educational attainment. Part II geared toward obtaining data on the levels of administrative accountability with the following dimensions such as administrative transparency, efficiency, responsiveness, responsibility, integrity, and equity. Part III focused on the extent of public trust; while Part IV geared toward obtaining data on career satisfaction. A 5-point Likert-Scale was used to measure the variables subsumed under the administrative accountability, public trust, and career satisfaction.

### **Statistical Treatment of Data**

Both descriptive and inferential statistical tools were appropriately employed in the treatment of data to be gathered for this study, namely:

- 1) For research question number 1, frequency counts and percentages were employed to determine the profile of respondents;
- 2) For research question number 2, mean and standard deviation were employed to determine the extent of administrative accountability;



- 3) For research question number 3, mean and standard deviation were employed to determine the extent of public trust;
- 4) For research question number 4, mean and standard deviation were employed to determine the extent of career satisfaction;
- 5) For research question number 5, t-test for independent samples was employed to determine the significant differences in the extent of administrative accountability when data are grouped according to gender; and One-way Analysis of Variance (ANOVA) when data are grouped according to age, status of appointment, length of service, and educational attainment.
- 6) For research question number 6, t-test for independent samples was employed to determine the significant differences in the extent of public trust when data are grouped according to gender; and One-way Analysis of Variance (ANOVA) when data are grouped according to age, status of appointment, length of service, and educational attainment.
- 7) For research question number 7, t-test for independent samples was employed to determine the significant differences in the extent of career satisfaction when data are grouped according to gender; and One-way Analysis of Variance (ANOVA) when data are grouped according to age, status of appointment, length of service, and educational attainment.
- 8) For research question number 8, Pearson Product Moment Correlation Coefficient (Pearson  $r$ ) was employed to determine the significant correlation between sub-categories subsumed under the administrative accountability, public trust, and career satisfaction.

## **SUMMARY OF RESULT AND DISCUSSION**

This presents the summary of findings, conclusions and recommendations based on the data collected that were properly tabulated, computed and analyzed for this study.

### **Summary of Findings**

The following are findings of this study:

#### **1) On demographic profile employee-respondents;**

##### **1.1 On Gender:**

Out of 200 employee-respondents, great majority are female employees, many are within 31 to 40 years old, are casual/contractual employees, have 10 years and

below of years of service, and almost all have Bachelor's degree.

**2) On the level of administrative accountability practices:**

Employee-respondents rated the Administrative Transparency, Efficiency, Responsiveness, Responsibility and Equity as "Agree" and interpreted as "High Extent". Line-agencies in Sulu are adept in practicing the administrative accountability.

**3) On the extent of public trust;**

Employee-respondents rated the extent of public trust as 'Agree'. Line-agencies in Sulu are perceived to high degree of technical expertise of the source; objectivity, reflecting the absence of bias in information; fairness, or the degree to which the source takes into account all relevant points of view; consistency, or the predictability of arguments and behavior based on past experience and previous communication efforts; and faith, which reflects the perception of good will of the source.

**4) On the extent of career satisfaction:**

Employee-respondents rated the extent of career satisfaction as "Agree". Line-agencies in Sulu have high of clear idea of work success, where employees are actively engaged in personal development activities. Employees have high self-confidence based on personal development which linked to progress in achieving goals, which evokes personal feelings of success and satisfaction with a career.

**5) On Differences in Administrative Accountability Practices**

Generally, there is a significant difference in the extent of administrative accountability practices among line-agencies in Sulu when data are classified according to gender, age, status of appointment, length of service, and educational attainment. Employee-respondent who are within 31-40 years old, with casual/contractual status of appointment, and who have been in service for 10 years & below are better perceivers of the levels of administrative accountability.

**6) On Difference in the extent of Public Trust:**

Generally, except for educational attainment, there is a significant difference in the extent of public trust among line-agencies in Sulu when data are categorized according to gender, age, status of appointment, and length of service. Employee-respondent who are within 31-40 years old, with casual/contractual status of appointment, and who have in service for 10 years & below are better perceivers of the extent of public trust.

### **7) On difference in the extent of Career Satisfaction:**

Generally, there is a significant difference in the extent of career satisfaction among line-agencies in Sulu when data are categorized according to gender, age, status of appointment, length of service, and educational attainment. Employee-respondent who are 31-40 years old, with casual/contractual status of appointment, and who have been in service for 10 years & below are better perceivers of the extent of career satisfaction.

