

ASSESSMENT OF MIDDLE-CLASS LIBYANS ON THE  
QUALITY OF GOOD GOVERNANCE

By

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## **Abstract**

The purpose of this study to assess the level of Good Governance Indicators (Political stability, government effectiveness, and control of corruption) in Libya, to analyze the differences between perception's of each of (Job Categories, Job Positions, and Job Experience) of Middle-Class Libyans on these Indicators in Libya, and to recommend some improvements of Good Governance in Libya. Numerous hypotheses and questions were adopted for achieving to the study objectives. Survey instrument were distributed to the respondents (N = 400) comprising of Middle-Class in the governmental sector, private sector, civil society, and academics. Data analysis started with evaluating data reliability, and ANOVA test to assess the hypotheses. For the assessment the Good Governance level, the respondent's answers on the questions of each of Good Governance Indicators which assessed by the mean for aiming to reach to assessment the level of Good Governance in Libya. Besides used the interviews with some of who are responsible in the Libyan government, private sector, and civil society for getting their perceptions about Good Governance situation in Libya. World Bank reports about Good Governance in Libya during (1996-2010) also used for supporting the findings which obtained by the survey and the interviews. However, the study found that, there is agreement on the weakness of Good Governance of adopted indicators of this study in Libya, and there are some differences in the perceptions of respondents about the application of indicators of Good Governance in Libya. Finally, several recommendations and implications were drawn from the study.

Keywords; Good Governance, Political Stability, Government Effectiveness, Control of Corruption, and Libya.

## Abstrak

Kajian ini bertujuan untuk menilai tahap pelaksanaan indikator-indikator tadbir urus yang baik (*Good Governance*) di Libya. Juga menentukan perbezaan pandangan berasaskan kategori pekerjaan, jawatan dan pengalaman kerja responden mengenai indikator tadbir urus yang baik serta mencadangkan beberapa penambahbaikan terhadap tadbir urus tersebut di Libya. Sejumlah hipotesis dan soalan kajian telah pun digunakan untuk mencapai objektif kajian. Instrumen kajian telah diedarkan kepada 400 responden yang terdiri daripada para pekerja dalam sektor kerajaan, swasta, masyarakat sivil dan ahli akademik. Ujian kebolehppercayaan telah digunakan terlebih dahulu untuk menilai instrumen dan data yang dikumpulkan sebelum ujian ANOVA dilakukan untuk menilai hipotesis. Bagi penilaian tahap pelaksanaan indikator tadbir urus, jawapan responden dinilai menerusi nilai yang minimum. Selain pengumpulan data menerusi tinjauan, kajian ini juga menggunakan kaedah temubual dengan beberapa pihak yang dinilai layak mewakili badan kerajaan, sektor swasta dan masyarakat sivil untuk menguatkan dan menyokong data tinjauan mengenai pelaksanaan *Good Governance* di Libya. Selain itu, laporan Bank Dunia mengenai *Good Governance* di Libya (1996-2010) juga digunakan sebagai asas dalam perbincangan mengenai dapatan kajian. Hasil kajian mendapati bahawa majoriti responden bersetuju bahawa terdapat beberapa kelemahan tadbir urus yang baik di Libya. Walau bagaimanapun, hasil kajian mendapati wujudnya perbezaan pandangan antara responden mengenai pelaksanaan atau penerapan indikator-indikator tadbir urus yang baik di Libya. Pada bahagian akhir, tesis ini telah mengemukakan beberapa cadangan dan implikasi kajian yang patut diambil kira oleh semua pihak dalam hal tadbir urus yang baik di Libya.

Kata kunci: Pentadbiran yang baik, Kestabilan politik, Keberkesanan kerajaan, Kawalan rasuah, dan Libya.

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## Table of Contents

Section Number	Section Title	Page Number
	Title Page.....	i
	Certification of Thesis .....	ii
	Permission to Use.....	iv
	Abstract.....	v
	Abstrak.....	vi
	Acknowledgements.....	vii
	Table of Contents: .....	viii
	List of Tables.....	xii
	List of Figures.....	xv
	List of Abbreviations.....	xvi
<b>Chapter One</b>	<b>Background of the Study</b>	
1.1	Introduction. ....	1
1.2	Problem Statement. ....	9
1.3	Research Questions .....	18
1.4	Research Objectives.....	19
1.5	Research Significance. ....	20
1.6	Conceptual Definition.....	21
1.7	Operational Definition.....	22
1.8	Research Conceptual Framework.....	24
1.9	Research Hypotheses. ....	25
1.10	Scope of Research.....	26
1.11	Limitation of the Study.....	29
<b>Chapter Two</b>	<b>Libya Modern History</b>	

2.1	Introduction. ....	31
2.2	King Idris Period (1951 to 1969).....	32
2.3	Qaddafi Period (1969 to 2011).....	33
2.4	Post Qaddafi Period (2011 to present).....	43
<b>Chapter Three Literature Review</b>		
3.1	Introduction. ....	46
3.2	Definition of Governance.....	46
3.3	Definition of Good Governance. ....	48
3.4	The need of Good Governance.....	52
3.5	Good Governance structures.....	61
3.6	Good Governance indicators .....	65
3.6.1	Political Stability. ....	65
3.6.2	Government Effectiveness. ....	69
3.6.3	Control of Corruption. ....	73
3.7	Islamic Perspective for Good Governance. ....	81
3.8	Chapter Summary. ....	92
<b>Chapter Four Research Methodology</b>		
4.1	Introduction. ....	93
4.2	Research Design. ....	93
4.3	Population and Sampling.....	95
4.3.1	Population. ....	95
4.3.2	Sampling. ....	95
4.4	Methods of Data Collection. ....	98
4.5	Structure of the Questionnaire.....	99
4.6	Pilot Study. ....	102
4.7	Data Analysis.....	103
4.8	Statistical Analysis.....	104
4.8.1	Descriptive Data Analysis.....	104



4.8.2	Hypotheses Testing.....	105
4.9	Reliability Testing.....	105
<b>Chapter Five</b>	<b>Descriptive Data of Analysis</b>	
5.1	Introduction. ....	107
5.2	Described the Response Rate from Respondents.....	107
5.2.1	Response Rate from the Questionnaire.....	107
5.2.2	Categories of Institutions of Respondents.....	108
5.2.3	Respondent's Positions in the Institutions.....	110
5.2.4	Job Experience of Respondents.....	110
5.3	Descriptive Data Analysis for Answering the Questions of the Study.....	111
5.3.1	The Answer of the First Question on the Political Stability.....	111
5.3.2	The Answer of the Second Question on Government Effectiveness.....	117
5.3.3	The Answer of the Third Question on Corruption Control.....	121
5.4	Chapter Summary. ....	135
<b>Chapter Six</b>	<b>Data Analysis</b>	
6.1	Introduction .....	136
6.2	First Hypothesis ( $H_{1,1}$ ) Testing.....	136
6.3	Second Hypothesis ( $H_{1,2}$ ) Testing.....	146
6.4	Third Hypothesis ( $H_{1,3}$ ) Testing.....	153
6.5	Summary of hypotheses Testing. ....	160
6.6	Chapter Summary. ....	161
<b>Chapter Seven</b>	<b>Discussion</b>	
7.1	Introduction. ....	162
7.2	Discussion of the Results of Hypotheses Analyses. ....	162
7.2.1	First Research Hypothesis ( $H_{1,1}$ ).....	162
7.2.2	Second Research Hypothesis ( $H_{1,2}$ ).....	164

7.2.3	Third Research Hypothesis (H <sub>1.3</sub> ).....	167
7.3	Chapter Summary. ....	174
<b>Chapter Eight</b>	<b>Implications, Recommendations, and Future Research</b>	
8.1	Introduction .....	175
8.2	Implications of the Research.....	175
8.3	Recommendations. ....	182
8.4	Future researches.....	187
8.5	Chapter Summary. ....	188
	References. ....	189
Appendix 1	List of The Interviews.	
Appendix 2	Questionnaire of Research.	

## List of Tables

<b>Table Number</b>	<b>Table Title</b>	<b>Page Number</b>
1.1	Structure of the Libyan government from 1977 to 2011.....	10
1.2	The instability in the division of the administrative apparatus of the Libya (1951 to 2005).....	11
1.3	Libya's rank in the Quality of Life Index for selected years. ....	13
1.4	The rank of Political Stability, Government Effectiveness, and Control of Corruption indicators as conceived by the Middle-Class Libyans in Libya 2010.....	16
1.5	Conceptual definitions of independent variables and dependent variable of study.....	21
1.6	Operational Definitions of Independent Variables and Dependent Variable of Study....	22
2.1	Political Stability for Libya 1996-2010.....	39
2.2	Effectiveness of Libyan Governments 1996-2010.....	40
2.3	Corruption Control of Libya 1996-2010.....	42
3.1	Definitions of Governance.....	48
3.2	Definitions of Good Governance.....	52
3.3	Difference between the good governance and bad governance.....	56
3.4	Good Governance Indicators as adopted by some of International Organizations.....	63
4.1	The meaning of mean score of each item of good governance.....	104
4.2	Reliability Analysis for each variable.....	105
5.1	Response Rate of the questionnaires.....	108
5.2	Categories of institutions of respondents.....	109
5.3	Respondent's positions in the institutions.....	110
5.4	Frequency distribution analysis of job Experience of respondent.....	111
5.5	Descriptive Statistics for respondent's perception on Political Stability.....	114
5.6	Descriptive statistics for respondent's perception about the causes that led to	116

	does not exploit the political stability in the implementation of development programs.....	
5.7	Descriptive statistics for respondent’s perceptions on Government Effectiveness.....	120
5.8	Descriptive statistics for respondent’s perceptions on Control of Corruption.....	123
5.9	Descriptive statistics which explained the respondent’s perceptions on the factors that led to spread in the corruption in Libya.....	127
5.10	Descriptive statistics which explained the respondent’s perceptions on kinds of corruption in Libya.....	129
5.11	Descriptive statistics of respondent’s perceptions on the requirements needed by the government to combat corruption.....	134
6.1	ANOVA test of difference in Job Category mean perception’s scores towards Political Stability in Libya .....	137
6.2	Post-hoc Tests of Political Stability .....	138
6.3	ANOVA test of difference in Job position mean perception’s scores towards Political Stability .....	139
6.4	ANOVA test of difference in job experience mean perception’s scores towards Political Stability.....	140
6.5	ANOVA test of difference in Job Category mean perception’s scores towards Government Effectiveness.....	146
6.6	ANOVA test of difference in Job position mean perception’s scores towards Government Effectiveness .....	147
6.7	ANOVA test of difference in job experience mean perception’s scores towards Government Effectiveness.....	148
6.8	Respondents’ perception about the quality public services in Libya.....	149
6.9	ANOVA test of difference in Job Category mean perception’s scores towards Control of Corruption.....	153
6.10	ANOVA test of difference in Job position mean perception’s scores towards	154

	Control of Corruption.....	
6.11	ANOVA test of difference in job experience mean perception's scores towards Control of Corruption.....	155
6.12	The results of hypotheses analysis.....	159
7.1	Libya's rank in Transparency International Corruption Perception Index (2003-2010).....	167
7.2	Comparison of Democracy, Corruption and Press freedom between Libya, Tunisia and Egypt during selected years.....	170
7.3	Libya's rank of Quality of Life Index for selected years.....	172
8.1	Difference between perception's mean of Job Categories on Good Governance Indicators in Libya.....	178
8.2	Difference between perception's mean of Job Position on Good Governance Indicators in Libya.....	179
8.3	Difference between perception's mean of Job Experience on Good Government Indicators in Libya.....	180

**List of Figures:**

<b>Figure Number</b>	<b>Figure Title</b>	<b>Page Number</b>
1.1	Research Conceptual of Framework.....	24
4.1	Qualitative methods are used to help explain quantitative finding.....	103
8.1	The rank of Good Governance Indicators in Libya 2010.....	178

## **List of Abbreviations**

<b>ADB</b>	Asian Development Bank.
<b>CPI</b>	Corruption Perceptions Index.
<b>CPP</b>	Council of Public Planning.
<b>GG</b>	Good Governance.
<b>IMF</b>	International Monetary Fund.
<b>MENA</b>	Middle East and North Africa.
<b>MDGs</b>	Millennium Development Goals.
<b>OECD</b>	Organization for Economic and Cooperative Development.
<b>UNDP</b>	United Nations Development Programme.
<b>UNESCAP</b>	United Nations Economic and Social Commission for Asia and Pacific.
<b>WB</b>	World Bank.

## Chapter One

### Background of Study

#### 1.1 Introduction

The discourse on good governance is not contemporary; it is as old as humanity itself. The application of good governance indicators in administration of human society is the foundation of civilization. The civilizations that have thrived are based on solid governance foundations. The representation of societal organization and administration bases in fundamentals of good governance had been the bastion of progress of many civilizations in the ancient times. These successful ancient civilizations were a result of the efforts by too many of individuals who have had a role in the construction of these civilizations through their ideas and aimed at construction of successful communities. For example, the ancient Chinese civilization built on the ideas of the philosopher Confucius, who urges rulers and people to work on the construction of a perfect state (Legge, 2002). His advices were the foundation on which the Chinese civilization was anchored. Drawing from Confucius's teachings is one of the fundamentals that any ruler should follow. Confucius was quoted to have said that:

In leading a state of thousand chariots, respect the office and trustworthy, economise in the use of resources and love the people, and employ the people when it is timely (Confucius, 551BC- 479BC) Legge, (2002).

In the period spanning 1792 BC to 1750 BC, the great Hammurabi also formulated a number of laws called the laws of Hammurabi. These laws were aimed at



laying the foundations for the building of a strong, prosperous and happy society. The Hammurabi laws were catalyst for and played innumerable roles in the building of the successful Babylonian civilization that encompasses all of Mesopotamia and over which Hammurabi ruled as emperor (Sars, 1993). In addition to the above two mentioned, was Aflatoun, which came during the period (428 to 348). Aflatoun authored the *Republic* in which he dreams of achieving a virtuous city. The central thrust of the book was the urge to combat corruption, and instil social justice in governance to reach the goal of an ideal society (Mater, 1991).

Successive attempts were aimed at raising the level of people's lives, and informed by this wish God sent Prophet Muhammad to mankind with the Koran and the Sunnah. The book and the compilations of the saying of the prophet contained comprehensive principles that if followed would guarantee a happy life for human society. Prophet Muhammad also urged the need to adhere to the teachings of the Koran and Sunnah if the Muslims wanted to achieve development, because they contained the principles of good governance which is the basis for building a developmental society. Accordingly, compliance to the guidance of the Prophet as stipulated in the Sunnah should be concern for good governance and as an indicator in crafting a thriving and just society. Muslim scholars in past centuries have expressed interest in the teaching of the Prophet in particular as it relates to governance. For example; Mawardi (972-1058 CE), has written a book under the titled (Al-Ahkam al-Sultania w'al-Wilayat al-Diniyya, *The Ordinances of Government*). The book address in details matters relating to the

management of state affairs, from the appointment of Governor to the minute details in things that are of concern to state Administration.

From the beginning of 1990s the idea of Good Governance as an instrument for crafting sustainable development and poverty alleviation has gained widespread acknowledgment, especially among international organizations. Good governance is also highlighted as one of the pillars for the attainment of the millennium development goals (MDGs), and agenda for poverty alleviation and sustainable development, especially in developing countries. For Africa, it is popularly asserted that the term, good governance was articulated in a 1989 WB publication which identified it as a structural necessity for market reform that can drive the sustainable economic growth and development of the continent. WB (1989) contends that the major cause of poor economic performance in Africa was the failure of public institutions and poor adherence to governance principles in the administration of the state. Rémy (2004).

A path breaking study on the Middle East and North Africa (MENA) prepared by WB (2003) noted that most of the countries across the MENA region exhibit a pattern of limited and reluctant transparency in governance. The study attributed the shortcoming to the lack of empirical data in the region on the quality of governance. No country guarantees citizens the right to government information; some countries actively inhibit that right the study contends. The freedom of the press is carefully and craftily monitored and circumscribed in most countries and is periodically assaulted in some countries by the harassment or arrest of journalists. Many countries have laws limiting press freedom, subjecting them to controls, and imposing penalties. The hype of the war

on terrorism after the 9/11 attacks further provided excuses for tightening controls in many countries across the region the study argued.

WB (2003) also mentioned that the governments in MENA countries continue to be the most centralized of all developing countries. In spite of a public administration gap, there have emerged two components of governance in the public realm: an index of the quality of administration in the public sector and an index of public accountability. The first measures the efficiency of bureaucracy, the protection of property rights, the level of corruption, the quality of regulations, and the mechanisms of internal accountability and control. On this index, (MENA) countries largely trailed their counterparts worldwide, typically running slightly lower. Individually and on average but with few exceptions, they have lower levels on the quality of administration in the public sector than would be expected for their national incomes level, with the gap tending to be worse for countries that have higher incomes notably those that are rich in oil resources and rely on oil rents.

On the other hand, the index of public accountability measures the openness of political institutions and participation, respect for civil liberties, transparency of government, and freedom of the press. Here, the level of adherence applicable to the MENA region falls far short from that of their contemporaries in other parts of World. In the rest of the world, the quality of public accountability increases as incomes increase, but this was not the case in MENA countries. Furthermore, many factors contribute to the region's disappointing economic performance, with weak governance as the foundation and genesis. World Bank (2003). Governance helps determine policy

formulation and implementation that in turn, determine whether or not there is a sound, attractive business environment for investment and production. This occurred as business interact with incentives, costs and constraints, which are often summarized as the “business environment” or, more narrowly, as the “investment climate”. WB (2003)

Influencing the environment for the thriving of business and investment emanate from the actions of the state and are the responsibilities of the government through the shaping and implementing of policies that can stimulate business activities and draw investment. One without the other would be ineffective. For most MENA countries, the bureaucratic environment for doing business still lags far behind that of their comparators elsewhere in the world. While surveys of clients and institutions, feedback mechanisms, report cards, polls, and other methods of giving beneficiaries a voice in service performance are common in other regions, these accountability tracking mechanisms are rare in MENA, a fact that was reflected in the scarcity of data on governance in MENA countries.

Libya is one of the MENA countries which have been facing lots of problems as a result of non-adopting GG as a manner for managing their affairs such as political affairs, economic affairs and social development programmes. Therefore, in the WB index for GG for Libya and most of MENA countries have been given a low ranking.

There are many factors, including but not limited to; the weakness and backwardness of the administrative and functional legislations to keep pace with developments in the field of public administration; the continuous change in

administrative framework; the abolition or merger of administrative units resulting in the absence of clear lines of management. The resultant overlapping and conflicting jurisdictions; in addition to the poor and lack of attention to human resource development all led to weak performance of employees and inability to deal with the modern administrative system in public institutions and thus undermine the effectiveness and efficiency of the state and its institutions thereby resulting in poor service delivery and failing public trust in the state and its governance institutions and agencies (CPP, 2004).

However, studies by a few researchers (Obeidi, 2004. Mustafa, & Abu Bakr, 2007. Mustafa, & Abu Bakr, 2008. & Al Haddad, 2009) have revealed that the problems that are facing the public administration in Libya are multidimensional and embrace the structural, organizational and personal perspectives in administration. The structural problems relate to the frequent changing and the altering of the administrative components of state organizations and public institutions. It also entails persistent structural changes effected in the structure of regulatory institution and the bureaucratic style and process (particularly the bad form of it) adopted in administrative work. The personal nature of the problem is represented in the poor level of commitment in the scientific field, in addition to personal characteristics and traits of those that are in control of the administration of public institutions. That shows how lacking the government is in practicing the principle of good governance in the administration and management of government business in Libya. Therefore, all of the reasons that are

illustrated above negatively reflect on the provision of quality public services by Libyan government to its citizens.

Mustafa (2007) noted in the results of a field study the standards applied in Libya for the selection of administrative leadership; the study indicated that political and social loyalties are taken into account without relying on the principles of competence and efficiency in the selection of administrative leadership in the state, with a 55% score in public appointments based on standard of loyalty to the political system, and 35% based on standard of tribal loyalty. The percentage of appointments based on the standards of qualification and efficiency is no more than the proportion (12%). According to Transparency Group of Libya (2009), the fundamental problems in Libya is the weakness or lack of accountability between rulers and ruled the absence of any mechanism to critique and review the rules and legal systems and laws that are issued and imposed on the citizen, that is led to the aggravation of the phenomenon of economic and administrative corruption in the country is poor governance and the absence of oversight and accountability and not be subject to government officials on the principles of transparency.

Corruption has become like a cancer in Libya and has affected everything. The spread of corruption in the society has led to weaker community values and the undermining of the rule of law and failure to achieve justice between the citizens, which threatens social stability and has resulted in the worst performance of the institutions. This tends to obstruct the economic development and results in the loss of credibility of the government and the political system. (Jibril, A., 2010).

The Libyan council for public planning (CPP), in its 2004 report, affirmed the centrality of these in the governance crisis facing the country. The council also noted that Libya faces corruption challenges as indicated by the country's low score in the Corruption Perceptions Index (CPI) and that the crisis of corruption has become the major cause accounting for why the ruling regime in Libya was unable to achieve its socio-economic and development objectives.

Consequently, this study focuses on assess Middle-Class Libyan's perception on political stability, government effectiveness and control of corruption, as well as the differences between perceptions of job characteristics of Middle-Class Libyan on good governance in Libya.

## **1.2 Problem Statement.**

Governance is “good” when a state efficiently provides public goods of necessary quality to its citizens. Hence states should be assessed on both the quality and the quantity of public services provided to citizens (Rotberg, 2004). The policies that supply public services are guided by indicators such as, transparency, participation and decentralized power sharing, sound public administration, effectiveness, and equity, (Ghanem, 2005). According to IMF (1996), good governance, which is in the form of rule of law, improving the efficiency and accountability of public sector, and tackling corruption is the key for economic efficiency and growth.

**Political Stability** does not really exist in Libya, as illustrated in studies by various researchers (Betamer, 2003. CPP, 2004. Obeidi, 2004. Mustafa, & Abu Bakr, 2007. Mustafa, & Abu Bakr, 2008, & Al Haddad, 2009), who have discussed and clarified the deterioration of good governance in Libya. The noted deterioration has been affecting the quality of public service that is provided by the government and funded through public revenue. The reason for this, as the previous studies stated, is the structure of the Libyan government, which has been suffering from inconsistency and instability as mentioned in table 1.1.

This inconsistency has resulted into many abolition and merger processes in the political organization of Libya, a situation that has resulted in confusion on the actual form of administrative regime practice in Libya. Furthermore there was an inconsistency and instability of government structure of the state as shown in the table 1.1, which has



profoundly affected the quality of public service and the general administration and governance of the state. This therefore causes difficulty in the provision of public service to citizens by the government.

Table 1.1  
Structure of the Libyan government during the period 1977 to 2011

The Date	Number of Ministries	Ministerial Reshuffle	
		The date	Number of Ministries Added
March 1977	26		
March 6, 1979	20	Jan 11,1980	2
Jan 7, 1981	23		
March 3, 1982	20		
Feb 15, 1984	23	March 3, 1986	6
March 3, 1987	20		
March 3, 1988	19		
March 9, 1989	24		
March 1992	18		
March 1994	17		
March 1997	15	1998	3
		March 2001	9
Jan 2000	12	June 2002	1
		Sept 2002	1
June 2003	12		
March 2, 2004	16	Sept 2004	2
March 3, 2006	18		
Jan 22, 2007	23		
Jan , 2008	21		
Jan 2009	12		

Source: <http://www.worldstatesmen.org/Libya.htm#Libya>

**For government effectiveness**, the table below is used to show the inconsistency and instability that have characterized the structure and organization of

the state in Libya over the decades, which affected the quality of public service provided by the government.