### **8. On Correlation among levels of Administrative Accountability Practices, public Trust, and Career Satisfaction**

Generally, there is a very high positive correlation among the levels of administrative accountability practices, extent of public trust and career satisfaction among line-agencies in Sulu. Employee-respondents among line-agencies in Sulu who rated the level of Administrative Transparency as "Agree" or "High Extent" is most probably the same group of employee-respondents who perceived the extent of Public trust and Career Satisfaction as "Agree" or "High Extent".

### **CONCLUSIONS**

This study concludes that:

1) In this study, employee-respondents of among line-agencies in Sulu are sufficiently represented in terms of gender, age, status of appointment, length of service, and educational attainment.

2) Generally, public administrative accountability is practiced to a high extent by line-agencies in Sulu.

3) Generally, there is a high extent of public trust being practiced among line-agencies in Sulu.

4) Generally, employees of line-agencies in Sulu have extent of career satisfaction.

5) Variables gender, age, status of appointment, length of service, and educational attainment significantly intervene in ways how employees of line-agencies in Sulu perceive towards the levels of administrative accountability practices.

6) Except for educational attainment, variables gender, age, status of appointment, and length of service significantly intervene in ways how employees of line-agencies in Sulu perceive towards the extent of public trust.

7) Variables gender, age, status of appointment, length of service, and educational attainment significantly intervene in ways how employees of line-agencies in Sulu perceive towards the extent of career satisfaction.

8) Employee-respondents among line-agencies in Sulu who rated the level of Administrative Transparency as “Agree” or “High Extent” is most probably the same group of employee-respondents who perceived the extent of Public trust and Career Satisfaction as “Agree” or “High Extent”.

9) This particularly study tends to support the model introduced Abu Hasanein’s (2017) Administrative Accountability Model derived from Bovens (2007), AbuHasanein’s (2017) Public Trust Model based on Poortinga & Pidgeon (2003); and Lee, Kyoung-Joo (2016) Concept of Career Satisfaction based on Allan and Duffy (2014). Accordingly, accountability often covers other distinct concepts such as transparency, efficiency, responsiveness, responsibility, integrity and equity. Public trust includes the core elements, namely: perceived competence, which represents the degree of technical expertise of the source; objectivity, reflecting the absence of bias in information; fairness, or the degree to which the source takes into account all relevant points of view; consistency, or the predictability of arguments and behavior based on past experience and previous communication efforts; and faith, which reflects the perception of good will of the source.

## **RECOMMENDATIONS**

This study recommends the following:

1) Administration of line-agencies in Sulu should continue in upgrading administrative accountability practices of its employees to ensure efficient delivery of basic services.

2) Administration of line-agencies in Sulu should ensure and uphold the promulgation of public trust in public offices.

3) Administration of line-agencies in Sulu should continue in providing employees with safe, convenient and efficient workplaces so that employees’ career satisfaction is ensured.

4) Student-researchers in the field of public administration are enthused to conduct study parallel to this one but to include other variables such as employees’ work morale, leadership efficacy, and use of ICT in the workplaces in some other settings.

## **REFERENCES CITED**

### **BOOKS**

Babbie, E. & Mouton, J. 2001. *The practice of social research*. Cape Town: Oxford University Press.

Bless, Claire and Higson-Smith, Craig (1995). *Fundamentals of Social Work Research: A Guide for Students and Beginning Practitioners*. Juta: Second Edition. ISBN 0702134325, 9780702134326

#### **JOURNALS**

Ashworth, Rachel and Downe, James (2014). *Achieving Accountability in Public Service: Evidence Review Prepared for the Commission on Public Service Governance and Delivery*. The Public Policy Institute for Wales. January 2014, PPIW Report No. 1.

\_\_\_\_\_. (n.d.) *Accountability in Public Administration and Management: A Theoretical Exposition*. University of Pretoria.

Bovens, Mark et al. (2008). Does Public Accountability Work? An Assessment Tool. doi: 10.1111/j.1467-9299.2008.00716.x. *Public Administration* Vol. 86, No. 1, 2008 (225–242). © 2008 The Authors. Journal compilation © 2008 Blackwell Publishing Ltd, 9600 Garsington Road, Oxford OX4 2DQ, UK and 350 Main Street, Malden, MA 02148, USA.

Bovens, Mark (2003). PUBLIC ACCOUNTABILITY. Paper for the EGPA annual conference, Oeiras Portugal September 3-6, 2003 to be presented in workshop 8 (Ethics and integrity of governance).

Bovens, Mark (2005). *From Financial Accounting to Public Accountability*. H. Hill (ed.) *Bestandsaufnahme und Perspektiven des Haushalts- und Finanzmanagements*, Baden Baden: Nomos Verlag 2005: 183-193.

Bovens, Mark. 2006. *Analysing and Assessing Public Accountability. A Conceptual*

Brillantes, Jr., Alex B. and Fernandez, Maricel T. (2011). *Restoring Trust and Building Integrity In Government: Issues And Concerns In The Philippines And Areas For Reform*. *International Public Management Review* Vol. 12, Iss. 2, 2011. [www.ipmr.net](http://www.ipmr.net)

Briones, Leonor (n.d.). *Accountability for Integrity and Results: The Case of the Philippine Bureau of the Treasury*. *Public Financial Accountability for Integrity and Results*.

Candelario, Lorena et al. (2020). *Organizational Commitment and Job Satisfaction among Government Employees*. *International Journal of Innovation, Creativity and Change*. Volume 13, Issue 10, 2020. [www.ijicc.net](http://www.ijicc.net)

Cordner, Gary (2020). *A Practical Approach to Evidence Based Policing*. *European Law Enforcement Research Bulletin* Nr. 20 (Autumn 2020)

Daigle, Stephen L. and Cuocco, Patricia (2002). *Public Accountability and Higher Education: Soul Mates or Strange Bedfellows?*. *Center for Applied Research*. *Research Bulletin*. Volume 2002; Issue 9. April 30, 2002.

Dalluay, Van S. and Jalagat, Revenio C. (2016). *Impacts of Leadership Style Effectiveness of Managers and Department Heads to Employees' Job Satisfaction and Performance on Selected Small-Scale Businesses*

- in Cavite, Philippines. *International Journal of Recent Advances in Organizational Behaviour and Decision Sciences (IJRAOB)*. An Online International Research Journal (ISSN: 2311-3197); 2016 Vol: 2 Issue: 2 De La Salle University Taft Avenue, Manila With support from the World Bank.
- de Pádua Ribeiro, Livia Maria et al. (2013). The role of accounting in public governance process. *African Journal of Business Management*. Vol. 7(29), pp. 2905-2915, 7 August, 2013. DOI: 10.5897/AJBM2013.7013. ISSN 1993-8233 © 2013 Academic Journals.  
<http://www.academicjournals.org/AJBM>.
- Dobes, Leo (2017). The Post-Truth Era in Government Evaluation of Major Projects and Policies. Crawford School working paper 1704, February 2017. Crawford School of Public Policy, The Australian National University.
- Donmez-Turan, Tunc and Göktepe (2015). Explaining Career Satisfaction on the Basis of Alumni Satisfaction, Gap Period and Gender: Evidence from Turkish Higher Education. *Asian Social Science*; Vol. 11, No. 24; 2015. ISSN 1911-2017 E-ISSN 1911-2025. Published by Canadian Center of Science and Education
- Editorial (2013). Public Sector Governance and Accountability. *Editorial / Critical Perspectives on Accounting* 24 (2013) 479–487.  
Education Institutions in Case of National Universities in Japan. *The Journal of Management and Policy in Higher Education*. 大学経営政策研究
- Ejere, Emmanuel (2013). PROMOTING ACCOUNTABILITY IN PUBLIC SECTOR MANAGEMENT IN TODAY'S DEMOCRATIC NIGERIA. *Tourism & Management Studies*, vol. 3, 2013, pp. 953-964. Universidade do Algarve, Faro, Portugal Framework. *European Governance Papers (EUROGOV)* No. C-06-01,
- Gabriel, Arneil G. et al. (2019). Transparency and Accountability in Local Governance: The Nexus Between Democracy and Public Service Delivery in the
- Gil-Garcia, Ramon J. et al. (2019). Characterizing the Importance of Clarity of Roles and Responsibilities in Government Inter-Organizational Collaboration and Information Sharing Initiatives.  
<https://www.sciencedirect.com/science/article/pii/S0740624X17302526>.  
Manuscript\_a9bc0a594322f22b9616d8c1de84aac6
- Haiyan Kong Ning Sun Qi Yan (2016). New generation, psychological empowerment. *International Journal of Contemporary Hospitality Management*, Vol. 28 Iss 11 pp. 2553 – 2569. Permanent link to this document: <http://dx.doi.org/10.1108/IJCHM-05-2014-0222>
- Hamid, Siti Fazilah and Ishak, Noormala Amir (2022). "Work-Life Balance on Career Satisfaction among Digital Entrepreneurs. *ASEAN Entrepreneurship Journal (AEJ)* | Vol 8 No 1, 14-20, 2022 | e-ISSN: 2637-0301