Table 1.2  
Instability in Division of the Administrative Apparatus in Libya (1951 to 2005)

The year	Major divisions	The names of divisions
1951	3	States
1963	10	Counties
1970	10	Governorates
1975	46	Municipalities
1979	44	Municipalities
1980	25	Municipalities
1984	24	Municipalities
1986	13	Municipalities
1990	7	Municipalities
1992	1455	Popular Conferences
1995	13	Regions
1998	26	Shabiyat
2000	27	Shabiyat
2005	33	Shabiyat

Source: Economic Sciences Research Center (Libya) 2005.

Not only is the structure of the Libyan political organization in a state of flux, the country has adopted a political principle that abuses the tribal socio-political system with particular reference to the manner of selection of leaders, regardless of the ability of these leaders to accomplish its tasks of administration and governance effectively (Mustafa, 2007). Mustafa discussed the defect in the process for the appointment of directors and its numerous implications for the people of Libya as it relates to effectiveness and performance of public office holders. The poor administration of public institutions in Libya can be said to be a direct result of defective selection and appointment procedures that are not based on scientific principles especially that of

merit and capability. Kamba et al. (2006) in their study found that, there is clearly reluctance to attend the sessions People's Congresses by the citizens, through this study shows that the reasons for this reluctance by the citizens because they did not have the desire to attend, because there is no credibility in taking decisions of such conferences and that the sessions cater to formality matters only. In addition, decisions made by them are not taken into account. This led to doubt by the citizens on the mechanism of People's Congresses.

The major focus in many studies has been on the administrative model in the industry, although industry in Libya has enjoyed the material support and protection of state laws, policies and regulations in competition with foreign goods. Despite state support and protection, the industries have failed to meet the needs of the community in terms of the quality of products, apart from failing to achieve a minimum quality that is required for them to stay in business (Betamer, 2003). The failure of businesses to be competitive and stay afloat largely resulted from the abuse of power towards personal benefits through bribery, theft, the appointment of inefficient relatives, and the spread of administrative corruption, noted Mustafa (2007).

Betamer (2003) mentioned that, the public administration system in Libya is suffering from poor planning and lack of human resources development. Moreover, without much interest in innovation and creativity, the Libyan administration and the search activity does not exist. This has created a sort of imbalance in the regulatory components of the entire organizational structures and job description and staffing approval in government institutions. This is in addition to the loss of control in public

administration in Libya; these components are one of the most important requirements for development.

Helliwell & Huang (2008) used an average of sixth as an index of good governance and found a strong linear correlation between this indicator and average life satisfaction in nations. This shows why the results were not satisfactory on Libya in the annual Quality of Life Index of 2010, which includes 194 Countries ranked and rated to reveal the best places to live. The index has shown the extent of low ranking in terms of Libya's standard of living as mentioned in the table 1.3 , As it was ranked 156, the index is based on measuring the quality of government performance in terms of good public administration, and provide good quality service to citizens, depending on the cost of living, economic growth, caring for the environment, Availability of freedom, provision of public health, infrastructure quality, good security services, and the conditions of circumstances are climatic (International Living organization, 2010).

Table 1.3  
Libya's rank in the Quality of Life Index for selected years

The dimension	2005	2007	2008	2010
Cost of Living	67	47	-	29
Leisure & Culture	43	67	-	50
Economy	39	49	34	52
Environment	49	61	53	51
Freedom	0	0	0	0
Health	61	75	64	71
Infrastructure	42	31	38	44

Source: <http://internationalliving.com>

Through all of the above, it is noted that people in Libya are suffering from the weaknesses of public service quality provided by the government. This weakness, based on a number of studies and researches that have been made clear earlier, is due to the administrative apparatus of the government in Libya, which is suffering from an inability to provide the required public service quality to peoples across the spectrum. This is inclusive of education, health, infrastructure, employment, security, procedures for obtaining public documents, and registration of businesses, among others; this has built dissatisfaction among the people on the government due to its failure in adopting the indicators of good governance, which affects its ability to provide quality services.

Therefore, in this study will be ensure that, there is agreement in the perception of Middle-Class Libyans (despite the differences of their job characteristics) about the government does not adopt the indicators of good governance, this is what has affected on its performance in the provision of services quality. Accordingly, it can be summarized in this research problem that; the result of the weakness of the administrative apparatus in Libya manifested in the poor performance of Libyan government in all the indicators of political stability, government effectiveness, and control of corruption.

**For corruption;** in Libya, Financial and Bureaucratic corruption has deep, negative effects over the government and the political system as a whole, especially its legitimacy, stability, and reputation. This is due to the fact that corruption causes deficient democratic practice and disrespect of the basic rights of citizens, notably the right to equal opportunities and free access to information. Corruption causes paralysis

to the system, especially when fatal political decisions are needed on the basis of national interest rather than of the private interest of the political leadership. Under corruption, political hypocrisy thrives as a result of buying out tribal and political loyalties. Corruption weakens public institutions as well as civil society organizations. Corruption harms the political regime's reputation and foreign relations, especially with the countries and companies that may want to invest in national economy.

According to a study released by Department of Research and Studies of Organization for Transparency Libya (2006), corruption weakens political participation as a result of distrustful public institutions and accountability mechanisms; in their Analysis of the Results of a questionnaire on corruption in the regime's apparatus, state Institutions, and people's organizations in Libya, (2006), when asked about their perceptions on the lack of real propensity on the part of the political leadership to combat corruption, respondents answered as follows: 78.06 percent of respondents say “No”, 7.10 percent of respondents say “Yes”, and 14.84 percent of respondents say “I don't know”. This had helped to the spread of kinds of corruption. This also confirmed by Domoro, O. & Agil, S. (2012) as mentioned in his study “The police force in Libya is suffering falsification, the spread of corrupt practices such as cronyism (wasta), nepotism, bribery, and courtesy.”

Lack of transparency reduces the ability to control those in positions of authority. The lack of transparency may be caused by the dictatorial regimes disallowing the questioning of authority. Moreover, transparency is effectively lacking whenever regulations of a particular sector are unclear, ambiguous and technically complicated,

reporters, the public and lay persons may be completely unable to exercise effective control. United Nations (1997).

Libya's rank in Transparency International Corruption Perception Index as set in the Table 1.4 indicated lack of willpower of political leadership of Libya to combat corruption in the past years. Also, after the revolution in 2011, table 1.4 reveals the high rate of corruption in Libya in 2012, due to the fact that the transitional period of any state is characterized by the weakness of the government's ability to impose its control in law enforcement and corruption control.

Table 1.4  
Libya's rank in Transparency International Corruption Perception Index (2003-20102).

Year	Rank	score
2003	118	2.1
2004	122	2.5
2005	117	2.5
2006	105	2.7
2007	131	2.5
2008	126	2.6
2009	125	2.5
2010	145	2.2
2011	160	2.1
2012	168	2.0

Data Source: Transparency International.

Given the absence of studies that analyze perceptions of Middle-Class Libyans on good governance (political stability, government effectiveness and control of corruption) in Libya scientifically, the researcher decide to study the differences in the Middle-Class Libyans perceptions depending on differences in the characteristics of their jobs. With the absence of previous studies that have examined the impact of job

characteristics on the perceptions of Libyan people, and as a result many of these characteristics, the researcher has adopted only three job characteristics: Job Categories, Job Positions and Job Experience, to examine the extent of the differences of perceptions of Libyans on good governance according to their job characteristics.

The Low ranking of Libya coincides with political stability, government effectiveness and control of corruption. The poor performance of the Libyan government in the indicators of good governance was also confirmed by most of the studies (Obeidi, 2004. Mustafa, & Abu Bakr, 2007. Mustafa, & Abu Bakr, 2008. & Al Haddad, 2009), and relevant reports on Libya that focus on this problem. The poor performance of the Libyan government on the index of good governance no doubt has resulted in poor quality and inefficiency that characterized the delivery of public service provided by the Libyan government to its citizens.

In hope that future researches will contribute to give a clearer overview on other indicators of good governance in Libya, there needs to be further work on other job characteristics of Middle-Class Libyans.

The research question is as follows:

Is the poor performance of Libya on the index of GGIs - which was released by WB- a result of poor governance, inefficiency, and non-adoption of the GG, which is characterized the Libyan government's business, as conceived by Middle-Class Libyans?

### **1.3 Research Questions**



As mentioned in the problem statement, there are three indicators of good governance, namely: (1) Political Stability, (2) Government Effectiveness, and (3) Control of Corruption. Based on these indicators and the research objectives, this study seeks to answer the following questions:

1. How far are the good governance indicators (political stability, government effectiveness and control of corruption) applied in Libya?

This question is further divided into three sub- questions, as follows:

- 1.1. To what extent is the Middle -Class Libyan's perception on political stability in Libya?
- 1.2. To what extent is the Middle -Class Libyan's perception on the capacity of the government for achieving effective performance by providing good quality service?
- 1.3. To what extent is the Middle -Class Libyan's perception on willpower and the ability to control administrative corruption, promote accountability and transparency in Libyan government functions?

#### **1.4 Research Objectives**

In relation to the problem statement, the objective of this study is to focus on the Middle-Class Libyans to assess their perception of good governance indicators, in addition to identifying the differences between their job characteristics and difference of their perceptions on good governance in Libya. Therefore, through the answers obtained by the research questions, the researcher got Middle-Class Libyans perceptions on Good Governance in Libya in spite of the differences in their job characteristics.

The main objectives of this research are formulated as follows:

1. To assess the level of Good Governance Indicators (political stability, government effectiveness and control of corruption) in Libya.
2. To analyze the difference between perceptions based on Job Categories of Middle-Class Libyans on good governance (political stability, government effectiveness and control of corruption) in Libya.
3. To analyze the difference between perceptions based on Job Position of Middle-Class Libyans on good governance (political stability, government effectiveness and control of corruption) in Libya.
4. To analyze the difference between perceptions based on Job Experience of Middle-Class Libyans on good governance (political stability, government effectiveness and control of corruption) in Libya.
5. To recommend some improvements on Good Governance (political stability, government effectiveness and control of corruption) in Libya.

### **1.5 Research Significance**

The significance of this research is premised on its analysis of Good Governance Indicators (political stability, government effectiveness and control of corruption). The analysis seeks to achieve the objective of contributing to the assessment of the situation of good governance in Libya, in addition to determining which of the job characteristics have different perceptions. Therefore, the factors that aggregated to contribute to the assessment of Political Stability, Government Effectiveness, and Control of Corruption, which the study focuses on, are as follows:

1. A proof of weakness of political stability in Libya.
2. A proof of weakness in the capacity and efficiency of the government in Libya.
3. A proof of weakness of the capacity of the Libyan administration to control corruption in government functions.

Therefore, this study tried to create a base of knowledge about perceptions of Middle-Class Libyans on good governance (Political Stability, Government Effectiveness, and Control of Corruption) in Libya, by making an overview for GG in Libya by using Political Stability, Government Effectiveness, and Control of Corruption indicators, given the void in previous researches for assessing the level of GG in Libya (Betamer, 2003. Kamba et al, 2006. Mustafa, 2007), it may be a starting point for other research in the future towards giving more explanations about GG in Libya.

## 1.6 Conceptual Definitions

Next table 1.5 explains conceptual definition of independent and dependent variables of study.

Table 1.5

Conceptual definitions of independent variables and dependent variable of study

<b>Conceptual Definition of Independent Variables (Political Stability, Government Effectiveness, and Control of Corruption).</b>	
<b>Political Stability</b>	
Younis et al (2008).	Longevity of ruling authority in a country
<b>Government Effectiveness</b>	
Kaufmann et al, (2006)	The quality of public service, the quality of civil service and degree of its independence from political pressure
Bouckaert & Steven (2003)	Effective government is one which meets the requirements of its citizens
Nekola (n.d)	A perception of the quality of public services provided of public administration, competence of civil servants, independence of state administration, and credibility of government.
<b>Control of Corruption</b>	
Kaufmann et al, 2005	The extent to which public office is exercised for private gain
Shah (2006)	The exercise of official powers against public interest.
Khan (1996)	An act which deviates from the formal rules of conduct governing the actions of someone in a position of public authority because of private- regarding motive such as wealth, power or status.
Klitgaard, (1998).	Corruption is the misuse of office for unofficial ends
<b>Conceptual Definition of Dependent Variable (Good Governance)</b>	
(UNDP)	The exercise of economic, political and administrative authority to manage a country's affairs at all levels.
The Asian Development Bank (AsDB)	The manner in which power is exercised in the management of a country's economic and social resources for development.
The African Development Bank (AfDB)	A process referring to the way in which power is exercised in the management affairs of a nation.
The World Bank Group	The manner in which power is exercised in the management of a country's economic and social resources for development
(IMF)	Ensuring the rule of law, improving the efficiency and accountability of the public sector, and tackling corruption
ICGGPS (2004)	Focus on the organization's purpose and on outcomes for citizen and service users

## 1.7 Operational Definitions

Next table 1.6 explains the Operational definition of independent and dependent variables of study.

Table.1.6  
Operational Definitions of Independent Variables and Dependent Variable of Study

<b>Operational Definition of Independent Variables (Political Stability, Government Effectiveness, and Control of Corruption).</b>	
<b>Political Stability</b>	
Younis M. (2008)	<ul style="list-style-type: none"> <li>· Longevity of the regime</li> <li>· Election Density Ratio</li> <li>· Increase in the number of political parties.</li> <li>· Strength of ruling party</li> <li>· Military Expenditure as a percentage of GDP</li> <li>· Index of democratization</li> <li>· Composite of ICRG risks Rating</li> <li>· Number of persons internally displaced</li> <li>· Increment of political parties in national assembly</li> </ul>
Paldam (1998)	<ul style="list-style-type: none"> <li>· Stable government</li> <li>· Stable political system</li> <li>· Internal law and order</li> <li>· External stability</li> </ul>
<b>Government Effectiveness</b>	
The WB	<ul style="list-style-type: none"> <li>· The quality of public service provision.</li> <li>· The quality of the bureaucracy.</li> <li>· The independence of the civil service from political pressure.</li> <li>· The credibility of the government's commitment to it stated policies.</li> </ul>
<b>Control of Corruption</b>	
T. Chrustowski, (1985)	<ul style="list-style-type: none"> <li>· Bribery</li> <li>· Paid patronage</li> <li>· Nepotism</li> <li>· Blackmail</li> <li>· Embezzlement of public money</li> </ul>
United Nations (1997).	<ul style="list-style-type: none"> <li>· Bribery</li> <li>· Fraud</li> <li>· Other illicit payments</li> <li>· Buying and delivering of votes</li> <li>· Illicit political contributions</li> </ul>

	<ul style="list-style-type: none"> <li>· Abuse of power and breach of trust</li> <li>· Misappropriation of public funds.</li> <li>· Conflict of interest</li> </ul>
Operational definition of dependent variable (Good governance)	
(UNDP)	<ul style="list-style-type: none"> <li>· Participation.</li> <li>· Rule of law.</li> <li>· Responsiveness.</li> <li>· Consensus orientation.</li> <li>· Equity.</li> <li>· Accountability.</li> <li>· Strategic vision.</li> </ul>
International Development Association (IDA)	<ul style="list-style-type: none"> <li>· Accountability.</li> <li>· Transparency.</li> <li>· The rule of law.</li> <li>· Participation.</li> </ul>
The Asian Development Bank (AsDB)	<ul style="list-style-type: none"> <li>· Accountability.</li> <li>· Participation.</li> <li>· Predictability.</li> <li>· Transparency.</li> </ul>
The African Development Bank (AfDB)	<ul style="list-style-type: none"> <li>· Accountability.</li> <li>· Transparency.</li> <li>· Combating corruption.</li> <li>· Participation.</li> <li>· Legal and judicial reforms.</li> </ul>
The World Bank Group	<ul style="list-style-type: none"> <li>· Voice and accountability.</li> <li>· Political stability and absence of Violence.</li> <li>· Government effectiveness.</li> <li>· Regulatory quality.</li> <li>· Rule of law.</li> <li>· Control of corruption.</li> </ul>
(IMF)	<ul style="list-style-type: none"> <li>· Voice and accountability</li> <li>· Transparency</li> <li>· Responsiveness</li> <li>· Equity and inclusiveness</li> <li>· Effectiveness and efficiency</li> <li>· Safety &amp; Rule of Law.</li> <li>· Participation &amp; Human Rights</li> </ul>

## 1.8 Research Conceptual Framework

There are several variables adopted in this study. Therefore, Political Stability, Government Effectiveness, and Control of Corruption, which have been selected as independent variables. In addition, the good governance is being used as dependent variable.

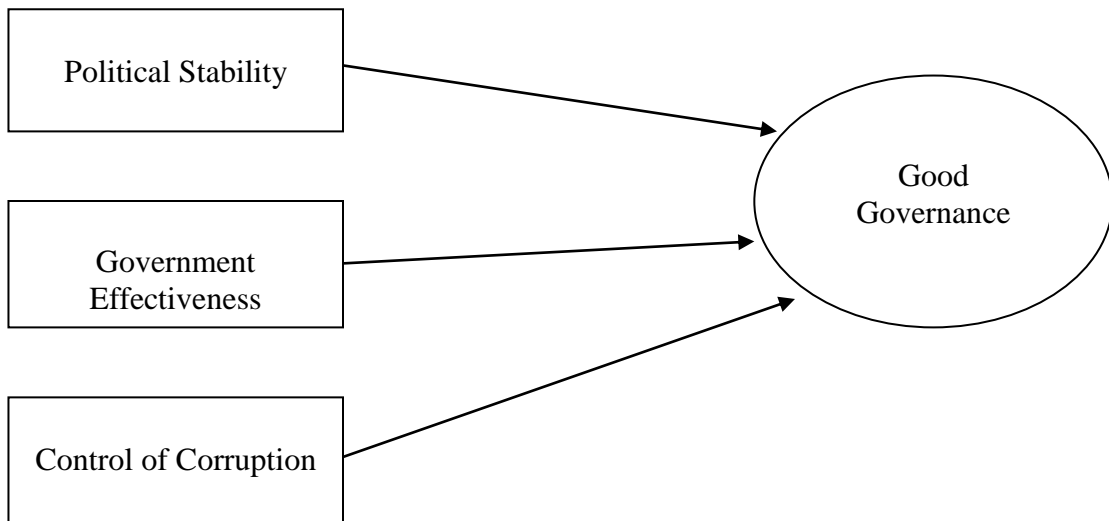


Figure 1.1  
Research Conceptual

## 1.9 Research Hypotheses

The hypotheses formulated to guide this research are as follows:

**H<sub>1</sub>.** Is there a difference between the Middle-Class Libyan's perceptions of each Job Categories, Job Positions, and Job Experience, on Good Governance Indicators (political stability, government effectiveness and control of corruption) in Libya?

Thus, this hypothesis is divided into three sub-hypotheses as follows:

**H<sub>1.1</sub>.** There is a difference between the perceptions of each Job Categories, Job Positions, and Job Experience among Middle-Class Libyans on Political Stability in Libya

**H<sub>1.2</sub>.** There is a difference between the perceptions of each Job Categories, Job Positions, and Job Experience among Middle-Class Libyans on Government Effectiveness in Libya.

**H<sub>1.3</sub>.** There is a difference between perceptions of each of (Job Categories, Job Positions, and Job Experience) of Middle-Class Libyans on Control of Corruption in Libya.



## **1.10 Scope of Research**

This research is directed towards the assessment of the indicators of good governance (Political Stability, Government Effectiveness, and Control of Corruption) in Libya through the Middle-Class Libyan's perception. Though there are many indicators for assessing a country's performance in the index of good governance, this study is based on Political Stability, Government Effectiveness, and the Control of Corruption as indicators, which has been adopted since 1996 in WB annual reports (1996 to 2010). These indicators includes; Political Stability, Government Effectiveness and Control of Corruption. Reported WB data which covered Libya for this period and the research focused on assessing the level of Good Governance indicators in Libya.

The World Bank Institute (n.d), for a better measure of governance, has divided good governance indicators into three categories:

1. Selection, accountability and replacement of authorities

- Political Stability
- Voice and accountability

2. Efficiency of institutions, regulations, resource management

- Government effectiveness
- Regulatory framework

3. Respect for institutions, laws and interactions among players in civil society, business, and politics

- Control of corruption
- Rule of law

Therefore, the researcher has adopted three indicators, namely Political Stability from the first category, Government Effectiveness from the second category and Control of Corruption from the third category, due to the difficulty to study all of governance indicators in one study. The researcher also adopted these indicators for the following reasons:

With regard to Political Stability, the Political Instability which had been apparent in the Libya during the Qadhafi period is reflected clearly if we take into consideration political stability indicators as defined by Hurwitz (1973), which are; (1) the absence of violence, (2) the duration of government, (3) the existence of a legitimate constitutional regime, (4) the absence of structural change, and (5) a multifaceted social attribute. Based on these indicators, there is a political instability in Libya as mentioned in the table 1.1 and the table 1.2, and this resulted in the discontinuity of the government and the lack of predictable policy regimes and efficient fiscal administration. This serves as a disincentive for investors, internal and external. Such political instability also influences the public service and affects the efficiencies of day-to-day administration.

The existence of an efficient, responsive, transparent and accountable government is not only of paramount importance for the proper functioning of a nation, it is also the basic means through which strategies to achieve the prosperity nation can be implemented. Furthermore, because the government is one of the main vehicles through which the relationship between the state and civil society and the private sector is realized is a means towards achieving higher-order development goals particularly equitable growth, poverty reduction, peace and stability. (UNDP 2003).

Many authors believed that corrupt activities impact on levels of poverty in various ways. Also, corruption can result in (Everett et al. 2007): (1) Loss of government revenue, (2) Costs for businesses, (3) Missed opportunities for non-corrupt businesses, (4) Distortion of standards of merit, (5) Erosion of respect for the rule of law, (6) Higher costs and lower quality and (7) Mistrust of government. For these reasons the researcher studied the afore mentioned indicators of good governance in Libya.

Furthermore, the present research focuses on the Middle-Class Libyans in some of the ministries, government institutions, private sector and civil society organizations (administrative leaders in the ministries targeted, managers at all levels, and some staff), in addition to some businessmen.

### **1.11 Limitation of Study**

Although the research has reached its aims, there are some unavoidable limitations.

- Because of the time limit, this research was conducted only on a small size of participants at some Governmental institutions, Academic institutions and private institutions. Therefore, future studies should involve more participants at other institutions. In addition, this research was conducted using only the following job characteristics: Job Categories, Job Positions, and Job Experience. Future studies should include more characteristics.
- Lack of prior research studies on the topic. Because prior studies help form the basis of literature review and helps the researcher to lay a foundation for understanding the research problem that is investigated. The lack of research in the area of good governance in Libya has been an obstacle. With the existence of prior studies, it would be easier for the researcher to obtain background information on his research, being able to know the obstacles to study before commencing; this is exactly what happened with the researcher in this study.
- Difficult to get help from people and governmental institutions. Because, during the period of Gaddafi, whoever talks about the matters of the government or the political system might be arrested, imprisoned, tortured or even in some cases executed. For this reason, the researcher found it hard to convince people to participate in answering the questionnaire or conducting the interviews with

them, as the study included people assessment on political stability, political participation and government efficiency. Up to that time, these matters were unacceptable as a matter of discussion, in accordance with the ideology of the system.

- Lack of prior complete survey for assessing the level of good governance in Libya. The researcher acknowledges the deficiency by stating a need in future research to improve the specific survey for gathering data on good governance.

## Chapter Two

### Libya Modern History

#### 2.1 Introduction

Libya is an Arab country, located along the Mediterranean coast of North Africa. It is bordered by Tunisia to the northwest, Algeria to the west, Niger to the southwest, Chad to the south, Sudan to the southeast, Egypt to the east and the Mediterranean Sea to the north. With 1,759,540 sq kilometers of area (679,358 sq miles), this is slightly larger than Alaska or approximately three times the size of France.