- Herguner, Burak (2012). Local Administrative Reforms in Turkey and the Philippines with regard to Agenda21: Profiling Contexts, Parallelisms, and Contrasts. *International Journal of Business and Social Science* Vol. 3 No. 19; October 2012.  
<http://www.connex-network.org/eurogov/pdf/egp-connex-C-06-01.pdf>  
<https://doi.org/10.1080/09654313.2019.1598017>
- Ibrahim, Asang and Hasniati (2021). Public Trust in Productive Economic Business Capital Assistance Program in Manggalung Village. *Enrichment: Journal of Management* Volume 11, Issue 2, May (2021) e-ISSN 2087-6327 p-ISSN 2721-7787
- Jelmin, Kristina (2011). Democratic Accountability in Service Delivery: A Synthesis of Case Studies. *International Institute for Democracy and Electoral Assistance (International IDEA)*.
- Khalid, Ambar and Khalid, Saba (2015). Relationship Between Organizational Commitments, Employee Engagement and Career Satisfaction: A Case Of University of Gujrat, Pakistan. *Journal of South Asian Study*. 03 (03) 2015. 323-330
- Magno, Francisco A. et al. (2012). *Monitoring Social Accountability: Stocktaking Report*. Published in 2012 by La Salle Institute of Governance
- Mangi, Chachar, and Shah (2018). Quality of Governance in Pakistan: An Investigation through Public Trust in National Institutions. *International Research Journal of Arts and Humanities (IRJAH)* Vol.47, No. 47, 2018 ISSN: 1016-9342
- Martínez-Leóna, Olmedo-Cifuentesa, and Ramón-Llorens (2018). Work, personal and cultural factors in engineers' management of their career satisfaction. *Journal of Engineering and Technology Management* 47 (2018) 22–36
- Maulid, Maulid Jumanne (2017). *Accountability in Education Management: The Efficient Use of Fiscal Resources in Tanzania*. University of York, 2017.
- McNeff, Michael E. and Irving, Justin A. (2017). Job Satisfaction and the Priority of Valuing People: A Case Study of Servant Leadership Practice in a Network of Family-Owned Companies. *SAGE Open*; January-March 2017: 1–8. © The Author(s) 2017. DOI: 10.1177/2158244016686813.  
[journals.sagepub.com/home/sgo](http://journals.sagepub.com/home/sgo)
- Minja, David (2013). ACCOUNTABILITY PRACTICE IN KENYA'S PUBLIC SERVICE: LESSONS TO GUIDE SERVICE IMPROVEMENT AUTHOR'S BIO DATA. *International Journal of Business and Management Review*
- Nacpil, Lena E. and Lacap, Jean Paolo G. (2018). Job Satisfaction and Organizational Commitment: The Case of Employees of a Government Agency in Region III, Philippines. *PREO Journal of Business and Management*; Vol. 1, Issue 1, February 2018 ISSN: 2619-6824

- Nordin, Khadijah et al. (2021). Mentoring Ability and Its Relation to Employees' Career Satisfaction: Empirical Evidence of the Malaysian Hotels. *The Middle East International Journal for Social Sciences (MEIJSS)*. e-ISSN: 2682-8766; Vol 3, No 1 Mar (2021):32-40
- Ocampo, Tan and Sia (2017). Using fuzzy DEMATEL in modeling the causal relationships of the antecedents of organizational citizenship behavior (OCB) in the hospitality industry: a case study in the Philippines. <https://www.sciencedirect.com/science/article/pii/S1447677017301729>.  
Manuscript\_d07344081bf7e987739344034f2be981.  
© 2017 published by Elsevier. This manuscript is made available under the Elsevier user license.<https://www.elsevier.com/open-access/userlicense/1.0/>
- Perante-Calina, Lizan E., and Brillantes, Jr., Alex B. (2018). An Assessment of Governmental Services in the Philippines from Spanish to Contemporary Times. *Advances in Social Science, Education and Humanities Research*, volume 191. Asian Association for Public Administration Annual Conference (AAPA 2018). Philippines. Public Policy and Administration ISSN 2224-5731(Paper) ISSN 2225-0972(Online) DOI: 10.7176/PPAR Vol.9, No.7, 2019. Research [www.iiste.org](http://www.iiste.org)
- Purnomo, Sigit and Qomariah, Nurul (2019). Improve Community Satisfaction and Trust in the Public Service Mal of Banyuwangi District. *PROCEEDING: CelSciTech-UMRI 2019; Vol 4-Sep2019*. ISSN: 2541-3023
- Razon-Abad, Henedina (2010). Social Accountability Practice in the Philippines: A Scoping Study. © 2010 by the Affiliated Network for Social Accountability in East Asia and the Pacific (ANSA-EAP). Regional Bureau for Arab States.
- Reynolds, John (2018). The Internet of Public Value. *The JBB*. OPEN ACCESS ISSN Print: 2516-3949. doi: 10.31585/jbba-1-1-(9)2018
- Rosario G. Manasan et al. (1999). Indicators of Good Governance: Developing an Index of Governance Quality at the LGU Level. *DISCUSSION PAPER SERIES NO. 99-04*. The Research Information Staff, Philippine Institute for Development Studies 3rd Floor, NEDA sa Makati Building, 106 Amorsolo Street, Legaspi Village, Makati City, Philippines Tel Nos: 8924059 and 8935705
- Sahid, Abdul et al. (2016). Bureaucracy Accountability in Public Administration at Creative Economy and Tourism Department of Makassar in Indonesia. *Mediterranean Journal of Social Sciences*, MCSER Publishing, Rome-Italy Vol 7 No 5, September 2016.
- Salajegheh, Sanjar et al. (2013). Explaining Public Accountability at Public Management Theories & Studying Its Relationship with Professional Ethics at Public Organizations of Iran Case Study: Welfare Organization of Kerman Province. *Interdisciplinary*



- Journal of Contemporary Research in Business. July 2013, Vol. 5, No. 3.
- Schillemans, Thomas (2013). The Public Accountability Review: A Meta-Analysis of Public Accountability Research in Six Academic Disciplines. Utrecht University School of Governance. Vol.1, No.4, pp.54-63, December 2013.
- Sharma, Sakshi (2019). Extrinsic Rewards, Occupational Commitment, Career Entrenchment and Career Satisfaction of Dentists. *Asia Pacific Journal of Health Management* 2019;14(1):i221. doi: 10.24083/apjhm.v14i1.221
- Stander, F.W., De Beer, L.T., & Stander, M.W. (2015). Authentic leadership as a source of optimism, trust in the organization and work engagement in the public health care sector. *SA Journal of Human Resource Management/SA Tydskrif vir Menslikehulpbronbestuur*, 13(1), Art. #675, 12 pages. <http://dx.doi.org/10.4102/sajhrm.v13i1.675>
- Sylvester, Feyi Akinbuli (2013). AN ASSESSMENT OF ACCOUNTABILITY IN THE PUBLIC SECTOR IN NIGERIA. *Arabian Journal of Business and Management Review (Nigerian Chapter)* Vol. 1, No. 3, 2013.
- Tasan-Kok, T., van den Hurk, M., Özogul, S., & Bittencourt, S. (2019). Changing public accountability mechanisms in the governance of Dutch urban regeneration. *European Planning Studies*, 27(6), 1107-1128.
- Taştana, Seçil Bal and Davoudi, Seyed Mehdi Mousavi (2015). An Examination of the Relationship between Leader-Member Exchange and Innovative Work Behavior with the Moderating Role of Trust in Leader: A Study in the Turkish Context. *Procedia - Social and Behavioral Sciences* 181 ( 2015 ) 23 – 32
- Tuazon, Ariel P. and Padiernos, Marilyn P. (2016). Communication Satisfaction and Working Relationship Between Public School Heads and Teachers in Calamba City, Philippines. *Prism* Volume 21 Issue 2, (July - Dec. 2016)
- United Nations (2004). Public Sector Transparency and Accountability in Selected Arab Countries: Policies and Practices. United Nations Development Programme
- United Nations Development Programme (2006). MUTUAL ACCOUNTABILITY MECHANISMS: ACCOUNTABILITY, VOICE, AND RESPONSIVENESS. (2006).
- Williamson, Carson and Foley (2019). Representations of New Public Management in Australian Public Service gender equality policies. *Equality, Diversity and Inclusion: An International Journal*. © Emerald Publishing Limited. 2040-7149. DOI 10.1108/EDI-05-2019-0145
- Yamamoto, Kiyoshi (2011). Educational and Public Accountability of Higher
- Zacher, H. (2015). Daily manifestations of career adaptability: Relationships with job and career outcomes. *Journal of Vocational Behavior*, 91(1), 76-86.

doi:10.1016/j.jvb.2015.09.003 第 1 号 (2011年 3  
月発行) : 1-19