Source: The World Fact book – Libya

Libya has a long history as a center of Phoenician, Carthaginian, Greek, Roman, Berber, and Arab civilizations. Modern Libya is a union of three historically distinct regions—northwestern Tripolitania, northeastern Cyrenaica or Barqa, and the more remote southwestern desert region of Fezzan. In the 19<sup>th</sup> century, the Ottoman Empire struggled to assert control over Libya's coastal cities and interior. Italy invaded Libya in 1911 on the pretext of liberating the region from Ottoman control. The Italians subsequently became mired in decades of colonial abuses against the Libyan people and

faced a persistent anti-colonial insurgency. Libya was an important battleground in the North Africa campaign of the Second World War and emerged from the fighting as a ward of the Allied powers and the United Nations.

## **2.2 King Idris Period (1951 to 1969)**

On December 24, 1951 the United Kingdom of Libya proclaims its independence and is headed by King Idris al-Sanusi. Therefore, the United Kingdom of Libya became one of Africa's first independent states. With U.N. supervision and assistance, a Libyan National Constituent Assembly drafted and agreed to a constitution establishing a federal system of government with central authority vested in King Idris Al Sanussi. Legislative authority was vested in a Prime Minister, a Council of Ministers, and a bicameral legislature. 19 February 1952 Libya holds its first general election. Political parties are banned in its aftermath (Vandewalle. D, 2006). Libya became a member state of the United Nations (UN) in 1955, four years after achieving Independence. (Evaluation Office, UNDP. 2010). Libya's first decade was characterized by continuous infighting over taxation, development, and constitutional powers. In 1963, King Idris replaced the federal system of government with a unitary monarchy that further centralized royal authority, in part to streamline the development of the country's newly discovered oil resources. Prior to the discovery of marketable oil in 1959, the Libyan government was largely dependent on economic aid and technical assistance it received from international institutions and through military basing agreements with the United

States and United Kingdom. The U.S.-operated air base at Wheel us field outside of Tripoli served as an important Strategic Air Command base and center for military intelligence operations throughout the 1950s and 1960s. Oil wealth brought rapid economic growth and greater financial independence to Libya in the 1960s, but the weakness of national institutions and Libyan elites' growing identification with the pan-Arab socialist ideology of Egyptian leader Gamal Abdel Nasser contributed to the gradual marginalization of the monarchy. King Idris left the country in mid-1969 for medical reasons, setting the stage for a military coup in September, led by Muammar al-Qadhafi.

### **2.3 Qaddafi Period (1969 to 2011)**

On September 1, 1969, a bloodless, military coup took place, and a new Libyan Arab Republic was declared. The leader of this coup Muammar al Qadhafi. In reality, the four decades of history in Libya under Qadhafi power should not be viewed as representing one monolithic period, but rather as several stages of political and economic development. According to one widely accepted analysis, there have been three recognizable political phases (Libya Country Report, 2012).

In the first phase (1969 –1970), a new political and organizational model was sought to overcome the shortcomings of the preceding monarchy. In the second phase (1971 – 1975), the Arab Socialist Union was established as the sole political party, based on the Nasserite constitutional model. In the final phase toward the end of 1975,



the Nasserite model was replaced with an officially sanctioned, vertically organized system of “direct democracy” based on elected executive People’s Committees responsible to legislative People’s Congresses at the national, regional and local levels. In this last phase, the Nasserite model was abandoned because of problems such as a parallel bureaucracy in the form of the Arab Socialist Union.

This third system, which has been in place for more than three decades, is grounded in resolutions passed by “the masses”. Thus, in Libya, the state is referred to as the “Jamahiriya,” or “state of the masses,” though it should be noted that the word is often translated into English as “republic.” The Jamahiriya has itself been through various phases, albeit without significant change to its central mechanism of governance, marked by al-Qadhafi control of the system through “revolutionary leadership.” The significant events and measures marking the period from 1975 to 2010 are:

- In 1975, Part I of the Green Book was put forward as the ideological basis of the new political system, which was then established in 1976.

- On 2 March 1977, the “Proclamation of Rule by the Masses” was issued, functioning as a written constitution.

- In 1977, al-Qadhafi loyal followers formed the Revolutionary Committees, which remain active to the end of Qadhafi regime. The original task of the committees was to establish the political system, but members have increasingly controlled the system and shut out political opposition, effectively dissolving it.

- In 1979, al-Qadhafi declared himself “Leader of the Revolution.” Structurally, this designation made him a political and ideological figurehead who operates outside the People’s Congress/Committee system, influencing it through the Revolutionary Committees, which he controls.

- In 1987, following military losses in Chad, the international oil crisis of 1986 and a generally deplorable state of domestic affairs, political and economic reforms were instituted. These reforms included limiting the authority of the Revolutionary Committees, lifting travel restrictions, and reinstating private enterprises nationalized in 1979.

- By the early 1990s, political reforms were abandoned or discontinued in response to increased Islamist violence toward the secularist-oriented Jamahiriya government, as well as to the imposition of U.N. sanctions in response to Libya’s implication in the 1992 Lockerbie bombing. Libya Country Report (2012)

- Reforms were cautiously re-instituted in 1999, following the state’s repression of militant Islamist groups and the de facto lifting of U.N. sanctions.

Libya’s relationship with the West has clearly improved since, with the visible effects including the official lifting of U.N. sanctions in September 2003, Libya’s cooperation with the United States in its “war on terrorism,” and the official renunciation of weapons of mass destruction. In December 2008, the first U.S. ambassador to Libya in 36 years arrived in Tripoli.

With special reference to Libyan situation since the 1996, national development plans and budgets are drawn through the adoption of several resolutions which were designed to achieve certain set level of progress. Though Libya is an oil rich state with constant and good source of revenue coming from oil and gas rents (\$92.010 billion in 2008) and coupled with the country small population (6,419,925), with social structure and religion that is homogenous yet it still has so far not achieved the required level of development comparable to its resource wealth (U.S. Department of state, Bureau of Near Eastern Affairs; World Bank, 2009). The poor social services provided by the government to the citizens are mainly due to poor social infrastructures on which effective and efficient service delivery are supposed to be anchored. These challenges makes the government lose credibility in the eyes of the people, and has led people to refrain from participating in the People's Congresses in determining public policy and policy direction of the state.

This was despite the fact that the political system as practiced by the Libyan state allows such popular participation in the policy process. The multiplicity and duplicity of policies and decisions for the structural changes of the state has negatively affected the level of social services delivery in the country. This is in addition to the weakness of law enforcement, and the absence of accountability in activities of government which invariably has resulted in the incidence of widespread corruption in the governance process in the country. The number of challenges confronting governance in Libya was revealed by the WB report. According to the report of Libya was ranked low in Government Effectiveness and control of corruption as mentioned in

the tables 1.2 and 1.3, all of which are key indices in governance ranking adopted by the WB and other international development agencies. Thus, the saying by Lord Alvin that “that which cannot be measured cannot be repaired” in particular brought attention to good governance and the creation of indicators and measurement in making the needed repair in a state like Libya.

Though richly endowed with hydrocarbon resources, Libya is one of the world developing countries that is grappling with many difficulties that are militating against the goal of the state to reach the level of growth and development commensurate with its resource endowment. One of the greatest obstacles confronting the Libya state is that of strengthening public institutions to be receptacle to and act as the driver of growth and sustainable development. However, the task of strengthening public institutions to act as catalyst for development cannot be achieve without instituting the elements of good governance in the way public institutions are run. Thus, there are needs to take studies in the area of good governance as important by any country that wants to achieve sustainable development. For as Mustafa (2007) in his research on the correlation between sustainable development and good governance using Libya as case study said:

The approach to correlation between the sustainable development and good governance clarified it as approach of estimating every effort of development in Libya, where designed to execute performance estimation for good governance in Libya, and awareness elements of achievement and nonsuccess for reaching sustainable development.

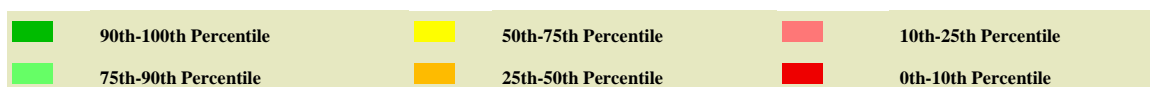
The main indicator of good governance is etched on the compact between government and its citizens. On the basis of such compact the citizens reposed and vested immense political power in government decision makers and in return the

citizens expect the state to make provision for their material and nonmaterial needs. The compact also entails a process of accountability and transparency through which the citizens can monitor government performance through key indices. The major expectation of the citizens is that the compact will significantly resulted in improved service delivery and poverty reduction.

Several studies and reports (Betamer, 2003. CPP, 2004. Obeidi, 2004. Mustafa, & Abu Bakr, 2007. Mustafa, & Abu Bakr, 2008, & Al Haddad, 2009) clarified the rank of Libya in the indicators of the good governance. Therefore one cannot build or adopt any procedures related to administrative reform in Libya without using the approach of a critic that reflects the substantive development of the Libyan administration on a scale of interactive global indicators of good governance. This study will adopt three of **six** good governance indicators. The next section summarizes these three indicators as mentioned in the annual WB reports that concerned Political stability, Government effectiveness and Corruption control. Table 2-1 below shows the Political Stability in Libya as released in the reports of WB during the period 1996-2010.

Table 2.1  
Political Stability in Libya (1996-2010).

Governance Indicator	Year	Percentile Rank	Governance Score
		(0-100)	(-2.5 to +2.5)
Political Stability	2010	42.5	-0.06
	2009	70.1	+0.71
	2008	73.6	+0.79
	2007	70.7	+0.69
	2006	55.3	+0.32
	2005	59.1	+0.38
	2004	55.3	+0.26
	2003	44.2	+0.02
	2002	40.9	-0.18
	2000	31.3	-0.43
	1998	16.8	-0.93
	1996	17.3	-1.04



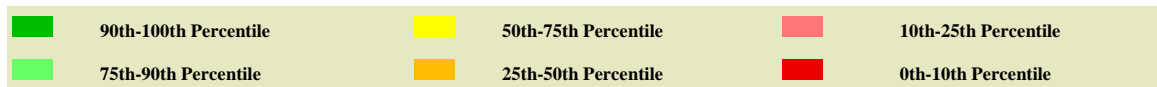
Source: <http://www.govindicators.org>

From the table 2.1 above, it is observed that WB gives an indication of a relatively high level (75<sup>th</sup> Percentile) with regard political stability in Libya, in view of the political system in Libya that is not dependent on a written constitution; Libya does not have a constitution that shows the structure of its political system, in determining who is the ruler, what is the role of state leadership, how to appoint a new leadership of the state, and the mechanism for appointing a new governor of the country. This means that Libya is a risk of having problems if they suddenly change the ruler. The absence of a constitution results in the instability of the state's structure. As components of the government change together with divisions of the state and the number of

municipalities, that change their names from time to time, public fund wastage has ensued. Table 1.2 reflects this phenomenon.

Table 2.2  
The Effectiveness of Libyan Governments (1996-2010).

Governance Indicator	Year	Percentile Rank (0-100)	Governance Score (-2.5 to +2.5)
<b>Government Effectiveness</b>	<b>2010</b>	<b>9.6</b>	<b>-1.21</b>
	<b>2009</b>	<b>10.0</b>	<b>-1.19</b>
	<b>2008</b>	<b>11.2</b>	<b>-1.16</b>
	<b>2007</b>	<b>10.2</b>	<b>-1.20</b>
	<b>2006</b>	<b>11.7</b>	<b>-1.11</b>
	<b>2005</b>	<b>14.6</b>	<b>-1.07</b>
	<b>2004</b>	<b>17.1</b>	<b>-0.87</b>
	<b>2003</b>	<b>17.1</b>	<b>-0.89</b>
	<b>2002</b>	<b>12.7</b>	<b>-0.99</b>
	<b>2000</b>	<b>10.2</b>	<b>-1.10</b>
	<b>1998</b>	<b>16.1</b>	<b>-0.93</b>
	<b>1996</b>	<b>19.0</b>	<b>-0.86</b>



Source: <http://www.govindicators.org>

The table above shows the rate of Effectiveness of Government of Libya during the 1996-2010 period, which did not exceed (25<sup>th</sup> Percentile); this means that the rate is very low, which explains the reason for the suffering of citizens as will be seen in the section. The weakness is due to the policies adopted by the government in the appointment of directors, the non-seriousness in the implementation of reform programs that aim to improve the quality of public services provided by the government for citizens. The absence of the constitution results in the instability of the state structure.

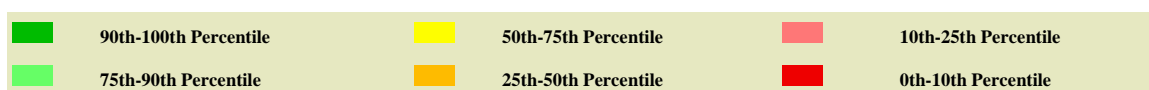
Moreover, it did not exceed the 50<sup>th</sup> Percentile, which shows that there are major problems afflicting the government in Libya, such as the failure to apply laws properly, resulting in a default in the performance, in the absence of a deterrent or strict control over performance. This indicates that the legislature also suffers from a defect in the performance of its role, as its role is not to issue legislations, but to only work on the application. Instead, it lost the reason for existence as machinery towards the deployment of justice among the people in ensuring that all their rights are protected. This affects anti-corruption efforts, and the fight against bribery, and all the problems that hinder the implementation of development programs, such as the manipulation of contracts of projects through the exaggeration in their value, taking of commissions by some officials as a condition for approving, fraud, and not completion of projects within stipulated timeframes without any fines.

This section will show the reports of WB in its evaluation of the Control of Corruption as one of the indicators of Good Governance during the period (1996-2010).



Table 2.3  
Control of Corruption of Libya (1996-2010)

Governance Indicator	Year	Percentile Rank (0-100)	Governance Score (-2.5 to +2.5)
Control of Corruption	2010	6.2	-1.26
	2009	8.6	-1.17
	2008	19.4	-0.86
	2007	14.6	-0.96
	2006	13.7	-1.03
	2005	19.0	-0.88
	2004	22.0	-0.83
	2003	21.5	-0.83
	2002	18.0	-0.95
	2000	26.3	-0.74
	1998	23.4	-0.86
	1996	25.9	-0.78



Source: <http://www.govindicators.org>

The table above, shows the low rank of Libya in the Corruption Perceptions Index which indicates that corruption among public officials as an obstacle to business, frequency of "irregular payments" to officials and judiciary and perceptions of corruption in civil service, accordingly, Therefore, this index illustrates the extent of the problems which suffered by the government; this rank is not surprising, as the majority of respondents in this study confirmed that there are many problems in the government, but the desire to find a treatment of seems it is not a priority for the government. The overall rate does not exceed 25<sup>th</sup> Percentile during the period covered by index. This is consistent with what is contained in the index of transparency, as they relate to each other, because the absence of transparency is one of the most important reasons for the spread of corruption. It is not something that can be good with so much corruption as it

is in the Libyan case; this of course leads to the failure of most of public interests in the Libya, because corruption in different sectors can't be separated, for the reason that the function of government is linked with the private sector. This affects the quality of services provided by the government for the citizens; hence this makes dissatisfaction of citizens towards the government, which may cause problems such as demonstrations and civil disobedience. This was as indicated by Suan O.A. (1998) in his review that "widespread corruption is a symptom that the state is functioning poorly". This means that the presence of perceived corruption retards economic growth, lower investment, decreases private savings and hampers political stability.

#### **2.4 Post Qaddafi Period (2011 to Present)**

The Libyan war in 2011 was fought between forces loyal to Muammar Gaddafi and those seeking to oust his regime. The war was preceded by protests in Benghazi beginning on Tuesday, February, 15 2011, which led to clashes with security forces that fired on the crowd. The protests escalated into a rebellion that spread across the country, with the forces opposing Gaddafi establishing an interim governing body, the National Transitional Council (NTC).

The United Nations Security Council passed an initial resolution on 26 February, freezing the assets of Gaddafi and his inner circle and restricting their travel, and referred the matter to the International Criminal Court for investigation. In early March, Gaddafi's forces rallied, pushed eastwards and re-took several coastal cities before

reaching Benghazi. A further U.N. resolution authorized member states to establish and enforce a no-fly zone over Libya, and to use "all necessary measures" to prevent attacks on civilians. The Gaddafi government then announced a ceasefire, but failed to uphold it, though it then accused rebels of violating the ceasefire when they continued to fight as well. Throughout the conflict, rebels rejected government offers of a ceasefire and efforts by the African Union to end the fighting because the plans set forth did not include the removal of Gaddafi.

In August, rebel forces launched an offensive on the government-held coast of Libya, taking back territory lost months before and ultimately capturing the capital city of Tripoli, while Gaddafi evaded capture and loyalists engaged in a rearguard campaign. On September, 16 2011, the National Transitional Council was recognized by the United Nations as the legal representative of Libya, replacing the Gaddafi regime. Muammar Gaddafi remained at large until October, 20 2011, when he was captured and killed attempting to escape from his hometown Sirte. The National Transitional Council "declared the liberation of Libya" and the official end of the war on October, 23 2011.

By killing of Muammar Qadhafi and the toppling of his regime marked the end of 8 months of civil war, but only the beginning of a new phase that promises to be even more difficult than the Libyan people's struggle for political power. The transition toward democracy in Libya, if there is to be democracy there, and the building of a modern state present a daunting series of hurdles and tensions. The interim government faces the challenging task of simultaneously holding elections, demilitarizing and reintegrating militias, fostering national reconciliation, drafting a new constitution,

restoring security, repairing the damage wrought by domestic combat operations and foreign airstrikes, and ensuring economic development to meet the aspirations of its population (El-Katiri, M. 2012).

A key challenge facing up the interim government in Libya is the creation of political institutions to provide for the functioning of an effective democratic state. Drawing up a constitution for Libya will not be straightforward. Political infighting between secularists and Islamists has already surfaced on varying issues of political significance to Libya's future, including critical elements, such as the structure and religious identity of the state. Democratic culture deficit is another key challenge, since political parties and civil society institutions were absent from Libya for more than 4 decades. El-Katiri, M. (2012).

On July 7, 2012, Libyan voters chose 200 members of the General National Congress in the country's first national election since 1965. Domestic and international observers praised officials and voters for the conduct of the election, noting the short time frame and significant logistical challenges that Libyans overcame. Of the 2.8 million voters who registered to vote, roughly 62% voted in the July election, with turnout consistent across most areas of the country. On August 9, 2012, the National Transitional Council handed power to the elected General National Congress, marking a historic day in Libya's new political history. The next major step in Libya's transition process is the drafting and approval of a new constitution. To date, the transition has followed steps laid out in an interim constitutional declaration issued by the Transitional National Council (TNC) in August 2011. Blanchard, C. M. (2012).

## **Chapter Three**

### **Literature Review**

#### **3.1 Introduction**

This chapter of the thesis discussed the literature review that forms the basis of the research. The review of literature relevant to the study is arranged based on issues and theme. To enhance clarity and flow of the discussion the review is subdivided into section based on topics of interest. The following are the subdivision in which the chapter is divided into: Definition of Governance, Definition of Good Governance, The need for a Good Governance, Good Governance Structures, Good Governance Indicators (Political Stability, Government Effectiveness and Control of Corruption), and the Islamic Perspective on Good Governance.

#### **3.2 Definitions of Governance**

According to WB (2003), the term governance relates to “the manner in which power is exercised in the management of a country’s economic and social resources for its economic growth, sustainable development and human advancement”. In a similar vein, the UNDP (2007) conceive governance as referring to the “exercise of economic, political and administrative authority to manage a country’s affairs at all levels by those vested with political authority within the confines of the acceptable laws and regulations that form the basis of the organization of the state”. In similar manner, the Organization

for Economic Cooperation Development (OECD, 1995) conceives of the concept of governance as the use of political authority and the exercise of control in a society in relation to the management of its resources for social and economic development.

Also on the definition of the concept of governance, the United Nations Economic and Social Commission for Asia and Pacific (UNESCAP) see the term governance as meaning “the process of decision-making and the process by which decisions are implemented (or not implemented) by those in political authority within a state”. Taken together it can therefore be said that governance can be taken to be or view as network of public institutions and private non-governmental bodies that have role to play in the formulation and implementation of public policy and the delivery of public services. Governance is the aggregation of the work of governmental institutions, that of the private sector (business community) and the third (not profit) sectors directed at influencing the ways government business are run and conducted with the objective of enhancing the efficiency and effectiveness in the way public services are delivered.

Therefore, could be the definition of governance according several international organizations in the next table;

Table 3.1  
Definitions of Governance

source	What is Governance?
WB n.d.	“The process and institutions through which decisions are made and authority in a country is exercised”
UNDP 1997	“The exercise of economic, political and administrative authority to manage a country's affairs at all levels. It comprises the mechanisms, processes and institutions through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences”
DFID 2001	“How the institutions, rules, and systems of the state—the executive, legislature, judiciary and military—operate at central and local level and how the state relates to individual citizens, civil society and the private sector.”
Kaufmann 2003	“The exercise of authority through formal and informal traditions and institutions for the common good, thus encompassing: (1) the process of selecting, monitoring, and replacing governments; (2) the capacity to formulate and implement sound policies and deliver public services, and (3) the respect of citizens and the state for the institutions that govern economic and social interactions among them”.
IMF 2005	For IMF purposes, “limited to economic aspects of governance...in two spheres: improving the management of public resources...; supporting the development and maintenance of a transparent and stable economic and regulatory environment conducive to efficient private sector activities...”

Grindle S. M. (2005). *Good Enough Governance, Revisited*. Harvard University.

### 3.3 Definition of Good Governance

In the last decade, the terms “governance and good governance” have been increasingly used concurrently and interchangeably in development literature and by many international organizations in their numerous reports, policy analysis and briefing papers. Leading international organizations such as; World Bank (WB), United Nations Development Programme (UNDP), International Monetary Fund (IMF) have increasingly responded to the need to improve the governance indicators in member countries as a stop

gap to improve the way and manner government business are conducted. These organizations have increasingly pointed out in their studies and publications on the abysmal state of adherence to key good governance ideal and the poor performance of many developing countries on the governance indicators and the implication of this for public participation in policy making, their trust in public institutions and their ability of public institutions to deliver service to the people.

Given the prominence that have attended the discourse on good governance there have emerged a situation of definitional flux as there are many definitions for that have been put forward for the concept of governance and good governance. The difference in the ways these two closely knitted concepts have been defined is often premised on the ideological and practical disposition of the different organizations working in the area of governance and development. Given the contentions that have characterized the definition of the concept of governance and by extension good governance it is essential that this study first explains how governance has been defined by notable organizations. It is on this basis of such definitions that this study will then aggregate and come up with the notion of governance that it will apply for the rest of its discussion.

For WB (2008) the term good governance is conceive as epitomized by the predictable, open and enlightened policy-making, a bureaucracy imbued with a professional ethos acting in furtherance of the public good, the rule of law, transparent process and strong civil society participation in the making of public policies, their implementation, evaluation and feedback and in general in the ways public affairs are conducted. UNDP (2005) in a report take the concept of good governance to mean “the



exercise of political, economic and administrative authority to manage nation's affair". It sees it as the complex mechanisms, processes relationships and the ways group articulates their interests, exercise their rights and obligations and mediate their difference for the effective running of public affairs in ways as to enhance the delivery of public services quality. The Independent Commission on Good Governance in Public Service (2005) has also defined good governance as the processes that "focus on the organization's purpose and on outcomes for citizen and service users". In contrast poor governance is characterized by arbitrary policy making, unaccountable bureaucracies, unenforced or unjust legal systems, the abuse of executive power, a civil society unengaged in public life, and widespread corruption. Chigbu (2011). Governance refers typically to the exercise of power through a country's economic, social, and political institutions in which institutions represent the organizational rules and routines, formal laws, and informal norms that together shape the incentives of public policymakers, overseers, and providers of public services. This is often refers to three key dimensions are : first; the process by which governments are selected, held accountable, monitored, and replaced; second, the capacity of governments to manage resources efficiently and to formulate, implement, and enforce sound policies and regulations; and third: respect for institutions that govern economic and social interactions. therefore , if these exercise was weak or used improper ways, Follows that the weak governance affects the delivery of services and benefits to those who need them . (Girishankar et al. n. d.).

Over the course of two decades the concept of good governance as an aggregate of issues relating to the conduct of government business has steadily entrenched itself in

the political and development discourse. The importance of the concept of good governance has permeated all sectors of the public service across countries and regions of the world and has become part of the common shared principles and virtues by which government performance are judge and by which public institutions are assessed and evaluated with specific reference to the way and manner they carried out those responsibilities for which they are established. Base on the importance of measuring and evaluating performance which good governance indicators provide it becomes imperative that if a country wants to reach a high level of progress and development it must adopt the good governance indicators as not as a matter of wish but of necessity. Having conceptualized the term good governance, what then are its models if there are many and what are the indicators underlying the concept of good governance. Exploring the models and clarifying the principles of good governance from various perspectives is what the next section of this chapter address.

Thus, could be the definition of Good Governance according several international organizations in the next table;

Table 3.2  
Definitions of Good Governance

source	What is Good Governance?
WB n.d.	Inclusiveness and accountability established in three key areas: “voice and accountability; political stability and lack of violence, regulatory framework, government effectiveness, control of corruption and rule of law.
UNDP 1997	Characterized as “participatory, transparent...accountable...effective and equitable...promotes the rule of law.... ensures that political, social and economic priorities are based on broad consensus in society and that the voices of the poorest and the most vulnerable are heard in decision-making over the allocation of development resources”
DFID 2001	<p>“Seven key governance capabilities:</p> <ul style="list-style-type: none"> <li>• To operate political systems which provide opportunities for all people...to influence government policy and practice;</li> <li>• Provide macroeconomic stability....to promote the growth necessary to reduce poverty.</li> <li>• Implement pro-poor policy.</li> <li>• Guarantee the equitable and universal provision of effective basic services;</li> <li>• Ensure personal safety and security.</li> <li>• Manage national security arrangements accountably.</li> <li>• Develop honest and accountable government.</li> </ul>
Kaufmann 2003	Can be measured along six dimensions (voice and external accountability; political stability and lack of violence, crime, and terrorism; government effectiveness; lack of regulatory burden; rule of law; control of corruption).
IMF 2005	“Ensuring the rule of law, improving the efficiency and accountability of the public sector, and tackling corruption”

Grindle S. M. (2005). Good Enough Governance, Revisited. Harvard University.

### 3.4 The Need of Good Governance

The salient importance of good governance for achieving sustainable development cannot be under emphasis whether in the literature or in practice. It is imperative that good governance is needed for the nation to achieve strong democratic society, functioning rule of law, the provision of health and educational facilities, an

empowered civil society and a framework conducive to strong economic growth, (Nwaddigo, 2011). There is indeed no doubt that sustainable economic growth and robust human development cannot be achieved in the absence of good governance. The link between development and good governance is not a weak one. Good governance ensures that the most efficient means for the utilization of resources for development oriented policies, programmes and operations are carried out. The proper application of the rules that guide good governance has enhanced the development capabilities of developed countries thus developing countries that are trying to achieve good quality of life for their citizen must aspire to improved on their performance on the indicators of good governance not for its sake but as the path to reach the quality of life they want for their citizens.

Good Governance indicators for public service which was developed and published by WB (2004) are guide to help everyone concerned with the governance of public service, not only to understand and apply common indicators of good governance, but also to assess the strengths and weakness of current governance practice and improve it. In recent years, many countries have started to concern themselves with attaining a good quality of life for citizens, but the countries cannot just reached the level of quality of life for their citizens they aspire by providing a good health, education and improve outcome (Bovaird & Löffler , 2003). Therefore, good governance is consider as a key to the achievement of good quality of live, because if any countries adopt good governance indicators as the necessary yardstick for managing their affairs it will encourage public trust and popular participation. This will in turn

enable service provision to improve, discourage bad governance practices, promotes the rule of law moral and minimize adversarial relationship that lead to poor performance in government business and the running of the affairs of the state.

Therefore, Good Governance can be considered as being the main objective of the development process, deployed to aid proper management of public service. It is a tool of the state, and a facilitator in the development process. The discipline and profession of public administration therefore, contribute to the development process by aiding the improvement of the public management system and thus enhance provision of public services. Experience has shown that public service management is becoming increasingly complex, perhaps because public policy issues have become more international involving numerous stakeholders. The boundaries between policy formulation and management have become unclear that both managers and policy makers are interrelated in the work they do and the ends which they sought; the improvement of service delivery to the public. The private sector and civil society are now playing a bigger role in public affairs management.

In management, greater responsibilities are now being delegated and devolved to managers, encouraging them to take risks whilst being accountable for their decisions and actions. The managers are also caught up between new performance demands and traditional control systems. There is more emphasis in management capabilities, competencies and achieving set goals with limited resources. It is within this context of the various tasks, responsibilities and expectations that public management as an instrument for development is becoming more complex than ever before. This

development process is made more complex by feature of managerial excellence in public service which requires that there should be a degree of commitment to values, placing a high priority on service to clients and citizens; dedication to the notion of public service; a participative approach to leadership; and a programmatic approach to change.

Considering these features of managerial excellence, Public administration is no longer seen as an independent activity but as closely linked to economic performance and occupies a central place at the mainstream of the political agendas of policy makers and political leaders. Global pressure for cooperation and competition, and rising expectations of citizens, and the need to reduce public deficits are changing the way countries need are governed. As a result of these internal and external pressures, governments have responded by undertaking public management reforms, which are not only considered as ultimate solution but also as a continuous development process with the overriding objective of improving the way government business are conducted, restoring public confidence in state institutions and enhancing the delivery of quality service to the public (Agere, 2000). To aid comprehension the table below clarifies the difference between what good governance entails in comparison to what can be seen as bad governance.

Table: 3.3

Difference between the good governance and bad governance

Good governance	Bad governance
1. Authority is institutional, resides with official roles.	1. Authority is personal, resides with individuals.
2. Political leaders share power with others and are accountable for their actions and decisions.	2. Political leaders monopolize power and are unaccountable for their actions and decisions.
3. Leaders hold onto power by providing collective benefits that earn support of large segments of their society.	3. Leaders hold onto power by providing personal favours that secure loyalty of key followers rather than benefits that cut across segments of the society.
4. Policy decisions are taken in the open after public discussion and review.	4. Policy decisions are taken in secret without public involvement.
5. Decision-making standards are explicit, and procedures are transparent.	5. Decision-making standards are tacit, and procedures are indecipherable.
6. Political parties are organized around stated programs that affect large numbers of beneficiaries defined by universalistic or generic categories.	6. Political parties are organized around personalities and the distribution of individual benefits.
7. Political campaigns are financed by many small, unconcealed donations.	7. Political campaigns are financed by a few large, secret donations.
8. Elections are free, fair, open, and competitive.	8. Elections are marked by intimidation, vote buying, rigging, and fraud.
9. Civil engineering projects are disbursed to serve the interests of large portions of the country's citizenry.	9. Civil engineering projects are geographically targeted to serve the interests of small portions of the country's citizenry.
10. Administrators are recruited and promoted in competitive processes that judge their merit and expertise.	10. Administrators are recruited and promoted as reward for personal connections with political leaders and power brokers.
11. There is an authorized administrative hierarchy with clear division of labor, specific standards for output, and well-defined reporting channels.	11. There is an unspoken administrative hierarchy, with little specialization or specification of output and uncertain reporting channels.
12. Administrators can only be dismissed with cause and in line with codified rules and procedures.	12. Administrators can be dismissed for no reason, without rules nor following any laid down procedures.
13. Administrators are prohibited from supplementing their salary with side incomes or fraudulent means as bribery.	13. Administrators supplement their salary with bribes and kickbacks.

14. Administrators' actions are predictable, based on objective methods, and follow uniform procedures.	14. Administrators' actions are arbitrary, based on subjective reasoning, and follow ad-hoc procedures.
15. Rules are applied with neutrality, and all citizens receive equal treatment.	15. Rules are applied with partiality, and people with close ties to government get preferential treatment.
16. Binding legal contracts are used in government procurement and sales.	16. Verbal agreements are used in government procurement and sales.
17. Internal controls are strict, thorough =records are maintained and regularly audited.	17. Lax for Internal controls, documentation is spotty with sensitive matters left off the books.
18. Citizens have appeal channels and procedures for seeking redress if given poor service.	18. Subjects have little recourse to seek redress or lodge complains for poor service delivery.

Source: Brinkerhoff and Goldsmith (2005).

Good governance enhances the acquisition of new capacities, the establishment of new institutions, the promotion of new ways of working within existing organizations and the formulation of new rules for interaction. It requires the adoption of inclusive non-discriminatory values and norms and the distribution of power between social groups, so that no one is marginalized and loses the right to speak and be heard (Sheng et al, 2007). Good Governance leads to promotes accountability, transparency, efficiency, and rule of law in public institutions at all levels. In addition, it allows for sound and efficient management of human, natural, economic, and financial resources for equitable and sustainable development. Moreover, under good governance, there are clear decision making procedures at the level of public authorities, civil society participation in decision-making processes, and the ability to enforce rights and obligations through legal mechanisms. These aspects of good governance do not in



themselves ensure that society is not run well nor do they guarantee sustainable development. (Sachiko & Durwood, 2005).

Good governance helps to achieve the actions aimed at creating more open, participatory societies, and promoting greater accountability and transparency in public affairs. Among the primary factors that are taken to improve governance are: Hope K.R. (2003).

- A political system which provides opportunities for all its citizens, including the poor and disadvantaged by creating the conditions that encourage broad input in governance and development decision-making from all elements of civil society.
- A political system that provides for effective transfer of power and periodic renewal of the leadership through representative and competitive multi-party and multi-candidate elections; impartial and credible electoral administration; effective oversight of the electoral process; and an informed and active citizenry.
- Strengthened public sector legislative and administrative institutions, including efficient parliamentary oversight, judicial independence, and adequacy of the audit machinery - providing and verifying that government decisions are in line with its legal commitments.
- Greater transparency, predictability, and accountability in political, oversight, and regulatory decisions by government and public bodies. Reliable, relevant, and timely information about the activities of government being available to the

public. And, systems being in place that are facilitated by public institutions to hold public officials to account for their behavior, actions, and decisions.

- Effective public sector management with stable macroeconomic policy, effective resource mobilization and efficient use of public resources; increased government responsiveness to citizens at the local level including a pro-poor orientation as well as create conditions for economic prosperity.
- Adherence to the rule of law in a manner that protects personal and civil liberties and gender equity and ensures public safety and security with equal access to justice for all; and provides effective and fair institutions in the legal arena.

However, without Good Governance is difficult to reach the desire level of Quality of Life. Therefore, that is why the WB and several donors' countries have shifted their focus from attempting to induce good governance in a recipient country by providing aid as prerequisite for commitment to improve the indicators of good governance by a recipient government (Nanda, 2006). Overall, the existence of good governance have serves as protecting shield for countries from a lot of problem which can be damaging for their society such as corruption, a weakness of accountability, an information freedom, favoritism, and transparency. Because of the existence of these problem can have debilitating effects on the trust that the public repose on government institutions and reduce satisfaction in the service provided by government. The need for good governance is not limited to the public sector; sound management practices in the

private sector are equally crucial with public sector to development of nation and aimed at improving the effectiveness, efficiency, accountability and transparency in the private sector. The Australian Agency for International Development (2000).

Sebudubudu (2010) Amongst the key indicators of governance are; respect for human rights and basic freedoms, regular free and fair elections, the separation of powers as checks and balances; decentralized government structures, free political organizations, a free media, existence of civil society, existence of watchdog institutions such as anti-corruption, auditor general, ombudsperson, civilian control of the armed forces, all emphasizing accountability and transparency and central values and standards of behavior. The good performance on these indicators indicates that the citizens do participate in the affairs of their nation and in the process have trust in their leaders to protect their rights.

Without a measure of good governance a yardstick for measuring the functioning of government, the state will not able to provide public services to their citizens. In this situation, the citizens will have no satisfaction with the service provided by public institutions and agencies. Given this scenario good governance then means the rights of people to engage political participation, transparency of action in decision making, the application of justice and fair play in the running of government (rule of law), effective of government especially as it relates to service delivery. In the absence of all of these characteristics that are outline above surely, it will leads to citizens to be become complacent with public services and lose interest in the actions of government.

### 3.5 Good Governance Structures

Since the end of the 1980s, the issue of good governance has dominated the international discussion about development and international assistance to developing countries. Good governance has become an important and an essential precondition for the granting of development assistance by developed countries that have come to see the attainment of certain indicators of good governance as important prerequisite for progress on the development objectives of developing states. Various countries those that are quite similar in terms of their natural resources endowment and social structures have shown strikingly different performance in improving the welfare of their people through improved delivery of public service, the way government business are conducted and their implications for overall economic growth, and sustainable human development.

Much of the difference and disparities between nations of equal resource endowment and social structure is attributable to the indicators of governance as applicable in those different states (Anowar Uddin, 2008). Given this difference, the WB and United Nations Development Programme (UNDP) had found out that their aids that have been provided for many countries, especially in countries in sub-Saharan African and those in North Africa failed neither impact positively nor bear fruit on development trajectory of aid recipient countries because of the poor level governance. Informed by this believe WB<sup>1</sup> has therefore put in place commission to develop

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<sup>1</sup> The commission comprised of: Daniel Kaufmann, Brookings Institution, Aart Kraay, World Bank Development Economics Research Group Massimo Mastruzzi, World Bank Institute

indicators of good governance. The indicators are to be applied in the measurement of progress achieved by aid recipient nations and progress is expected to be the yardstick for continued support.

The Committee developed a number of good governance indicators for countries that obtain aid. Since the formulation by the WB many attempts to formulate other indicators of good governance have since been embarked upon by other international organizations. This study will rely on the six most important indicators that the WB had consistently applied in its annual global report on good governance. For more than two decades WB has been releasing its annual reports covering most of the world, including Libya. In specific terms the WB has released annual reports on good governance and development for the years spanning (1996 to 2010). This is the period that is covered by this study<sup>1</sup>.

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3 For details on this see [www.worldbank.org/wbi/governance](http://www.worldbank.org/wbi/governance)

Table3.4

Good Governance Indicators as adopted by some of International Organizations

IO GGIs	WB	UNDP	UNESCAP	IMF	IIAG
Voice and accountability	√	√	√	√	-
Political stability	√	-	-		-
Government effectiveness.	√	-	-	-	-
Regulatory quality	√	-	-	-	-
Rule of law	√	√	√	-	-
Control of corruption	√	-	-	-	-
Transparency	-	√	√	√	-
Responsiveness	-	√	√	√	-
Consensus oriented.	-	√	√	-	-
Equity and inclusiveness	-	√	√	√	-
Effectiveness and efficiency	-	√	√	√	-
Strategy vision	-	√	-	-	-
Safety & Rule of Law	-	√	-	√	√
Participation & Human Rights	-		-	√	√
Sustainable Economic Opportunity	-	-	-	-	√
Human Development	-	-	-	-	√

WB (2010) has been consistent in its usage of six major indicators for good governance for 212 countries and territories that it annual report over the period 1996 to 2010 covered. These indicators are listed in the table 3.4 have been combining the views of a large number of enterprise, citizen and expert survey respondents in industrial and developing countries. The individual data sources underlying the aggregate indicators are drawn from a diverse variety of survey conducted by research institutes, think tanks

policy institutes and agencies, non-governmental organizations, and international organizations. Aside the indicators developed by WB experts on good governance, there are also other indicators that have been developed and applied by other institutions. For instance, the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP) also have developed and have adopted eight major indicators to measure good governance performance of state especially that of its member states ([www.escape.org](http://www.escape.org)). These indicators are listed in the table 3.4

Aside these two organizations, the United Nation Development Programme outlined its own list of indicators of good governance (UNDP, 2007. & Hosen, 2004). The indicators developed and applied by the UNDP to measure good governance performance, these indicators are listed in the table 3.4:

The above listed are some of the cohort of indicators of good governance that has been developed and applied so far by different institutions, international agencies. The one listed above are not in any way exhaustive of the cohorts that has so far been developed and applied, at best they are just a representative of what has been done so far in the area of development of indicators of measurement for the concept of good governance.

### **3.6 Good Governance Indicators**

For decades the WB has been releasing its annual report of good governance situations. The reports are based on six indicators of good governance and covered most of the countries in the world. The annual reports evaluate the good governance progress made by each country year after year. Therefore, Researcher has adopted three indicators, namely; political stability, government effectiveness and control of corruption.

#### **3.6.1 Political Stability**

Political Stability is considered as one of the most important indicators of good governance. This is because the fulfillments of almost all the other indicators of good governance are anchored. Therefore, in this section the study will explore the meaning of the concept of political stability and its centrality to the attainment of good governance. Political stability is a fuzzy concept as Ake (1975) notes. This is because there is no agreement between political experts and policy makers about what actually constitute an acceptable definition of political stability. Moreover, there are many points of views relating to the meaning of political stability. In addition, the lack of understanding of the concept of political stability also resulted from numbers of factors that differentiate political systems from one another. These include but are not limited to the multiplicity of forms of political systems, different



methods of administration of states promoted along the political situation in the country does not necessarily resemble the political pattern in another country.

In fact, the existing style of political organization in third world countries do not necessarily have to resemble the pattern of political organization in any of the western world so it may be that the pattern of good and democratic, because the pattern is just a political phenomenon or style of work may be agreed in accordance with one other. There are numbers of political organization of the state which includes; the monarchy republican, parliamentary, or other special patterns of state organization. Political stability is not linked to any of these systems of state organizations as any can be stable or witness instability depending on prevailing political circumstances. Where it tried to explain this concept differed in the nature of political instability damped by the majority side, but a lack of political stability, and have been spoken about it, according to their culture and what it means to political stability for them. For instance there is no agreement on the extent of stability or instability of the governor (first official) in the country for a long time. There is also the problem of whether or not there is stability in the mechanism of change or whether the stability of the overall political leader should be interpreted to means there is political stability or not in the Libya state.

Stability of political regimes is referred to as the longevity of ruling authority in a country. That ruling authority may be a single party as in a one party dominant system. The ruling authority might also be an authoritarian regime or the rule by a military junta or a

single party in a supposed democratic state or a coalition of some parties in a multiparty political system. Notwithstanding the form of political system in practice, the most important thing is if the regime in power has been ruling the country for a long period without any major political upheaval or turmoil. Younis et al (2008). It is instructive to note that the stability that characterized the political system will be untenable in the long run so long as the political system did not allow for democratic competition for political power and office through free, fair, competitive and regular multiparty elections. Therefore, Younis M. (2008) referred to measure of political stability, for attempting to more illustrating; he mentioned proxy variables as following:

1. Longevity of the regime.
2. Election Density Ratio.
3. Increase in the number of political parties.
4. Strength of ruling party.
5. Military Expenditure as a percentage of GDP.
6. Index of democratization.
7. Composite of ICRG risks Rating.
8. Number of persons internally displaced and
9. Increment of political parties in national assembly.

Whereas sets out the four dimensions of political stability as mentioned by Paldam (1998); 1. Stable government, 2. Stable political system, 3. Internal law and order and 4. External stability. Be apparent that a lack of stability is common in Libya, because it suffers from a lack of stable government and internal law and order, in addition to dictatorial system. Therefore, the political stability might be a mixed blessing, with stable autocracies reflecting the dark side of stability. Helliwell, & Huang (2008).

According to the definitions mentioned above, we accepting the point of view that said: it is difficult to find an agreement about political stability definition. Because,

there are many variables which affecting of political stability as : political structure, the political system, culture of the society , the nature of society, the economic system and the level of education and health services, in addition to the rate of personal income and the extent of the awareness of citizens.

Given the importance of political stability in the lives of people, it requires work on attention for it and each community depending on their nature and composition. Also, it does not depend on a specific quality of the verdict or the system for stability. any system that provides security to its citizens, provides the best services, protects society from violence and terrorism, works to maintain the structure of society and obtain satisfaction of the community is a good system.

If the political system is consistent with a state not necessarily suit with other state. It is important to have stability in the country. Because the political stability plays a prominent role in building a strong state in all its aspects (economic, social), where it working on economic growth that contributes to improve the welfare level of individuals, the political stability encourages foreign investment and raise the rates of development.

### **3.6.2 Government Effectiveness**

The government is the formal framework, which is the governing authority of the state. It contains all the components of the legal framework and the system of legitimacy recognized by the legal framework or constitutional of the state. The government is responsible for all public services that are in operation in the country. The aims of the government are to serve the citizens, through the provision of better public services. The nature of public services so provided by the government would at the long run determine the legitimacy of the state. This is because the satisfaction of the citizens so the interest in effective and efficient government has become the things that increased focus in recent decades, and this effectively linked to the quantity and quality of services provided to its citizens.

In conceptualizing government effectiveness, Kaufmann, Kraay, & Mastruzzi, (2006) defined government effectiveness as the quality of public service, the quality of civil service and degree of its independence from political pressure. It also entails the quality of policy formulation and implementation and the credibility of government's commitment to such policies. Furthermore, Brewer et al (2007) notes that there is positive impact of political accountability on the quality of government using panel models. Similarly, Investigated the relationship between democracy and

government performance with panel data compiled from 213 countries over the period 1996–2005. Their results showed that democracy was positively and significantly related to government performance or effectiveness. More democratic countries tended to have more effective government and do a better job of controlling corruption than authoritarian or other forms of non-democratic governments.

Bouckaert & Steven (2003), in their management theories tend to explain the absence of trust in government referring to the poor performance of government systems. By their contentions trust can be restored in government and its institutions by improving the quality of service provision. Conversely Hamza (2003) mentioned that the Theory of People's Satisfaction (TPS) suggested that the only effective government is one which meets the requirements of its citizens. Therefore, the degree of government effectiveness is proportionate to the amount of satisfaction that the people derived from service provided by the state. However, it must be know that the government cannot be effective, without, accountability, political stability, regulatory quality, rule of law, and corruption control. Without indicators which are pointed out the government could not provide quality services to its citizens and its services as (education, health, security) overtime will become weak. There is a connection between people's satisfaction with public services and their trust in government. This finding is in accordance with studies of trust in local government (Rose, & Pettersen (2000). People who are satisfied with the treatment they receive from the public health service and from the employment and

social services generally have a higher level of trust in public institutions than citizens who are not satisfied with their treatment. The finding that people with experience of the employment or social services have less trust in government than people without such experience is. Government effectiveness as mentioned by Nekola (n.d) is perception of the quality of public services provided of public administration, competence of civil servants, independence of state administration and credibility of government.

According the government will start to loss citizens trust and their satisfaction with the running of the state and the performance of their government in particular as it relates to the manner of service provided. Based on that and as shown by research reports in the last decade of the last century attention has become focus on the development of indicators for good governance. Government effectiveness was as one of the indicators which the WB adopts in it annually reports. The WB illustrated government effectiveness as the quality of public service provision, the quality of the bureaucracy, the competence of civil servants, the independence of the civil service from political pressure, and the credibility of the government's commitment to it stated policies. Added to these is the existent of the government ability to produce and implement good policies and deliver public goods. In line with this position, Matthew Andrews (2008) developed the model of limited use to measure government effectiveness. The governments scoring well on effectiveness of government measures share strong outcomes and a basic shell of formalized structure, but differ in most other senses, especially as regarding details of what government really looks like and how it is manage. Governments emerging as effective are examples of what success is, but one

does not get a consistent picture of why they are successful because of the variation in their structures and designs. As mentioned by the National Economic and Development Authority (2011), the government effectiveness is strongly associated with control of corruption and voice and accountability. These imply that government effectiveness is enhanced when corruption is controlled for and societies have voice and accountability channels.

Modeling government effectiveness in this manner is like telling developing countries that the way to develop is to become developed. Matthew Andrews (2008) Effective government models of today are arguably inappropriate comparators for use in development. The challenges facing developing countries are different from those faced by countries which at present have effective government in place. Notwithstanding this, effective governments did face similar challenges in the past, when they also looked very different and would probably have scored poorly on the current indicators. The effectiveness of these past governments is reflected in the progress of their countries over the past century, and the story of how they muddled through numerous stages of development from the past to the present and this may be the value that developing countries today need to adapt to. Matthew Andrews (2008) Elements of a current one-best-way model arguably inform reform initiatives in the developing world which are often unsuccessful. The elements of development being peddled around the developing countries do not conform well to different contexts that

which are characterized by different challenges and socio-economic and political environments.

### **3.6.3 Control of Corruption**

Corruption whatever it forms or level is a phenomenon as old as the history of the human community. Known to all nations and communities large and small, rich and poor, the threat of corruption hit all the political systems and economic systems without exception, especially those under dictatorships. The phenomenon of corruption has been the subject of many studies and research in western countries. Therefore, the phenomenon of corruption is the economic and administrative corruption in general and the public sector in particular is the more serious obstacles that have faced and are still confronting the implementation of development plans in Libya. Due to its many different types of negative effects of corruption on different sectors of development it thus constitutes a significant impediment to the implementation of development strategy. This section of the literature review will illustrate the definition of corruption as mentioned in the literature.



Given its destabilizing consequence there has been concerted focus by many international organizations and as well as many countries in the world to study the manifestations of corruption. Such studies are directed at attempting to find out ways to combat it. It was based on this that a competent international organization to fight corruption with the aim of exposing the level of corruption across countries with the name Transparency International was established. With aims to assist States combat the scourge of corruption the organization has been committed to the release of annual reports on various countries showing the extent of corruption. Towards the need to clarify the levels of corruption, Transparency International issued an annual index called the Corruption Perception Index (CPI)<sup>4</sup>. This index measures the perceived levels of public-sector corruption in a given country. It is a composite index, drawing on different expert and business surveys, and drawing it as a scale from zero (highly corrupt) to ten (highly clean). Having realized the menace of corruption increased debate on the issue of corruption is driving slow but steady steps towards structural reform. Drawing from this steady debate the issue of combating public sector corruption has gained momentum and legitimacy and is now being addressed openly as a principal obstacle to development.

There are numerous definitions of what corruption entails. Corruption is defined by Shah (2006) as the exercise of official powers against public interest. Drawing from this definition, corruption is shown to adversely affect gross domestic product (GDP)

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<sup>4</sup> Transparency International commissioned Prof. Dr J. Graf Lambsdorff of the University of Passau to produce the CPI table. For information on data and methodology (Transparency International 2008 Corruption Perceptions Index),

growth, lower the quality of education, public infrastructure, and health services. In its own definition the, Asian development bank (2010) take the concept of corruption to entails behavior on the part of official in the public sector, whether political or civil servants, in whom they improperly and unlawfully enrich themselves, or those close to them, by the misuse of public power entrusted to them. Corruption according to Khan (1996) is an act which deviates from the formal rules of conduct governing the actions of someone in a position of public authority because of private- regarding motive such as wealth, power or status. In similar stead Otite (2000) stated that corruption is the perversion of integrity or state of affairs through bribery, favor or moral depravity. Otite (2000) further stated that corruption takes place when at least two parties have interacted to change the structure or processes of society or the behavior of functionaries in order to produce dishonest, unfaithful or defiled situations.

#### Causes and Consequences of Corruption:

The following points stated below are the factors that can encourage corruption and the obstacles that may hinder the development of any country, as reported in the Official Gazette of the Republic of Serbia (2005).

- Political: dictatorships, or outdated or inappropriate constitutions, manner of functioning of political parties, uncertain statehood status, long-term international isolation, existence of informal power centers, absence of consensus on strategic goals of development of the country.
- Economic: structure and transformation of ownership, excessive state intervention in the economy, disrespect for market rules and grinding poverty.

- Legal: non-application or selective enforcement of regulations, legal gaps, non-harmonization of statutory laws, rules and regulations.
- Institutional: absence or dysfunction of institutions, insufficient co-ordination, staffing inadequacy, insufficient equipping, and incompetence of institutions.
- Historical: rapid changes in the system of social values and ethic

Based on the earlier causes could be mentioned the consequences of corruption which includes but are not limited to the followings: The first consequence though not according to any standard hierarchy is the economic consequences. These consequences can include; endangerment of market economy, reduced gross national product, decrease in national investment inclusive of foreign direct investment, increased indebtedness of the country, and increase in poverty of citizens. The second consequences of corruption are the social and political ones. These consequences include; the undermining of democratic institutions, increase in the cost of functioning of the state, citizens distrust in the state institutions, expansion and proliferation of organized crime and criminal network, destruction of moral values of the society, and increase apathy among citizens in the running of the affairs of the state.

Consequent on it numerous causes, the consequences of corruption as earlier stated affect different fields of development, whether political, economic and/or social. Chêne (2008) gave the following explanation as influencing the problem of corruption. The impact of corruption on social, human and economic development has been widely documented. Research compiled within the framework of UNDP programme on governance in the Middle East indicates that the corruption factor is correlated to most

development and governance indicators such as economic growth rate, poverty index, GDP per capita, human development index, foreign direct investments or spending on education and health.

Although the impact of corruption may vary across countries according to specific local context, political structures and legacy of the past, the most salient effects of corruption include:

- Corruption especially in the Arab World increases the risk of state capture by a cohort of political elite. Indeed most political systems in MENA region are driven by the interest of the ruling party or of a minority elite, whose logics is to dominated by self preservation rather than public service.
- As a result, corruption can be seen as a factor of resistance to change as the ruling elite may be reluctant to give up the privileges and benefits they get from corrupt practices.
- Authoritarian governments are dominated by the logics of maintaining power and control over resources. To preserve power and privileges, governments necessarily restrict freedom and choice as well as opportunities for active citizens' voice and participation in the political and/or the economic processes.
- Reduced opportunities for political participation result in little opportunities for citizens to articulate their needs and leads to poor public management and inefficient resource allocation, with the likely reduction of expenditures on education and/or health services.

- Corruption also results in an increase in public investments that lend themselves to corrupt practices and diverts capital from more productive private sector activities to non-productive public projects, programmes and investments.
- The impact of grand corruption is visible across the region in the inequitable distribution of resources and national wealth. In most countries in the region, there is an obvious dichotomy that prevails between the wealthy and well-connected elites and the impoverished general public. Chêne (2008).

Corruption resulted in lots of negative cost for the public and by extension the state. The costs of corruption according to Gould & Amaro-Reyes (1983) in their study on corruption include the following: Political costs which include the fact that corruption weakens the legitimacy of political institutions and therefore the government is less able to rely on the cooperation and support of the public. As a result of this, the government is compelled to resort to force and coercive tactics to maintain law and order and enforce its rule on the people. The resulting violence and political instability is such that will hinder political advancement and development of the state.

There are also the economic costs of corruption which include the fact that it leads to economic inefficiency and waste. This is because of its effect on the allocation of funds, on production, and on consumption. Part of the cost of corruption also relates to the fact that gains obtained through corruption are unlikely to be transferred to the investment sector, for example, since illegal money is either used up in conspicuous consumption or is transferred to foreign bank accounts. Such transfers represent a capital leakage to the domestic economy. Furthermore, corruption generates a locative

inefficiency by permitting the least efficient contractor with the highest ability to bribe high ranking government officials to be the recipient of government contracts. Gould & Amaro-Reyes (1983).

In addition, since the cost of bribes is included in the price of the goods produced, demand tends to be reduced, the structure of production becomes biased, and consumption falls below efficiency levels. Thus, corruption lowers the general welfare of the populace. Finally, the gains from corruption tend to draw labor away from productive engagements to non-productive but corrupt activities. Moreover, since corruption affects recruitment and promotion patterns, the most efficient employees may not be recruited at all and the allocation of positions may be inefficient. This situation may be exacerbated further if efficient and potential employees failed to compete for government positions because of moral, ethical and/or other reasons. By the same token, corruption directs employees' energies away from socially valuable activities toward less efficient corrupt activities.

There are also the bureaucratic costs of corruption that can generate administrative inefficiency and ineffectiveness by creating an atmosphere of distrust throughout all levels of public bureaucracies. Top administrators are discouraged from training their subordinates to undertake increased responsibilities, while their ability to supervise is also reduced. As a result, the delegation of authority needed for successful implementation is inhibited and frequently hindered altogether. In addition, patronage and nepotism tend to fill the ranks and file of the civil service with inept and

incompetent individuals, thereby lowering the productivity of public bureaucracies and negatively affecting the provision of qualitative public service.

The WB (2000) has released standard advice for fighting corruption which has traditionally focused on measures to address administrative corruption by reforming public administration and public finance management. But with the rising of recognition that the roots of corruption extend far beyond weaknesses in the capacity of government, the repertoire has been gradually expanded to target broader structural relationships, including the internal organization of the political system, relationships among core state institutions, the interactions between the state and firms, and the relationship between the state and civil society.

It is important to recognize the fundamental role that political will and support for reforms at the highest levels of government can play in bringing about practical results and in raising the credibility of public support for anti-corruption. It has been argued that numerous studies show that a common sense of corruption is an absence of strong government institutions, such as the judiciary, the legislature, the office of the auditor-general, the police, the office of the ombudsman and watchdog agencies. The important role that the media, civil society organizations, and the private sector, may be able to play in the fight against corruption is also vitally important. (Aziz, 2003).

In addition, the evidence in recent decades suggests that the impact of corruption has been and continues to be negative on all fronts. Corruption has a negative, deleterious and divesting influence on investment and economic growth, administrative performance and efficiency and political development. Continuance of corruption in a country leads to economic malaise and squandering of public resources, lowers

governmental performance, adversely affects general morale in the public service, jeopardizes administrative reform efforts and accountability measures, and perpetuates social and economic inequalities (UN, 1990). An effective strategy of anti-corruption builds on five key elements:

1. Increasing Political Accountability
2. Strengthening Civil Society Participation
3. Creating a Competitive Private Sector
4. Institutional Restraints on Power
5. Improving Public Sector Management.

### **3.7 Islamic Perspective for Good Governance**

The interest and the discussion regarding good governance (concept and its applications) increased currently, and numerous studies tried to clarify the ambiguous of it, as there were many international organizations that seek to work to expand the application of the concept of good governance in all countries and organizations, and the development of criteria from which to measure the extent to which these countries organizations and the requirements of the existence of good governance, and the effectiveness of their governments to adhere with the implementation of these indicators, for example: the criteria adopted by the WB which is one of the most important organizations have adopted the concept of good governance.



As the Muslims, whose Allah bestowed with the blessing of Islam, and companions of the Prophet Muhammad peace and blessings be upon him, in the Quran to make a hard foundation for building a strong right, and true to the words Allah (We have not neglected anything in the Book, then to their Lord shall they be gathered) (Verse 38, Al-An'am) , and because the Prophet ("I leave behind me two things, the Quran and my Sunnah; if you follow these you will never go astray...") (narrated by Altermidi from Zayd ibn Arqam), and as the words of Imam Malik bin Anas , (Ummah will not be corrected except by that which corrected its first part") from this standpoint, and in view of the concept of good governance, this study intends to peruse the concept of good governance from the Quran, Sunnah and the acts of Caliphs. These could serve as a reference for understanding good governance, and it is explained as follows:

The Islamic concept of good governance:

Good governance in Islam thereunder combined the following meanings (Mazen Hashem):

- Dissemination of justice in society.
- To maintain the dignity of individuals groups and protection of freedom (regardless of religion or affiliation).
- The working of providing the life of welfare of members of the community.
- Working to the principle of enjoins what is right conduct and forbid indecency.

- Working to achieve goals through (the consultation, and participation, the right of representation, accountability, and the presence of law enforcement mechanism to ensure implementation and follow-up properly).

In view of the earlier notion of the meaning of good governance in Islam, it could be seen as an integrated system through the achievement of a set of processes that enhance good governance in order to bring public services to the citizens. Put differently, public authority held the responsibility of services to a lot of individuals. At various levels of public administration, there shall be provision of services leading to the welfare society, and that it is not meant here that, a society that was built by the Prophet, but close to it, and this was only the fact that the Prophet was also as said by Mother of the Believers Aisha, may Allah be pleased with her (Quran was his behavior). Any sense that he was as a great parent, commander, political, and administrative, whereby the evidence for him in all of that was to follow the teachings of the Quran, and this was summed up by Michael Hart in his book, Immortals hundred ( Hart M, 1978).

Therefore, the Muslim societies today are suffering from backwardness in terms of development. This is attributed to lack of good governance approach to the Islamic policies, despite the fact that Muslims have been main recourses to good governance, but they are still confused on how to use, in addition to admiration to all that are coming from the West, which made Muslims lose confidence in themselves to do anything, and even the problems, including resort to the west to find solutions to them, if the reference to good governance as it exists in Islamic thought elevating the Muslim societies to the

high levels of growth, that it works on advancement and raise the status of rights would, as the verse stated (And surely We have honored the children of Adam) (verse 70, Al-Isra). An honor and comprehensive insurance for human rights are never bestowed such as bestowed by the Islamic religion.

It also aims at good governance to enjoin what is right and forbid the wrong, for it is the basis of the foundations of the building of society proper, and the verses in this are many, (You are the best of the nations raised up for (the benefit of) men; you enjoin what is right and forbid the wrong and believe in Allah) (verse 110 - Al-Imran), meaning (They believe in Allah and the last day, and they enjoin what is right and forbid the wrong and they strive with one another in hastening to good deeds, and those are among the good)( verse 114, Al-Imran) and says (And who speaks better than he who calls to Allah while he himself does good, and says: I am surely of those who submit?) (verse 33, Fussilat), (To this then go on inviting, and go on steadfastly on the right way as you are commanded, and do not follow their low desires) (Verse 15, Ash-Shura), (And from among you there should be a party who invite to good and enjoin what is right and forbid the wrong, and these it is that shall be successful) (verse 104, Al-Imran), and in view of the previous verses, it is noted that good governance is designed primarily to access to good job, and this is illustrated with verses that have been certifying enjoins what is right conduct and forbid indecency as the righteous and successful in their work, and these characters are one of the most important requirements for good governance.

Where WB sets up several indicators that represent a indicators for the application of good governance, Islam stated these indicators and explained, and urged Muslims to follow, when adhered to by the Caliphs, they built the greatest and most prestigious state, and its people had been lived in happiness and welfare, the following example is an evidence for how Muslims' rulers should be, as were in the period of Islam; One afternoon a Roman emissary arrived in Madinah on important diplomatic business with the Caliph. When he enquired as to the whereabouts of Umar (RA), he was directed to a man sleeping peacefully under a tree: with no bodyguards, no weapons, no fortifications and no security. The Roman messenger marveled at this sight: the sight of the leader of millions of people sleeping peacefully under a tree without a care in the world. He then remarked his famous words that remain etched into history until today: "O Umar! You ruled. You were just. Thus you were safe. And thus you slept. (www.muslimh.com.)

The following important rules of good governance are path to the establishment of Islamic societies are derived from Islamic law as a basis for its construction;

**Governance:** (source of legislation) the Quran and Sunnah, as previously stated, are the source of everything in Islam, with the authorities agreed into consideration that this does not cover all aspects and details of practical life, it is the wisdom of God Almighty to make this religion good for all times and everywhere, and therefore it confirmed the guidelines, the techniques and actions left to the Muslims to work hard to develop them with the development of humanity, and the caliph Omar may Allah be

pleased with him had been using the police (night watchman) and office of soldiers to oversee the military funds is a proof of that.

Prophet Muhammad had been teaching the humanity the greatest lessons in governance, and He has developed a document called the (Sahifa Al-Medina). It is described as a Constitution (Ibn Hisham, d. 216 H / 833 CE), which was drafted and organized as the affairs of the Al-Medina, between the communities of different human resident in Al-Medina, identified by name, and every one of them whatever his/her rights and their obligations, and select the relationship between the Muslim community and non-Muslim, and thus built the Prophet Fraternized society and stable, then so he was truly an example of the wise leader and good example.

**Consultation and Participation:** This method is permitted by Allah and approved of the decision making process, and make it the basis for good governance, and ordered by the noble Prophet Peace be upon him, as Allah said (and take counsel with them in the affair;) (verse 159, Al-Imran), and as Allah said (and their rule is to take counsel among themselves) (verse 38, Shura ), the Prophet's life is full of examples on how to teach his companions, the principle of Consultation (Shura), beginning with the selection of the battle of Badr which is first battle of Islam against the unbelievers, the battle of the Trench when companion Salman Farsi stated for digging the trench around the Al-Medina, and biography is full of such evidence, and this refutes the claim that the world is not the status of democracy in Islam, but what this explains is that the roots of democracy are rooted in the Islamic thought.

**The Rule of Law:** The indicator emphasizes the need to adjust the life legal frameworks and a clear fair and derived constitution from Islamic law, with an independent judicial system based on the establishment of truth and justice among the people, with its ability to change over time and according to circumstances and developments, with the need for an executive authority with fear of Allah, and seeks to work on the implementation of these laws fairly with full compliance, implying that (Certainly We sent Our apostles with clear arguments, and sent down with them the Book and the balance that men may conduct themselves with equity) (verse 25 - Al-Hadid), saying the Almighty (and that when you judge between people you judge with justice) (verse 58, An-Nisa), These verses bear the guidance divine the need for the adoption of Justice as a working method in life, especially the governors of it, and that desire to serve the people and the fear of Allah for saying (O you who believe! Be upright for Allah, bearers of witness with justice) (verse 8, Al-Ma'ida) and says (act equitably, that is nearer to piety,) (verse 8, Al-Ma'ida). The hadeeth Prophet Muhammad Peace be upon him as narrated by Altermidi stated that: if Fatimah, the daughter of Muhammad, had stolen I would have cut off her hand.

**Transparency and Responsibility:** These are two factors that are most paramount to good governance is transparency and responsibility. If ruler did not depend on the principle of transparency for decision-making process through the freedom of information on the work, for allowing the possibility of control of all officials, in application of the principle of individual responsibility, then what of the work entrusted to him and hold him accountable for every defect and failure. Therefore

principle of transparency and responsibility are closely associated, then Islam has been hard commitment for not being negligent to the authorities, according the hadeeth of Prophet Muhammad peace be upon him (Abdullah ibn Masud (Radiallahu Anhu) has narrated that he heard the Messenger of Allah say “Each one of you is a shepherd. And each one of you will be asked about your flock.

A ruler also is a shepherd and he will be asked about his flock. And every man is a shepherd to his family. And every woman is the custodian of her husband’s house and children. Thus each one of you is a shepherd and each one will be asked about his flock.” (Saheeh Bukhari and Muslim), and none approach companions, God bless them all approach the Holy Prophet, from the words of Omar Bin Al Khattab may Allah be pleased with him (From Dawud ibn `Ali: "If a sheep dies on the shore of the Euphrates I fear lest Allah ask me to account for it on the Day of Resurrection." The story of the Egyptian Coptic who was assaulted by a son of ruler of Egypt. A man from the Copts came to Umar ibn al-Khattab in Al-Madinah, and said, “O Commander of the Faithful! I seek refuge in you from oppression.” Umar replied, “You have sought refuge where it is to be sought.” The Egyptian said, “I was racing the son of Amr ibn al-Aas, and defeated him. Then he began to beat me with a whip saying: I am the Son of Nobles!” So Umar wrote to ‘Amr commanding him to appear before him with his son. So they appeared before him. Umar inquired, “Where is the Egyptian? He is to take the whip and beat him!” Then the Egyptian began to beat the son of ‘Amr with the whip as ‘Umar said to him, “Beat the Son of Nobles!” and then turned to Umar ibn al-Aas, said famously:

“Since when do you enslave the people when their mothers bore them as free men.” this indicates the heavy burden of responsibility.

**Corruption:** Corruption is a phenomenon that does not belong to a particular community, but it has spread all over the countries of the world. The multiplicity of crises that the world has faced at the present time is as a result of growing proliferation of the phenomenon of corruption of various kinds. Therefore the Quran, which Allah did leave the matter of worldly affairs and make it only the best and most effective solutions, so as to get rid of corruption, had been receiving several Quranic verses for Muslims showing the seriousness of corruption and how to treat it, stressing that adhering to the principle of Honesty is one of the most effective solutions to preempt the corruption. However, the rampant corruption in the society came as a result of the absence of the concept of honest work, as Allah says (Surely Allah commands you to make over trusts to their owners) (verse 58, An-Nisa), meaning (Surely, We offered the trust to the heavens and the earth and the mountains, but they refused to be unfaithful to it and feared from it) (Verse 72, Al-Ahzab), and as saying by prophet Mohammed peace be upon him (Response of the Secretariat to those who trust you and do not betray the one who betrays) (Narrated by Altermidi from Abu Hurayrah) and telling the Prophet (Allah loves whenever any of you do it well) (Reported by al-Bayhaqi),

That of hadeeth, which urges Muslims to purity of intention to perform any work, because the purity of the intention basis of a perfect work, as well as this requires the existence of a necessary condition absent from most Muslim societies today, That principle is efficiency in the work, in order to be proficient in the work, job must be



performed by people who are efficient, and otherwise is the key to the corruption of morals, and this is what Prophet Muhammad warned him when a man asked him for the Hereafter: he said to him: (if the Honesty missed, then wait for the hereafter), he said: O Messenger of God how to miss? He said: (if you missed the Secretariat, then wait, time will tell how to miss it, O Messenger of Allah said, if given the command to his family wait time) (Narrated by al-Bukhaari from Abu Hurayrah, 6131), and all have been warned by prophet of Islam and ensure to be characterized by the responsibility of Muslims in any administration in their various departments, with strong evidence, with a comprehensive knowledge and expertise of the work assigned to him. Hana Abdul Rahim Yamani (n.d). As mentioned in Quran that (and he has increased him abundantly in knowledge and physique....) (verse 247, Al-Baqara). In the story of Abu Dhar al-Ghafari, when asked the Prophet be used by the lesson and the lesson of prophet in how to choose leader, he said Abu Thar al-Ghafari of the Prophet: Do not use me O Messenger of God? Prophet said to him: ("O Abu Dhar: You are weak, and it is for the secretariat, and it is Day of Judgment of shame and regret, but taken from the right and which led him in) (Reported by Muslim, Abu Dhar).

After the previous view of the most important indicators of good governance also received the Quran and Sunnah, and by reference to the criteria established by the World Bank to measure good governance, namely: participation and responsibility, compliance with the law and accountability, and the Combat of corruption, it appears clearly that the Quran and Sunnah are in support of these criteria. These are the secrets of building early Muslims of a great Islamic civilization in the world, and it was because

the Quran and the Sunnah technique were strictly adhered to in their actions and when they left, the Holy Prophet ordered them to adhere to it (the Book of Allah and the Sunnah of His prophet). Contrarily, when the then leaders do otherwise, there have been many problems and no hope for them except to return to the advancement of what Allah and His prophet had said.

It should be noted here that two positions from the positions of the companions Prophet Abu Bakr Siddiq, and Ali bin Abi Talib on exemplary leadership, and how they were examples of a leader committed to the teachings of Islam in their ruling among their people. Abu Bakr when he pledged allegiance to the Muslims on the caliphate went to the podium and said in his sermon, as a Muslim leaders, who received training and education from the Holy Prophet: I have been given the authority over you, and I am not the best of you. If I do well, help me; and if I do wrong, set me right. As the companion Ali bin Abi Talib sent to companion Malik bin Ashtar when they appointed him as ruler of Egypt, he specifically advised on good governance, which he said it is the right of everyone, especially those that may want to know about the knowledge of governance (Al-badri, (2009).

### **3.8 Chapter Summary**

Summarily, literatures on good governance have been extensively reviewed. The chapter discussed the background governance, definition of governance, definition of good governance, the need for good governance and good governance indicators. This enables the researcher to discuss the following: Political Stability, Government Effectiveness and Corruption Control.

Moreover, the discussion goes further to look at Islamic perspective of good governance. Quran and Sunnah of the Prophet diagnose a comprehensive and inclusive

position of good governance as it is stated by various verses of Holy Quran and hadeeths of the Holy Prophet. Therefore, the companions and their followers were very committed to their functions. The reason for this is that good governance is used as a basis for decent life for them. It is stated in Quran and Sunnah that good governance can only be used to bring about all necessary public services needed by citizens in a given society. However, Muslims should strive to embrace and adopt these standards as a foundation to the progress of their performance in the administration of their lives, where the Prophet Mohammed has been used as a yardstick and was tagged as a model.

## **Chapter Four**

### **Research Methodology**

#### **4.1 Introduction**

This chapter discusses the details of the Research Methodology adopted in the study, the Research Design, Pilot Study, Reliability Testing, Population and Sampling, Data collection, Conceptual Framework and Data Analysis, Statistical Analysis. The study tries to show the differences of perceptions of job characteristics of Middle-Class

Libyans on good governance in Libya. The study shows the levels of good governance indicators namely; (political stability, government effectiveness and control of corruption) in Libya.

## **4.2 Research Design**

The research design is premised on multi-methodologies. Thus, the study uses both quantitative and qualitative methods. Therefore, the collection and combination of both quantitative and qualitative data in this research has been influenced by several factors. Unquestionably, both quantitative and qualitative data are increasingly available for use in studying social science research problems. Also, because all methods of data collection have limitations, the use of multiple methods can neutralize or cancel out some of the disadvantages of certain methods (e.g., the detail of qualitative data can provide insights not available through general quantitative surveys as it is posited by Jick (1979). Thus, there is wide consensus that mixing different types of methods can strengthen a study (Greene, & Caracelli, 1997). Qualitative research has become an accepted legitimate form of inquiry in the social sciences, and researchers of all methodological persuasions recognize its value in obtaining detailed contextualized information. Also, because social phenomena are so complex, different kinds of methods are needed to best understand these complexities (Greene & Caracelli, 1997).

In this study, quantitative method is used through the use of questionnaire. Questionnaire which described in the coming paragraph is distributed to Middle-class

Libyans who are working in the governmental institutions as the five main ministries of Libyan government. Individuals that are personnel in those ministries are targeted as respondents. The ministries include; Ministry of Education and Scientific Research, ministry of economy, industry and trade, ministry of health and Environment, Ministry of Planning and Finance, and ministry of infrastructures, besides the congress and media institutions. Also the questionnaire is distributed to the academic institutions; in addition the questionnaire is distributed to the private institutions as Civilian institution (civil society) and Private sector.

For qualitative methodology, interview is used among staff and personnel of the following: ministries, congress, academic institutions, civil society organizations, and the private sector.

## 4.3 Population and Sampling

### 4.3.1 Population

The target population of this study is consisting of the workers who are working in public sector, private sector, and civil society organizations in Libya. The workforce in Libya estimated by Libyan government as one million, three hundred and fifty-two thousand, seven hundred and seventy employee. According on the report of the authority of Labor and career Training of Libya 2011, Middle-Class Libyans are

representative of (%59.9) from all workforces in Libya, which means it approximately (810309) employees. (www.Smpt.gov.ly, 2011). With the absence of studies which focused on the searching on what the extent of understanding of Middle-Class Libyans to indicators of good governance in Libya. Therefore, the researcher adopted Middle-Class Libyans to determine their perception on these indicators in Libya.

#### 4.3.2 Sampling

In the next section the researcher explained what is the meant by Middle-Class in this research;

##### Definition of Middle-Class

There is no consensus on the definition of Middle-Class, as there are no specific criteria indicating to the specifications of middle class. Therefore, the researcher reviewed some definitions which attempted to clarify the concept of Middle-Class, as follows:

The definition of Middle-Class as mentioned in Black's Law Dictionary is “White-collar, non-manual workers, lower-level managers, and small business owners make up this specific type of social class”. This holds about one-third of the country’s employed population. This class’s incomes are higher than the working-class’s income, yet lower than that of doctors, engineers, lawyers, middle-sized business owners in the upper-middle class and rich people of the upper class”. *The free dictionary* online

defined Middle-Class as “The middle tier of management, usually including lower executives and employees who manage supervisors overseeing day-to-day operations”.

Therefore, the Middle-Class includes the different social groups that live mainly on salaries earned from the government, public sector, service sector and the liberal professions. This category also owns some of the means of production (such as real estate or agricultural land, or shares of some companies). This divides the middle class into three divisions comprising each slice of groups as homogeneously as possible as explained below. (Madeeni. 2009)

First category; Upper Middle-Class; includes scientists, researchers, university professors and institutes of higher managers, distinguished doctors, engineers, judges, lawyers, artists, and senior officers of the army, the intelligence, technicians working in the IT sector and general managers in the public sector. Despite the fact that this category do not have owners with the means of production and other capital assets, members of this level languish on the upper level that dominates the economic decisions and patterns control in the economic surplus, especially in the public sector; this leads them to possess strong financial influence through the purchase of ownership in the form of agricultural production houses and the real estate industry, apart from industrial control; they enjoy a pattern of consumption characterized by diversity and richness.

Second category; Middle level of the Middle-Class has a greater number of individuals compared with the upper level of Middle-Class. This category consist mainly of staff on technical and administrative functions and supervisory ministries,



agencies, government departments and local government departments such as employees in the public sector, professors and staff working in banks.

Third category; Lower Middle-Class includes staff working in the various sectors of the state. This category often does not enjoy a high level of education and they represent the majority of the middle class. They also include the landless, small farmers, small-scale artisans, retail workers and the majority of workers in agriculture, industry.

Therefore, the researcher adopted the classification of Madeeni (2009) of Middle-Class, because it gave more clarification of Middle-Class. For that reason, the researcher selected (Officer, Director, Member of Academic staff and Businessmen) as sample of Middle-Class in Libya.

Based on the population which was mentioned above, this study targets Middle-class Libyans in some of the ministries, government institutions, private sector and civil society organizations (administrative leaders in the ministries are targeted, including managers at all levels, and some staff), in addition to some businessmen. The sample size of the study was 400, which is in support of Sekaran & Bougie (2010) (384).

Sampling is the process of selecting a sample for a study from the entire population (Leary, 2004). Sampling procedures can be broadly grouped into probability and non-probability sampling. There are four general strategies for probability sampling, namely: simple random sampling, systematic sampling, stratified random sampling, and

cluster sampling. Accordingly, this study used simple random sampling approach regarded as the most efficient design following the nature of this study. Sekaran (2003).

#### **4. 4 Methods of Data Collection**

The researcher adopted two methods for collecting the data:

**For first method of data collection**, in this study the closed ended format of questionnaire survey was used; several advantages can be gauged by having closed ended questions. For instance, respondents would be able to make quick decisions to choose among the several alternatives. Closed ended questions would also help the researcher to code the information easily for subsequent data analysis (Beins, 2004. Hayes, 2000. Oppenheim, 2000 & Sekaran, 2003). Moreover, the study has adopted Likert Scale is an extremely popular means for measuring attitudes. Respondents indicate their own attitudes by checking how strongly they agree or disagree with statements. Response alternatives: strongly agree, agree, uncertain, disagree, and strongly disagree. (William & Zikmund, 2003). The questionnaire of this study was printed in a booklet format. Three advantages of using booklet format were outlined by Bradburn et al. (2004). First, booklet format prevent pages, particularly rear pages, from being lost. Compared to a single corner staple format, rear pages may get torn off during data collection or data processing. Second, a booklet format makes it easier for respondents to turn the pages. Third, a booklet format is handy, looks tidy and professional.

#### 4.5 Structure of the Questionnaire

The questionnaire was developed to address the objectives of the study. The cause for developing specific questionnaire, because the regime in Libya has had a special nature in terms of (political system, economic system and security system) during Gaddafi's period which was an obstacle to participate in questionnaires related to the political situation or the government actions which required from the researcher developed a questionnaire consistent with the nature of Libyan situation. For these reasons the researcher developed own questionnaire to aimed to achieve the study's objectives. Where distributed the questionnaire to some of people who have interesting of topic of this study to make their comments and their criticism of questionnaires which will provide valuable information which makes the questionnaire easier for respondents. Therefore, the questionnaire was structured into four main sections, each encompassing a different theme as follows:

**Section one:** this section about job characteristics of respondents which divided into: Job Categories, Job Positions, and Job Experience.

**Section two:** the section divided into two parts related to Political Stability: first part consist from four questions about respondent' s perception on Political stability. The second part consists of four questions related to respondent' s

perception about the causes that led to does not exploit the political stability in the implementation of development programs.

**Section three:** the section consists of seven questions related to respondent' s perception on Government Effectiveness.

**Section four:** the section consists from several questions about: respondent' s perception on the Control of Corruption, respondent' s perception about what are the most important factors that led to spread in the corruption in Libya?, respondent' s perception about what are the most kinds of corruption had served as obstacles limiting the implementation of development programmes in Libya, and respondent' s perception about what are the most important requirements needed by the government to combat corruption in government institutions in the Libyan?

**For second method of data collection.** This study used the interviews. The researcher interviewed (7) respondents (face to face) it was employed with an aim to deeply explore a subject's points of view, feeling and perception towards roles.

(Churchill, 1996). Therefore, the interviewees consisted of (7) participants who were selected officials in some selected from ministries, parliament, the private sector, civil society organizations, and businessmen. The selection of the interview respondents was contingent on years of experience and how such experience that is of relevance illuminates and enriches the topic that is the focus of this study. Interviews were employed as a manner to support the quantitative analysis with the aim of further enriching and deepening the understanding of the issue of governance in Libya.

Due to the outbreak of the revolution in Libya in 2011, which led to the removal of the Gaddafi regime, the National Transitional Council (NTC) has become the ruler in Libya, and it appointed a transitional government ran the business the state, also oversaw to conduct the first legislative elections during the 50 years in Libya, the result was the elections of the national assembly, which will governing the country for one year. The most important of its functions is overcoming the legacy of Gaddahfi's rule and the effects of the fighting are now the principal challenges for the Libyan people.

The result of this change which happened. The Researcher has conducted an additional interviewed with participants (3 interviews) with officials in some selected from ministries, the private sector, civil society organizations, and businessmen, targeting to explore the climate of (political, government, and administrative situation) in Libya after the revolution.

#### 4.6 Pilot study

The idea of having pilot study is similar of readability analysis to determine the ability to read and understand what is written (Edwards & Thomas, 1993). Hence, several problems with the drafted questionnaire were rectified and corrected during the pretest process. However, this process was inadequate and must be followed by a pilot test procedure. The pilot test procedure involved respondents similar to those who were sampled in the main study (Bradburn, et al, 2004). The pilot test was done to: (1) rectify the problem of any difficulties in understanding and answering the questions, (2) determine questions that may be rephrased, (3) record the time taken to fill the questionnaire, and (4) test the goodness of the instrument. Consequently, the preliminary questionnaire had been prepared and divided according to the research construct, and which are formulated based on several questions pertaining to each variable, in order to ensure that all information is collected.

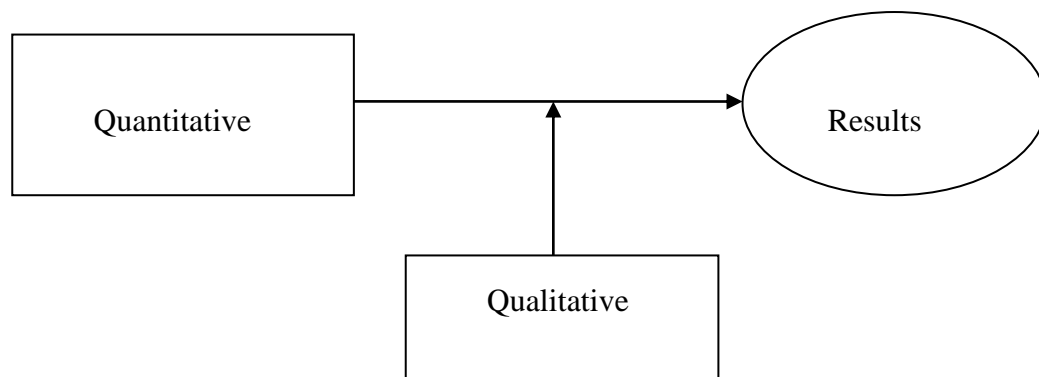
The questionnaire is divided into two main parts: The first part of the information is related to job characteristics (Job Categories, Job Positions, and Job Experience) and the second part of the information is related to the indicators of good governance, the questionnaire is critically reviewed before being distributed to the respondents. Thirty questionnaires are distributed to **(30)** respondents in order to test the suitability of the formulation of questions and clarity. The returned questionnaires were

analyzed to ensure reliability and validity. The results obtained by researcher made the researcher to adjust the wording of some questions which were not clear to the respondents, also deleted some of other questions by taking observations of the respondents, that which raising the level of reliability for some variables in the questionnaire.

#### 4.7 Data Analysis

The analyses were performed using Statistical Package for Social Sciences (SPSS) version 14.0. Therefore, this section shows the descriptive statistics in terms of frequencies and percentages for obtaining the means for variables that were generated from the job characteristics as Job Categories, Job Positions, and Job Experience. A one-way ANOVA analysis has used to what significant differences in perceptions exist between groups of job characteristics as; (Job Categories, Job Positions, and Job Experience) on good governance indicators as; (Political Stability, Government Effectiveness and Control of Corruption).

Therefore, in this study will depend on the method which showing as below?



Source: Steckler, Goodman & McCormick (1992).

Figure 4.1

Qualitative methods are used to help explain quantitative finding

## 4.8 Statistical Analysis

Statistical analysis of this study involved three main stages, namely: (1) described the response rate from respondents, (2) Descriptive Data Analysis for answering the questions of the study. (3) Hypotheses testing using ANOVA analysis.

### 4.8.1 Descriptive Data Analysis

Varieties of techniques were used to describe quantitatively in summary form the data of the study. Thus, descriptive analysis involves analysis of mean, response rate. Furthermore, the researcher interpreted the mean score of each item based on five levels i.e. strongly agree, agree, Neutral, disagree, strongly disagree. Using the following formula:

Table 4.1

The meaning of mean score of each item of Good Governance

Weighted Mean	Level
From 1.00 to 1.79	Strongly agree
From 1.80 to 2.59	Agree
From 2.60 to 3.39	Neutral
From 3.40 to 4.19	Disagree
From 4.20 to 5.00	Strongly disagree

Source: Abdel Fattah (2007), & Kuzu (2007).



#### 4.8.2 Hypotheses Testing

Hypotheses testing were performed by using statistical procedures, namely: ANOVA analysis. One-Way ANOVA is used to compare the means of three or more groups to determine whether they differ significantly from one another. Another important function is to estimate the differences between specific groups. In this study the job characteristics are used as independent variables, these variables as follow: (Job Categories, Job Positions, and Job Experience), while dependent variables which used are good governance indicators that can explain as follow: (Political Stability, Government Effectiveness and Control of Corruption). Therefore, ANOVA analysis was used to assess the statistical difference between independent variables perception on dependent variables in the study.

#### 4.9 Reliability Testing

Table 4.2

Reliability Analysis for each variable.

The variables	N of Items	Cronbach's Alpha
Political Stability.	8	. 612
Government Effectiveness.	7	. 706

Control of Corruption.	7	.823
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A reliability test was carried out using Cronbach' s alpha, which measures the internal consistency of a construct. Nunnally (1978) stated that the recommended minimum acceptable limit of reliability "alpha" for this measure is (0.60) the results can be seen in Table 4.2: the table shows that all the variables have passed the reliability test where all a-values have exceeded the recommended minimum value of Cronbach' s alpha in most Social Science applications, therefore, the results shows that the Cronbach' s alpha values indicate a good reliability for all variables as (0.612, 0.706, 0.823) respectively.

## **Chapter Five**

### **Descriptive Analysis of Data**

#### **5.1 Introduction**

This chapter deals with the analysis and discussion of the qualitative data gathered in the fieldwork of thesis. The chapter is divided into seventh sections, the second section after this brief introduction shows response rate from questionnaire, the third section shows the categories of Institutions of respondents, the fourth section displays the respondent's positions in the institutions, the fifth section presents the job experience of respondents, the sixth section reviews and discusses results of descriptive data analysis for answering the questions of the study and seventh section gives a summary of the chapter.

#### **5.2 Described Response Rate from Respondents**

##### **5.2.1 Response rate from the Questionnaire**

The questionnaire for this study was administered to 400 respondents and they constitute the sample size for the study. The selected respondents cut across Governmental institutions, Academic institutions and private institutions establishments within the Libyan state. The respondents were employees of and work in Middle-Class with several Governmental and Private Institutions in Libya. The researcher distributed 400 questionnaires to the respondents that constitute the study sample. The return rate for all questionnaires distributed by the researcher were 237 and these constitutes (59.25 %) of the distributed questionnaires. The researcher obtained a usable response rate of (230), which constitutes (97.04 %) of the numbers of questionnaires returned by the study respondents and this amounted to what was utilized for the study analysis. Table: 5.1 below show the summary of response rate from the questionnaire as obtained by the researcher during fieldwork.

Table 5.1

Response rate of the questionnaires

Response	frequency/rate
Number of distributed questionnaires.	400
Returned questionnaires.	237
Returned and usable questionnaires.	230
Returned and unusable questionnaires.	7
Questionnaires not returned.	113
Response rate.	59.25%
Usable response rate.	97.04%

### 5.2.2 Categories of Institutions of Respondents

The questionnaires were administered to the study sample population divided among governmental institutions, Academic Institutions and Private institutions. The respondents that returned their questionnaire of all the institutions it be illustrated that as follow: governmental institutions as (Parliament, 8.3%; government, 4.8%; Five Government Ministries including; Health, 12.6%; Education, 13.0%; Economy, Trade and Industry, 9.1%; Planning and Finance, 7.8%; Facilities and Infrastructures, 8.7% and Media Institutions, 1.3%). Academic Institutions as (17.0%) and Private institutions as (Civil Institutions, 6.5%, and the Private Sector, 10.9%).

Table 5.2

Categories of Institutions of respondents

Job Category	The name of institution	Frequency	Percentage
<b>Governmental institutions</b>	The Secretariat of General People's Congress (Parliament)	19	8.3%
	General People's Committee (government)	11	4.8 %
	General People's Committee (Ministry) for Health.	29	12.6%
	General People's Committee (Ministry) for Education.	30	13.0%
	General People's Committee for (Ministry) Economy, Trade and Industry	21	9.1%
	General People's Committee (Ministry) for Planning and Finance	18	7.8%
	General People's Committee (Ministry) of facilities and infrastructure	20	8.7%

	Media institution.	3	1.3%	
<b>Academic institutions</b>	Academic institution	<b>39</b>	<b>17.0%</b>	
<b>Private institutions</b>	Civilian institution (civil society)	15	6.5%	<b>17.4%</b>
	Private sector	25	10.9%	
<b>Total</b>		230	100%	

### 5.2.3 Respondent's Positions in the Institutions

The table 5.3 showing the Respondents positions in the middle-class level in the Institutions as follows: Officer (50.0%). Director, (27.0%). Member of Academic Staff (12.2%) and Businessmen (10.8%).

Table 5.3  
Respondent's positions in the Institutions

Respondent's position	Frequency	Percent
Officer	115	50.0%
Director	62	27.0%
Businessmen	25	10.8%
Member of academic staff	28	12.2%
<b>Total</b>	<b>230</b>	<b>100.0%</b>

### 5.2.4 Job Experience of Respondents

According to table 5.4 the Job Experience of respondents was as follows: 121 of the respondents representing (52.6%) of the sample of middle-class have less than 10 years of job experience, 80 of the respondent representing (34%) of the sample populations have between 10-19 years of job experience; and 29 of the respondents representing (12.6%) of the sample population have more than 20 years of job experience.

Table 5.4  
Frequency distribution analysis of Job Experience of respondents

Job Experience	Frequency	Percentage
Less than 10 years	121	52.6%
10-19 years	80	34.8%
more than 20 years	29	12.6%
Total	230	100.0%

### 5.3 Descriptive Data Analysis for Answering the Questions of the Study

#### 5.3.1 The Answer of the First Question of the Study on the Political Stability

**The question is:** To what extent has the existing the political stability in Libya assists in the implementation of programme which leads to providing public services quality?

Result from statistical analysis as presented in table 5.5 revealed that the mean score for all respondents were as follow:

For question 1.1 (Political stability in Libya plays a leading role in the task of carrying out comprehensive development) the mean score was (1.35) this result shows that majority of the answers are believed that there is an important role for political stability in the quest to attain comprehensive development for the country. This informed the expression of strong agreement by respondents as shown by the result of the statistical analysis.

The result of question 1.2 on the view that (political stability has a prominent role to play in the absence of violence in Libya.) indicated that the mean score of statistical result was (1.61), this result shows that majority of the answers indicated that, there is strong agreement that political stability have a important role to play for the absence of violence in the state.

The result of question 1.3 on the position that (Violence in all its forms is one of the most important obstacles impeding Libyan government to carry out comprehensive development.) shows the mean score for respondents according to their respective view was (2.19). This result shows that majority of the answers are indicated that the respondents agree that the scare of violence was as one of the most important obstacles impeding the implementation of comprehensive national development programme and policy.



The result of question 1.4 on the position that (Libyan government could exploit the presence of political stability and absence of violence as collateral to raise the level of overall development, thereby contributing to the provision of better government services to citizens) indicated that the mean score was (1.56). This result shows that majority of the answers expressed strongly agreement on the importance of political stability in the state as an important enabling environment for the provision of public service quality to the peoples by the government.

General average to answer questions was (1.68) from (1=strongly agree to 5 strongly disagree) this explains that a strong plurality of respondents have tend to confirm that political stability plays an important role in the success of development programs, although this has not been achieved clearly in Libya, perhaps for lack of political will.

As the result given above, it seems to clear that most of the respondents have built their point of view on the indicators of political stability in Libya according to there was no changing in the political leadership for long time with the absence of a real threat for the political leadership. Especially, after the most of indoors political opponents had been eliminated by Gaddafi regime when they were killed in the massacre of Abu Saleem 1996. In addition, to the existence of an iron fist. This can be seen in the assessment of the WB through improved political stability index in Libya since 1996. As a result to eliminate indoors political opponents and the ineffectiveness of the opposition abroad, without taking the respondents and the WB into account other

political stability indicators such as the stability of the state structure and the stability of the structure of the government.

Table 5.5  
Descriptive Statistics for Respondent's Perceptions on Political Stability  
N = 230                      Minimum = 1                      Maximum = 5

The question	Mean	Mean of all Qs
1.1 Political stability in Libya plays a leading role in the task of carrying out comprehensive development.	1.35	
1.2 Political stability has a prominent role to play in the absence of violence in Libya.	1.61	<b>1.68</b>
1.3 Violence in all its forms is one of the most important obstacles impeding Libyan government to carry out comprehensive development.	2.19	
1.4 Libyan government could exploit the presence of political stability and absence of violence as collateral to raise the level of overall development, thereby contributing to the provision of better government services to citizens.	1.56	

Note: Scale for answering; 1=strongly agree; 5=strongly disagree

Can be seen from the result table 5.6 the mean score for question 1.5 on whether (There is a weakness of control on the performance of General People's

Committee (the government), for the respondents the mean score was (1.80). The result indicated that majority of respondents were strongly agree about that the cause for not taking advantage of political stability is as a result of the weakness in the control over government's performance.

The result of question 1.6 shows that the mean score for respondents according to their perception that the General People's Committee (the government) did not adopts comprehensive development programs as one of the priority functions in the previous period was (1.88). This imply that majority of respondents strongly agree that the government had not taken comprehensive national development as a main objective of the state.

Based on the result of question 1.7 on the view that, the risks confronting the state was as a result of the problems that the state had with western countries during the 1980s and 1990s of the last century and that these problems were obstructing national development programmes). The mean score for respondents answer on this question was (2.24). This result shows that most of the answers are indicated that the respondents tend to hold the view that the risks faced by the government as a result of its face-off with western countries may have been the cause of the non-implementation of development programs. Many held the view the series of economic sanctions imposed on the state by western countries during the 1980s and 1990s in the last century impacted on the ability of the state to fully implement planned comprehensive national development programme.

The result of question 1.8 that (there is instability in the administrative apparatus of the state and this resulted in mergers and cancellation many times at short intervals.) reveals the mean score for respondents answer was (1.49). This result mean that majority of respondents are strongly agree. The results indicated that respondents held the view that one of main the causes which led to the failure to exploit the window of political stability for implementing development was the crisis of instability that plagued the administrative apparatus of the state. It was clear from statistical result that the respondents strongly agree with this position.

However, General average to answer questions was (1.85) from (1=strongly agree to 5 strongly disagree) this explains that most respondents have strongly tended to that there are a number of reasons contributed to the lack of exploitation of political stability in the implementation of development programs in Libya.

Table 5.6

Descriptive statistics for respondent’s perception about the causes that led to does not exploit the political stability in the implementation of development programs

The question	Mean	Mean of all Qs
1.5: There is a Weakness of control on the performance of General People's Committee (the government).	1.80	
1.6: General People's Committee (The government) did not adopt the comprehensive development programs as one of the priorities functions in the previous period.	1.88	
1.7: the risks faced by the state as a result of its face-off with Western Countries may have been the cause of the non-implementation of development programs.	2.24	<b>1.85</b>

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1.8: there is instability in the administrative apparatus of the state and this resulted in mergers and cancellation many times at short intervals.	1.49
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Note: Scale for answering; 1=strongly agree; 5=strongly disagree.

N = 230

Minimum = 1

Maximum = 5

### 5.3.2 The Answer of the Second Question on Government Effectiveness

**The question is:** To what extent is Middle-Class Libyan's perception on the availability of the necessary institutional capacity of the government for achieving effective performance in good quality services?

Details of the statistical result as shown in table 5:7 indicated that the mean score for all respondents were as follow;

For question 2.1 on the question that (The administrative apparatus of the state has not been suffered from Inefficiency of administrative leaders.) the mean score from the statistical computation of respondent's position was (3.22). This result shows that

majority of the answers are indicated that most respondents held the view that there is a weakness of leadership in government institutions which stand as obstacle to the objective of achieving comprehensive development in the country. That the result of respondents was a close to strong agreement with the position is indicative of the respondents believe. As can be seen from the result table, the mean score for question 2.2 on the view that (The causes of Inefficiency of some administrative leaders are not resulting of Ineffectiveness of the mechanisms and selection criteria. And non-reliance on scientific processes in the selection of leaders), for respondents was (3.25). This result shows that majority of the answers are indicated that the majority of respondents strongly held the view that the cause of inefficiency of leaders was due to the use of non-scientific processes in the selection of leaders.

The result of question 2.3 shows the mean score for respondents on the view that (the process of selecting administrative leaders that the government adopted was not on the basis of tribal affiliation.) was (2.77). This result shows that majority of the answers are implied that the most of respondents agree on the position that the government had adopted the modality of selecting administrative leaders on the basis of tribal affiliation which had in turned impacted on the achievement of comprehensive national development programme and policy.

The result of question 2.4, on the position that (the process of selection of administrative leaders that the government had adopted was not on the basis of political loyalty), had the mean score of (2.99). This result shows that majority of the answers are implied that the respondents held the position that the inefficiency of leaders in

government institutions was one of the obstacles impeding the non-implementation of national development programmes.

The result of question 2.5 that stated that (There is no conflict and overlap in the tasks assigned to a number of public institutions.) reveals the mean score for respondents answer was (3.10). This result shows that majority of the answers are held the view that one of main the causes which accounted for the non-implementation of development project by the state, was because the government had established many public institutions that shared the same targets, this in turned made accounted for the strangulations in the implementation of their missions. It was clearly demonstrated by respondents through their answer that was strongly in agreement.

The result of question 2.6 on the position that (the administrative government body has not been suffering from bureaucratic in the performance of their duties and there is no impedes their flexibility in providing better services to citizens) reveals the mean score of was (2.86). This result shows that majority of the answers are meant that the answers of the respondents are agree of that, the administrative government bodies has been suffering from bureaucratic bottleneck, this had negatively affected the performance of the administrative bodies, and thus affected the quality of services which are provided to the citizens by Libyan state via government bodies.

The result of question 2.7 shows the mean score on the position that (the government administrative machinery does not need to re-evaluates its components and mechanisms for the performance of its functions in order to increase the effectiveness of

its performance as it relates to the delivery of public services to the people.) was (3.27). This result shows that majority of the answers are indicated that the respondents strongly agree on the position that government’s administrative machinery needs a re-evaluation of its components and mechanisms of action, and also need to adopt scientific processes in the selection of leaders, the conduct of feasibility study before establishing any new administrative bodies and the adoption of e-government program to get rid of the complex bureaucratic bottleneck in the conduct of the administrative bodies of the state.

Consequently, the General average to answer the forth branch of first question was (3.07) from (1=strongly agree to 5 strongly disagree) this explains that the perception of most of respondents have tended for to emphasize that there is defect in government performance which impacted on its effectiveness.

Table 5.7  
Descriptive statistics for respondent’s perceptions on Government Effectiveness

The question	Mean	Mean of all Qs
2.1; The administrative apparatus of the state has not been suffering from Inefficiency of administrative leaders.	3.22	
2.2; The causes of Inefficiency of some administrative leaders are not resulting of Ineffectiveness of the mechanisms and selection criteria. And non-reliance on scientific processes in the selection of leaders.	3.25	<b>3.07</b>
2.3; the process of selecting administrative leaders that the government adopted was not on the basis of tribal affiliation.	2.77	



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2.4; the process of selection of administrative leaders that the government had adopted was not on the basis of political loyalty.	2.99
2.5 There is no conflict and overlap in the tasks assigned to a number of public institutions.	3.10
2.6; the administrative government body has not been suffering from bureaucratic in the performance of their duties and there is no impedes their flexibility in providing better services to citizens.	2.86
2.7; the government administrative machinery does not need to re-evaluates its components and mechanisms for the performance of its functions in order to increase the effectiveness of its performance as it relates to the delivery of public services to the people.	3.27

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Note: Scale for answering; 1=strongly agree; 5=strongly disagree  
N = 230                      Minimum = 1                      Maximum = 5

### 5.3.3 The Answer of the Third Question on Corruption Control

**The question is:** What is the extent is Middle-Class Libyan’s perception on willpower and the ability to control administrative corruption, promote accountability and transparency in government functions in Libya?

Result as expressed in table 5.8 indicated that the mean score for all respondents were as follow:

For question (3.1) on the position that (the state has a clear mechanism and modality for facing administrative corruption) the mean score was (3.65). This result shows that majority of the answers are expressed disagreement to the statement that the

state has clear mechanism and modality for combating the incidence of administrative corruption in government institutions which stand as an important obstacle to achievement of comprehensive development in the country.

Also the result of question (3.2) on the statement that the: (Government is fully transparent in the decision-making and implementation of projects ), show that the mean score was (3.73). This result shows that majority of answers are expressed strong disagreement that the activities of government is as it relates to decision-making and projects implementation are fully transparent. The position of the respondents on the lack of transparency in the activities of the government in Libya were corroborated by the consistently poor rating of the Libya in international reports on transparency, accountability and the fight against corruption. Respondents expressed the position that the lack of transparency and accountability in the conduct of the activities of government has encouraged the spread of the incidence of official corruption and that this constitute a stumbling block to the attainment of comprehensive national development in the country.

The results of question (3.3) on the statement that (Government's programmes were characterized by the existence of clear agenda thereby enhancing the accountability of the government on it performance of its functions) shows the mean score for respondents' response was (3.81). This result shows that majority of the answers are implied that the respondents expressed strong disagreement with the statement that government's programme's were characterized by clear agenda for the citizens, rather most respondents were of the view that government programme's for the

citizens were marked by fuzziness of agenda. This informed the incidence of non-satisfaction on the ability of government to provide quality public service for the citizens.

The result of the question (3.4) on the position that the (spread of administrative corruption has not negatively affected of public service quality provided by the Libyan government to its citizens) the respondents' response mean score was (3.60). This result shows that majority of the answers meant that the government has to take critical decision on its effort at combating administrative and other forms of official corruption and also pay more attention and interest to the task of providing quality public services to the citizens.

As a result, General average to answer questions was (3.67) from (1=strongly agree to 5 strongly disagree) this explains that the most of respondents perception have tended to emphasize that there is wide spread corruption in various bodies of the Libyan government, Therefore, it is has become apparent to all.

Table 5.8  
Descriptive statistics on respondent's perceptions on the Control of Corruption

The question	Mean	Mean of all Qs
3.1 The state has a clear mechanism and modality for facing administrative corruption	3.56	
3.2 Government is fully transparent in the decision-making and implementation of projects.	3.73	
3.3 The Government's programmes have been characterized by the existence of a clear agenda for citizens, and this has gave rise to the accountability of government as it relates to the performance of its functions.	3.81	<b>3.67</b>

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3.4 Spread of administrative corruption has not negatively affected the public service quality provided by the Libyan government to its citizens.	3.60
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Note: Scale for answering; 1=strongly agree; 5=strongly disagree

N = 230

Minimum = 1

Maximum = 5

The table 5.9 shows the results of questions (3-5-1 to 3-5-8) explained the respondents' point of view about what are the most important factors that led to spread in the corruption in Libya?

The result of question (3.5.1) on (random decision-making in organizations), has mean score of (1.57). This result shows that majority of the answers are illustrated that government decision-making processes were often characterized by random picking rather than a clear adherence to scientific and rational processes. This result upholds the result in table 5.7 as outlined above on the position that the government adopted non-scientific process in the appointment of administrative leaders in the government.

The result of question (3.5.2) on the (lack of transparency in the performance of government functions) has respondents mean score of (1.61). This result shows that majority of the answers are implied that most of the respondents expressed strong agreement with the position that there clear absence of transparency in the conducts of the activities of government. This result upholds the result of question (3.2) on the lack of transparency in the manner in which government activities are conducted in Libya.

The result of question (3.5.3) on the issue of (weakness of accountability and follow-up in the conduct of the activities of administrative agencies of the state) reveals

the mean score of was (1.49). This result shows that majority of the answers are indicated that respondents strongly agree that there is the absence of accountability in the conduct of the activities of government agencies and that the lack of accountability impacted on administrative agencies efficiency. This result deal with the issue of weakness of oversight on all the institutions of the state, ranging from the General People's Congress (Parliament); General People's Committee (Ministry) for inspection and popularity control; Basic People's Congresses (Local Congress); and Civil Society Organizations.

The result of question (3.5.4) on (the absence of clear vision and strategy by the government in the performance of its functions.) shows that the mean score for the respondents view was (1.79). This result shows that majority of the answers are indicated that the respondents strongly agree that there is the absence of clear strategy on the part of the Government in the conduct and performance of its functions. This lack of clear strategy partly resulted from the non adoption of scientific processes and modalities in the appointment of administrative leaders, the absence of accountability, and the lack of transparency in the conduct of the activities of the state and its agencies.

The result of question (3.5.5) on the issue of (inefficiency and lack of experience of some leaders' in senior level positions in public administrative agencies) has a mean score of (1.72). This result shows that majority of the answers are indicated that majority of respondents strongly agreed that there had been weakness in the efficiency of leaders in senior administrative posts within government agencies. This result corroborated the result in table 5.7 which affirmed that there is inefficiency of leaders in

administrative positions and that this resulted from the utilization of non-scientific processes in the selection of leaders, wherein the government has been adopted the principle of political loyalty and tribal affiliation as criteria for selecting administrative leaders rather than merit based criteria.

For question (3.5.6) on the (inability of government to take advantage of scientific expertise in the planning of development processes) the respondents mean score was (1.58). This result shows that majority of the answers are implied that majority of respondent strongly agree that the government has demonstrated consistent inability to take advantage of scientific expertise in the planning of development process and the implementation of development programme. This result upholds the result obtained on question (3.5.4) on the clear absence of strategy in the conduct of Government activities.

The result of question (3.5.7) on the issue of (the structural and spatial instability of the administrative apparatus of the state) has respondents mean score of (1.70). This result shows that majority of respondents are strongly agree on there is a marked instability in the structural and spatial organization of the administrative apparatus of government. This result highlighted that majority of respondents expressed the position that there is instability in the framework underpinning the administrative apparatus of government and that this stand as obstacle to the achievement of comprehensive development by the Libyan state.

The result of question (3.5.8) on the issue of (non-implementation of laws for the reduction of corruption.) has mean score of (1.67). This result shows that majority of the respondents strongly agree that on there is a problem related to non-implementation of laws for the reduction of corruption in Libya.

Table 5.9

Descriptive statistics which explained respondent's perceptions on factors that led to spread of the corruption in Libya

The question	Mean
3.5.1; Government decision-making processes were often characterized by random picking.	1.57
3.5.2; Lack of transparency in the performance of government functions.	1.61
3.5.3; Weakness of accountability and follow-up in the conduct of the activities of administrative agencies of the state.	1.49
3.5.4; The absence of clear vision and strategy by the government in the performance of its functions.	1.79
3.5.5; Inefficiency and lack of experience of some leaders' in senior level positions in public administrative agencies.	1.72

3.5.6; Inability of government to take advantage of scientific expertise in the planning of development processes.	1.58
3.5.7; The structural and spatial instability of the administrative apparatus of the state.	1.70
3.5.8 Non-implementation of laws for the reduction of corruption. Such as law (From where did you get this?)	1.67
Note: Scale for answering; 1=strongly agree; 5=strongly disagree	
N = 230	Minimum = 1                      Maximum = 5

The results of questions (3-6-1 to 6-6-5) in the table 6.10 explained the respondents' perceptions about what are the most kinds of corruption had served as obstacles limiting the implementation of development programmes in Libya?

Based on the result of question (3.6.1) on the position that the (lack of transparency in the process and mechanism of government activities and the weakness of accountability and effective follow-up have resulted in the spread of bribery), shows that the mean score for respondents view on the spread of bribery and corruption was (1.45). This mean that majority of the respondents were strongly agree that the spread of bribery and corruption remains one of the main obstacles militating against the implementation of development programmes by the state.

The result of question (3.6.2) on the position that the (lack of transparency in the process and mechanism of the government activities and the weakness of accountability and effectiveness of follow-up have resulted in the spread of Cronyism as giving or showing favors to friends without regard for their qualifications) has the mean score of (1.39). This result shows that majority of the answers are expressed strong agreement



that the spread of mediocrity has been one of the main obstacles impeding the implementation of development programmes by the Libyan government.

In the same wise the result of question (3.6.3) on the position that the (lack of transparency in the process and mechanism guiding government activities and the weakness of accountability and effective of follow-up have spurred the spread of favoritism) reveals the mean score was (1.49). This result shows that majority of the answers are implied that majority of the respondents have Almost a consensus that the spread of favoritism in the conduct of government business was one of the obstacles affecting the implementation of development programmes by the Libyan government.

For question (3.6.4) on the position that the (lack of transparency in the process and mechanism guiding the conduct of government activities and the weakness of accountability and effectiveness of follow-up have encouraged negligence in the management of public money), has a mean score of (1.38). This result indicated that majority of the respondents were expressed agreement with the view negligence in management of public fund contributed in manner as to impact on the effectiveness of the government performance and stands as impediment to the achievement of comprehensive development in the country.

Also the result of question (3.6.5) on the position that the (lack of transparency in the process and mechanism guiding the conduct of government business and the weakness of accountability and effective follow-up resulted in government weak performance and contribute to the absence of accountability) has a mean score of (1.42).

This result indicated that majority of respondents were strongly agree that the cause of inefficiency in the conduct of government business is also as a result of the absence of accountability in the manner the activities of government are carried out in Libya. This has affected government performance in manners that it had resulted in the failure to achieve comprehensive development by the Libyan government.

Table 5.10  
Descriptive statistics which explained respondent's perceptions on kinds of corruption in Libya

The question	Mean
3.6.1 Spread of bribery.	1.45
3.6.2 Spread of Cronyism.	1.39
3.6.3 Spread of favoritism in the operation of state Institutions.	1.49
3.6.4 Negligence in the management of public fund.	1.38
3.6.5 Weak performance and the absence of accountability	1.42

Note: Scale for answering; 1=strongly agree; 5=strongly disagree  
N = 230                      Minimum = 1                      Maximum = 5

The table 5.11 indicates the results of questions (3.7.1 to 3.7.10) were used to about what are the most important requirements needed by the Government to combat corruption?

The result of question (3.7.1) on the position that (to combat the phenomenon of administrative corruption in government institutions requires the State to establish an independent body entrusted with the task of combating administrative corruption.) shows that respondent's response mean score was (1.55). This result shows that majority of the answers are implied that the respondents strongly agree with the view that there is

a need for the state to establish an independent institution, which will be task with the responsibility to combat administrative and other forms of official corruption.

The result of question (3.7.2) on the position that there is the need to (review the labor and anti-corruption laws.) has a mean score of (1.65). This result shows that majority of the answers are indicated that respondents' agree with the position that the government urgently needs to conduct comprehensive review of its labor and anti-corruption laws on a regular basis as this will stimulate the achievement of high rate of development envisaged by the Libyan government.

The result of question (3.7.3) on the position that the (adoption of the principle of competence and expertise in performance as a guide when selecting administrative leaders in the state) has a respondents' mean score of (1.39). This result shows that majority of the answers of the respondents' held the view that one of the main causes militating against the successful implementation of development project by the state is the non-adoption of scientific process in the appointment of administrative leaders into government institutions.

The result of question (3.7.4) on the need for the (adoption of the principle of transparency in the conduct of the functions of government and its institutions.) has respondents' mean score of (1.48). This result shows that majority of the answers are implied that most of the respondents strongly agree on the need for transparency as one of the most important basic conditions that need to be met in the conduct of the activities of government in contemporary time. They also averred that this condition is

one of the main factors that give confidence to investors and attract investment to any state.

The result of question (3.7.5) shows the mean score for respondents on the position that there was the need for the (adoption of the principle of overall strategic planning in the programs of the government.), was (1.48). This result shows that majority of the answers are indicated that the respondents strongly agree with the position that the government cannot achieve comprehensive development without the adoption of overarching strategic planning in the conduct of the activities of the state.

As can be gleaned from the result of question (3.7.6) on the view that there is the need for (stability in the administrative apparatus of government.) the respondents' mean score was (1.56). This result can be interpreted to mean that majority of respondents expressed strong agreement with the position that stability of the administrative structure of government is an important issue because the stability of the government, its structure, agencies and policies impacted on the stability of the state.

For question (3.7.7) on the view that there is the need to (develop a mechanism to open the way for the contribution of the civil society and individuals to participate in the formulation and implementation of development plans and programmes.) the respondents' mean score was (1.67). This result shows that majority of the answers are indicated the respondents' demonstrated strong agreement with the position that the inclusion of the civil society and private individuals in the policy making and

implementation processes was important for the task of achieving comprehensive national development.

Furthermore, as reported in the result of the mean score for question (3.7.8) on the view that (the openness to the experiences of others in the aspect of comprehensive development and its utilization.) for respondents' was (1.42). This result indicated that most of the respondents strongly agree that there is a need for openness to the experiences of other countries as such openness when constructed within the context of the particular culture of the receiving society can help the state to achieve a high rate of development.

The result of question (3.7.9) on the need for the (adoption of the principle of freedom of information in a manner that it would aid the free provision and dissemination of information related to development programmes to the citizens.) has a mean score of (1.51). This result indicated that a majority of the respondents strongly agree, about the demand for and the need for the provision of freedom of information as a modality for enhancing the success of development programmes. They also agree that the provision of freedom of information enhances transparency in government business and thus contributes to the success of government policies and programmes.

Question (3.7.1 to 3.7.10) on the need for the (adoption of e-government as a modality for providing public services to the citizens.) has a respondents' result with a mean score of (1.61). This indicated that the adoption of e-government is the perfect way to achieve a high level of development. This was because it is believed that the adoption of e-

government in the conduct of government business will enhance the provision of quality public services to the citizens better than obtained in the conventional government system.

Table 5.11

Descriptive statistics of respondent's perceptions on the requirements needed by the Government to combat Corruption

The question	Mean
3.7.1 To combat the phenomenon of administrative corruption in government institutions requires the State to establish an independent body entrusted with the task of combating administrative corruption.	1.55
3.7.2 Review the labor and anti-corruption laws.	1.65
3.7.3 Adoption of the principle of competence and expertise in performance as a guide when selecting administrative leaders in the state.	1.39

3.7.4 Adoption of the principle of transparency in the conduct of the functions of government and its institutions.	1.48
3.7.5 Adoption of the principle of overall strategic planning in the programs of the government.	1.48
3.7.6 Stability in the administrative apparatus of government.	1.56
3.7.7 Develop a mechanism to open the way for the contribution of the civil society and individuals to participate in the formulation and implementation of development plans and programmes.	1.67
3.7.8 The openness to the experiences of others in the aspect of comprehensive development and it utilization.	1.42
3.7.9 Adoption of the principle of freedom of information in manner that it would aid the free provision and dissemination of information related to development programme to the citizens.	1.51
3.7.10 Adoption of e-government as a modality for providing public services to the citizens.	1.61

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Note: Scale for answering; 1=strongly agree; 5=strongly disagree  
N = 230                      Minimum = 1                      Maximum = 5

## 5.4 Chapter Summary

This chapter has been described the percentage of respondent's response rate, profile of respondents, and assessment of the respondent's answers to the questions which aimed to assessment of Middle-Class Libyans of the level of good governance indicators (political stability, government effectiveness, and control of corruption) in Libya through the research questionnaire.

## **Chapter Six**

### **Data Analysis**

#### **6.1 Introduction**

This chapter deals with the analysis and discussion of the quantitative data gathered in the course of thesis fieldwork. The chapter is divided into three sections.



The second section after this brief introduction shows reviews and discusses the results that emanates from the hypotheses testing. The third section is a summary of the hypotheses and the fourth section gives a summary of the chapter.

## **6.2 First Hypothesis (H<sub>1.1</sub>) Testing**

In this section an ANOVA analysis is performed to show if there are any differences between Middle-Class Libyans perceptions on Political Stability and their job characteristics.

**H<sub>1.1</sub>** There is a difference between perceptions of each of (Job Categories, Job Positions, and Job Experience) of Middle-Class Libyans on Political Stability in Libya.

In the results of the one way ANOVA in Table 6.1 the P-value for Job Category is .015. This is lesser than the set 0.05 level of significance. This means there is a difference in Job Category's perception towards Political Stability when categorized by Job Category. Therefore the people who are working in the Governmental institution, Academic institution, and Private Institution have differences perception towards Political Stability despite of the differences of their Job Category which they belonged. In other words Job Category from Governmental institution, Academic institution, and Private institution has differing perceptions towards Political Stability. Where the results from the one-way ANOVA indicated the government institutions have stronger

perceptions than private institutions, but these strong differences are not significantly between three groups from one another.

Table 6.1  
ANOVA test of difference in Job Category mean perceptions scores towards Political Stability in Libya

Job Category	Sum of Squares	Mean	df	Mean Square	F	Sig.
Between Groups	1.631		2	.816	4.254	.015
Governmental institution		2.06				
Academic institution		2.20				
Private institution		2.26				
Within Groups	43.529		227	.192		
Total	45.160	2.12	229			

P-value < .05

For the reason that we have found a statistically significant result of table 6.1, it needed to compute a post hoc test. This test is designed to compare each of job categories to every other category. This test will compare each of (Governmental institution, Academic institution, and Private institution) to every other who have differing perception towards Political Stability in Libya.

The post hoc tests as in table 6.2 indicated that Officer Perception's differed significantly from Businessman Perception's on Political Stability in Libya ( $p < .05$ ). However, suggested that the difference between Governmental institution Perception's

and Private institution Perception's on Political Stability in Libya was significant (P = .026).

Table 6.2  
Post-hoc Tests of Political Stability  
Multiple Comparisons  
Dependent Variable: Political Stability

					95% Confidence Interval	
(I) Job Category	(J) Job Category	Mean Difference (I-J)	Std. Error	Sig.	Lower Bound	Upper Bound
Governmental institution	Academic institution	-.14322	.07866	.165	-.3288	.0423
	Private institution	-.20298(*)	.07787	.026	-.3867	-.0193

\* The mean difference is significant at the .05 level.

In the results of the one way ANOVA in Table 6.3 the P-value for job position is .597. This is greater than the set 0.05 level of significance. This means there is no difference in job position's perception towards Political Stability when categorized by job position. Therefore, both officer, director, Member of academic staff, and businessmen have no differing perception towards Political Stability. In other words job position from the officer, director, member of academic staff, and businessmen have no differing perceptions towards Political Stability.

Table 6.3  
ANOVA test of difference in Job position mean perceptions scores towards Political Stability

Job position	Sum of Squares	Mean	df	Mean Square	F	Sig.
Between Groups	.374		3	.125	.629	.597
Officer		2.09				

Director		2.13		
Member of academic staff		2.11		
Businessman		2.22		
Within Groups	44.786		226	.198
Total	45.160	2.12	229	

P-value < .05

In the results of the one way ANOVA in Table 6.4 shows that, the P-value for job experience is .071. This is higher than the set 0.05 level of significance. This means there is no difference in job experience's perception towards Political Stability when categorized by job experience. Therefore, the Middle-Class Libyans who have different work experiences (Less than 10 years, from 10 to 19 and more than 20 years) have approximately the same perception towards Political Stability. In other words the Middle-Class Libyans who got work experience from (Less than 10 years, from 10 to 19 and more than 20 years) have no differing perceptions towards Political Stability.

Table 6.4  
ANOVA test of difference in job experience mean perceptions scores towards Political Stability

job experience	Sum of Squares	Mean	df	Mean Square	F	Sig.
Between Groups	1.042		2	.521	2.682	.071
Less than 10 years		2.18				

10-19		2.06		
more than 20		2.03		
Within Groups	44.118		227	.194
Total	45.160	2.12	229	
P-value < .05				

According to the results obtained from tables (6.1, 6.2, 6.3 and 6.4) we can therefore conclude that there is a difference in the perception of (Job Categories, Job Positions, and Job Experience) of the Middle-Class Libyans on Political Stability in Libya. This finding therefore indicates that the hypothesis: (H<sub>1.1</sub>) “there is a difference between perceptions of (Job Categories, Job Positions, and Job Experience) of Middle-Class Libyans towards Political Stability in Libya” **is accepted**.

This is probably due to the fact that assessment of political stability in any country depends on the indicators that have been adopted in the assessment of political stability by each of the respondents in their assessment. There are many indicators as illustrated in table 1.6.

The results mentioned above had been confirmed through the interview which was conducted with Suleiman al-Shehouni<sup>1</sup> and a question was asked on political stability and its roles in the achievement of development goals of the Libyan state. The question asked respondents was:

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<sup>1</sup> ; Dr: Suleiman al-Shehouni: Head of Parliament’s Foreign Affairs. (The Interview conducted on Saturday; 24-7-2010).

- How do you evaluate political stability in Libya, and whether this stability has been exploited by the state in the implementation of development programs?

Responding to this question Suleiman al-Shehoumi expressed the position that; ‘stability is important to any country, and that it is also an important requirement for the implementation of development programme. However, the respondent noted political stability is not very well exploited in Libya for the cause of national development, because the state had problems with the international community notably the western states. This has resulted in the disruption of development programs for many years, thus it become difficult to distinguish stability in Libya especially within the context of preventing terrorism and the problems that this entails. However, it is noted that there was no strong political will to promote development programme despite the appropriation of large annual fiscal budgets, for in practice the results were often weak as the process of budget and development implementation were without accountability in terms of fund utilization and project implementation.

This confirms that political stability in Libya plays no role in encouraging the development process and improves the level of services provided to the citizens. This is due to the difference in the concept of political stability in Libya, although the state under the leadership of Gaddafi since 1969 has not witnessed serious political crisis. Although this means having a type of political stability, but in fact the administrative apparatuses of the country suffers so much of instability, since it represents the operational side of state policies. Instability affects the implementation of programmes

that serve citizens and this reflected in the weaknesses of the public services provided by the government.

As a result of the non-participation of citizens and civil society organizations in participation in making of public policy, this resulted the absence of the credibility of Gaddafi regime in the provision good quality services to citizens, due to the lack of accountability of government and political leadership of the state on services provided to citizens and this was confirmed by each of Muftah Kaeba and Zahra Dughman as they mentioned in the next section.

Muftah Kaeba<sup>1</sup>, through the interview with him when answered the question:

- What the extent of the suitability of the current mechanisms for citizen voice (participation in making of public policy) in Libya?

Muftah Kaeba answered: theoretically, Libyan political system allows for broad participation of citizens in the making of public policy through the mechanism of direct democracy (Basic People's Congresses) as was practiced in Libya. On the other hand, the interviewee noted that the participation is weak, because there are some noted weakness and shortcomings in the mechanism for implementing the recommendations made by the citizens in the course of their participation in the People's Congresses conferences.

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<sup>1</sup> ; Muftah Kaeba: Governor of Misurata 1970. Minister of Youths 1977. Minister of Sport 1979. Minister of Sport 1981. Minister of Justice 1984. Minister of Marine Resources 1988. Minister of Marine Resources 1989. Minister of Marine Resources 1992. Minister of Marine Resources 1994. Minister of Marine Resources 1997. A Head of Parliament (3 Mar 2008 - 5 Mar 2009). Governor of Misurata 2010. (The Interview conducted on Saturday; 19-6-2010).

When asked to comment on the question:

- What is the role of civil society institutions in voice (making of public policy) in Libya?

Zahra Dughman<sup>1</sup> in her response expressed the view that: "the institutions of civil society and trade unions have no role in the making of public policy in Libya. Where the civil society plays any role, such role often emerged as mere formality and has no effect. This was due to the fact that the civil society groups often work under the influence of other entities such as the Revolutionary Committees. These institutions of the state acted in ways as suppressed the free expression of opinion on the policy making process and other activities of the state and its agencies. In addition, the role of the press in the as it relates to the conduct of investigative journalism and the detection of the incidence of corruption and participation in the processes of strengthening accountability in manner as to enhance and push the development process is at best minimal and often ineffective. This ineffectiveness resulted from the lack of press freedom as the institution of the free press (whether private or government owned), works and conduct their daily operation under the strict control by the government.

Therefore, based on the above positions of interview respondents it clear that citizens and civil society participation in the making of public policy and in the strengthening of accountability in the conduct of government activities and business is weak. This position was also confirmed by Pargeter (2006), when he explained that due

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<sup>1</sup>; Zahra Dughman: Director of Legal Office for Waatasemu Charity Association.( The Interview conducted on Monday; 7-6-2010)



to the authoritarian nature of the Libyan regime, men and women have no political or civil rights outside those sanctioned by the state. Political parties are banned and membership in such entities is punishable by death. Libya has a unique political system comprising a complex hierarchy of people's congresses and committees in which, in theory, all citizens can participate. However, in practice, all decisions are in the hands of the leader and his immediate circle. Anyone that tried to engage in political or civic activity is liable to be subjected to severe penalties including arrest, detention, and possible torture.

However, through the interview with Ahmed Al-flag<sup>1</sup> when asked: what is your assessment of the political stability of Libya after the 2011 revolution? He noted that there are many guaranties for to protect Libya from returning to the same Gadhafi system as adopting the constitution. The NTC posted interim constitutional document, which is the first right steps that has been made to ensure the establishment of a democratic system and ensures the stability of the state until establishment of a permanent constitution and build institutional state, this exactly the main aim of national assembly now. Also encourages establishing the political parties and strong civil society will help in for reach the actual political climate.

### **6.3 Second Hypothesis (H<sub>1,2</sub>) Testing**

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<sup>1</sup> Ahmed Al-flag. Professor of political science at the University of Misurata. (The Interview conducted on Thursday; 09-08-2012).

In this section an ANOVA analysis is performed to give you an idea about if there are any differences between the Middle-Class Libyans perceptions on Government effectiveness and their job characteristics.

**H<sub>1.2</sub>** There is a difference between perceptions of each of (Job Categories, Job Positions, and Job Experience) of Middle-Class Libyans on Government Effectiveness in Libya.

In the results of the one way ANOVA in Table 6.5 the P-value for Job Category is .750. This is higher than the set 0.05 level of significance. This means there is no difference in Job Category's perception towards Government Effectiveness when categorized by Job Category. Therefore, the Middle-Class Libyans who are working in the Governmental institution, Academic institution and Private Institution have almost the same perception to Government effectiveness regardless of the differences of their Job Category which they belonged. In other words, Job Category from Governmental institution, Academic institution and Private institution has no differing perceptions towards Government Effectiveness.

Table 6.5

Job Category	Sum of Squares	Mean	df	Mean Square	F	Sig.
Between Groups	.092		2	.046	.287	.750
Governmental institution		2.48				

Academic institution		2.44		
Private institution		2.50		
Within Groups	36.392		227	.160
Total	36.484	2.48	229	

ANOVA test of difference in Job Category mean perceptions scores towards Government Effectiveness

P-value < .05

In Table 6.6 the results of the one way ANOVA shows that the P-value for job position is .383. This is greater than the set 0.05 level of significance. This means there is no difference in job position's perception towards Government effectiveness when categorized by job position. Therefore both officer, director, Member of academic staff and businessman have no differing perception towards Government Effectiveness. In other words job position from the officer, director, member of academic staff, and businessmen has no differing perceptions towards Government Effectiveness.

Table 6.6  
ANOVA test of difference in Job position mean perceptions scores towards Government Effectiveness

Job position	Sum of Squares	Mean	df	Mean Square	F	Sig.
Between Groups	.489		3	.163	1.024	.383

Officer	2.48		
Director	2.48		
Member of academic staff	2.36		
Businessman	2.55		
Within Groups	35.994	226	.159
Total	36.484	2.48	229
P-value < .05			

The results in Table 6.7 of the one way ANOVA explain that, the P-value for job experience is .234. This is higher than the set 0.05 level of significance. This means there is no difference in job experience's perception to Government Effectiveness when categorized by job experience. Therefore, the Middle-Class Libyans who have different work experiences (Less than 10 years, from 10 to 19 and more than 20 years) have approximately the same perception towards Government Effectiveness.

Table 6.7  
ANOVA test of difference in job experience mean perceptions scores towards  
Government Effectiveness

job experience	Sum of Squares	Mean	df	Mean Square	F	Sig.
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Between Groups	.464		2	.232	1.462	.234
Less than 10 years		2.51				
10-19		2.46				
more than 20 years		2.38				
Within Groups	36.020		227	.159		
Total	36.484	2.48	229			
P-value < .05						

According to the results obtained from tables (6.5, 6.6 and 6.7) we can therefore conclude that there is no difference in the perception of each of (Job Categories, Job Positions, and Job Experience) on Government effectiveness in Libya. This finding therefore indicates that the hypothesis: (H<sub>1.2</sub>) “there is a difference between perceptions of each of (Job Categories, Job Positions, and Job Experience) of Middle-Class Libyans on Government Effectiveness in Libya” **is rejected**.

Based on the indicators which are used to assess effectiveness of government, as mentioned in table 1.6. Table 7.3 explains Libya’s rank in the Quality of Life Index for selected years. It is clear why respondents have no differences in perceptions toward the assessment of government effectiveness; these results were confirmed by Kamba & Sakdan (2012) in their study when they explained that most of respondents’ perceptions have tended to emphasize that Libyan citizens are dissatisfied toward the quality of public services provided by Libyan government. This is reflected in table 6.8

Table 6.8

Respondents' perception about the quality public services in Libya.

	Mean	general average
The quality of Health service.	3.95	
The quality of Education service.	3.60	
The quality of Justice and Public Security service.	2.53	
The quality of facilities and infrastructure service.	3.90	3.80
The quality of speed of access to services such as the procurement official administrative documents.	4.27	
The quality of employment provision by the Libyan government.	4.01	
The quality of accommodation and the unit prices that suit various income levels.	4.35	

Scale; (1=excellent, to 5= bad)

To confirm the above results on effectiveness of Libyan government and its role for the achievement of development goals interviewed was conducted with Yousef Emhemed<sup>1</sup>, wherein the interviewee was asked the following questions:

- Is the country suffering from instability of government?
- Does the government administrative leaders qualified to manage development processes?
- Is there collaboration between the various sectors of the state in the conduct and performance of their functions?

In his response Yousef Emhemed noted that: the government suffers from continuous and consistent change in its executive bodies, which leads to change in works and programmes. The respondent also noted that the administrative leaders due to

<sup>1</sup>; Yusuf Emhemed Alenairi: Director of Administrative and Financial Affairs of the Secretariat of Health. Misurata state. (The Interview conducted on Thursday; 24-6-2010).

their poor qualifications are unable to manage the development processes as envisaged by the state. The adherence to bureaucratic protocols by the leaders also resulted in weakness in the coordination and collaboration between various sectors in relations to the implementation of development programs. The weakness in coordination and collaboration also serves as obstacle obstructing the implementation of many development programs.

Ali Hameda <sup>1</sup> also supported the position above when he answered the question on whether:

- The government in its current form is able to meet its aim for the citizens on the implementation of comprehensive development programme?

Hameda noted: "in my point of view, the government has many projects, but the problem remains its inability to make improvement in the selection procedures of the directors for these projects. The failure to pick the best to direct the administrative implementation of these projects has led to their failure, as the government failed to demonstrate its interest in the training of directors in order to develop their skill and abilities to perform better in the tasks they are assigned. In few instances where the government formulated of training programme, they are usually for employees' skill training rather than managers' management training.

Based on previous interviews thus, it can be concluded that there is weakness in the effectiveness of the government in Libya. This weakness is due to several reasons the most important of which includes; the continuous change in the structure of the

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<sup>1</sup> ; Ali Hameda: Director of workforce development office of the Secretariat of Health of Misurata state. (The Interview conducted on Tuesday; 29-6-2010).

administrative apparatus of government which was evident in the table 2.2 and the weakness in the efficiency of administrative leadership. These are in addition to poor coordination between the administrative agencies responsible for implementation of development programmes. These reasons make the government demonstrate gross inability to perform its tasks directed at achieving successful implementation of development programme and provide the public service quality for citizens.

Based on the interview with Dr. Saleem Bait Al-Mal<sup>1</sup> when he was asked about his assessment on the effectiveness of the Libyan government. How do you assess the performance of the Libyan government after 2011 revolution? He noted that, the performance of Libyan government still under required level, this may come as a result of the non-adoption of qualifications in the appointed cabinet members. In addition to the conditions of work that did not allow the government to play its role well. On the other hand, the government still adopts a centralization system for doing its function; this led to facing difficulties to deliver the services to people wherever they.

#### **6.4 Third Hypothesis (H<sub>1,3</sub>) Testing**

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<sup>1</sup> Dr. Saleem Bait Al-Mal. President of local executive council of Misurata state. (The Interview conducted on Wednesday; 08-08-2012).



In this section an ANOVA analysis is performed to give an idea about if there are any differences between the Middle-Class Libyans perceptions on Control of Corruption and their job characteristics.

**H<sub>1.3</sub>** There is a difference between perceptions of each of (Job Categories, Job Positions, and Job Experience) of Middle-Class Libyans on Control of Corruption in Libya.

In the results of the one way ANOVA in table 6.8 the P-value for Job Category is .978. This is higher than the set 0.05 level of significance. This means there is no difference in Job Category's perception towards control of corruption. For that reason the Middle-Class Libyans who are working in the Governmental institution, Academic institution and Private Institution have almost the same perception to control of corruption regardless of the differences of their Job Category which they belonged. In other words Job Category from Governmental institution, Academic institution and Private institution has no differing perceptions towards control of corruption.

Table 6.9

ANOVA test of difference in Job Category mean perceptions scores towards Control of Corruption

Job Category	Sum of Squares	Mean	Df	Mean Square	F	Sig.
Between Groups	.004		2	.002	.022	.978
Governmental institution		3.07				
Academic institution		3.08				
Private institution		3.06				
Within Groups	20.830		227	.092		
Total	20.834	3.07	229			

P-value < .05

In Table 6.9 the results of the one way ANOVA shows that the P-value for job position is .736. This is greater than the set 0.05 level of significance. This means there is no difference in job position's perception towards control of corruption when categorized by job position. This implies that both Officer, Director, Member of academic staff and Businessman has no differing opinions on control of corruption. In other words job position from the Officer, Director, member of academic staff and Businessman has no differing perceptions towards control of corruption in Libya.

Table 6.10

ANOVA test of difference in Job position mean perceptions scores towards Control of Corruption

Job position	Sum of Squares	Mean	df	Mean Square	F	Sig.
Between Groups	.117		3	.039	.424	.736
Officer		3.05				
Director		3.10				
Member of academic staff		3.10				
Businessman		3.05				
Within Groups	20.717		226	.092		
Total	20.834	3.07	229			

P-value < .05

The results in Table 6.10 of the one way ANOVA explain that, the P-value for job experience is .073. This is greater than the set 0.05 of level of significance. This means there is no difference (barely) in job experience's perception to control of corruption. Consequently, the Middle-Class Libyans who have different work experiences (Less than 10 years, from 10 to 19 and more than 20 years) have a similar perception towards control of corruption. In other words, the Middle-Class Libyans who got work experience from (Less than 10 years, from 10 to 19 and more than 20 years) have no differing perceptions towards control of corruption in Libya.

Table 6.11

ANOVA test of difference in job experience mean perceptions scores towards control of corruption

Job experience	Sum of Squares	Mean	df	Mean Square	F	Sig.
Between Groups	.476		2	.238	2.652	.073
Less than 10 years		3.03				
10-19		3.10				
more than 20 years		3.14				
Within Groups	20.358		227	.090		
Total	20.834	3.07	229			

P-value &lt; .05

According to the results obtained from tables (6.8, 6.9 and 6.10) we can therefore conclude that there is no difference in the perception of (Job Categories, Job Positions, and Job Experience) towards control of corruption in Libya. This finding therefore indicates that the hypothesis: (H<sub>1.3</sub>) “there is a difference between perceptions of each of (Job Categories, Job Positions, and Job Experience) of Middle-Class Libyans on Control of Corruption in Libya” **is rejected**.

The officials and academics had confirmed the results which obtained relating to control of corruption in Libya through interviews that conducted with them. They have also affirmed that the high incidence of corruption encouraged the spread of other crime associated with it. As illustrated by in the response to the question:

- To what extent is the prevalence of the phenomenon of corruption in Libya,

- What is its relationship to a lack of transparency in government and what is the solution to the problem?

Hassan Haman<sup>1</sup> noted that it is obvious that corruption is widespread in all aspects of government business and from the highest level down to the lowest level and that this is due several reasons. These include lack of transparency in the conduct of government business making it difficult for the government to be accountable for the results of its functions. This often led to the failure to achieve set target in the provision of development programme and projects. On solution, Haman noted that in order to address the problem, the state should adopt e-government procedure. The respondent argued that the adoption of e-government will aid the task of addressing many of the problems facing the government in its relations to the citizens and thus help to increase the rates of development in all sectors of the state.

- What are the main causes of corruption in Libya?

Yousef Emhemed stated that, the most of important causes of corruption in Libya is the act of giving government officials the powers without corresponding demands of accountability and the lack of oversight over how power and authority are exercised. Also the lack of proper application of administrative law to senior management levels officials, the absence of the role of regulatory authorities, and lack of integrity especially among senior political and administrative leaders are the cause of inefficiency in the administration and management of state institutions.

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<sup>1</sup> ; Dr: Hassan Haman: A Head of Marketing Department, Faculty of Economics and Political Science, University of Misurata. (The Interview conducted on Thursday; 22-7-2010).

While the answering the question on:

- What are the methods to deal with administrative corruption in Libya?

Fathi Altariki<sup>1</sup> noted that the most important methods to control of corruption in Libya is through the adoption of strict procedures and transparency in the award of contracts, reactivating the laws relating to the combating of corruption and raising awareness among the citizens for the detection of any form of corruption. These are in addition to the establishment of an independent administrative apparatus with the task of controlling of corruption.

Through the above stated interviews they appeared that most respondents agreed on the continued spread of corruption in all its forms, that the most important reasons for the spread of corruption is the lack of transparency by the government, which reinforced the lack of accountability of officials, a situation that in turn create the enabling environment for the spread of corruption within the divisions of government. Fathi Altariki also noted the importance of establishing an independent administrative apparatus that should charged with the task of combating corruption. This proposal was also advanced by CPP in Libya in its 2004 report and confirmed by Haddad (2009) in his research (Sustainable development and Corruption: An analytical view of the phenomena in Libya.) wherein he emphasized the necessity for the establishment of a

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1; Fathi Altariki: Director of the Department of faculty members of the University of Misurata. (The Interview conducted on Saturday; 17-7-2010).

secretariat or board at the national level to combat financial and administrative corruption.

Transition periods undergone by states after the revolutions have features of widespread corruption and the weakness or the absence of power of the state. The researcher has conducted an interview with Yusuf Madi<sup>1</sup>, in order to clarify the situation of control of corruption in Libya following the revolution. In your opinion: What are the steps taken by NTC or the Transitional government to combat this phenomenon of corruption? In his answer he said, the Transitional government and NTC did not play their roles well for limiting of phenomenon of corruption in Libya. Because the government does not have strong institutions have ability to fight against the phenomenon of corruption. In addition to the lack of transparency in the government acts, which was facilitated the spread of the phenomenon of corruption in Libya.

Furthermore, when asked about the role of the press and civil society in detecting corruption in Libya after 2011 revolution: What are the roles of institutions of civil society and press in the detection officials who have contributed to the spread of corruption in all aspects of the state? Yusuf Madi indicated that; the civil society and press played had a good role in detection of many cases of corruption, but with the lack of activation of the judiciary, the eradication of corruption is still lacking.

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<sup>1</sup> Yusuf Madi. Businessman and investor in the oil field. (The Interview conducted on Saturday; 11-08-2012).

## 6.5 Summary of Hypotheses Testing

Table: 6.12

The results of hypotheses analysis

The hypothesis	The result
H <sub>1.1</sub>	accepted
H <sub>1.2</sub>	rejected
H <sub>1.3</sub>	rejected

Table 6.11 above summarizes the analysis of hypotheses, as was indicated in the table; hypotheses (H<sub>1.2</sub>, and H<sub>1.3</sub>) were rejected. This indicates that there are no differences between the job characteristics of the Middle-Class Libyans and their perceptions toward the indicators of good governance (Effectiveness of Government, and Control Corruption) in Libya. The results indicated that also the respondents expressed level of agreement (no variance) on these indicators, regardless of differences in their job characteristics. With regard to the hypothesis that has been accepted; (H<sub>1.1</sub>) was related to good Political Stability indicator.



## **6.6 Chapter Summary**

This chapter has been explains the results of the hypotheses testing, and the chapter also engaged with the presentation and review of response collated from interviews conducted with some of those involved with and have experience on the subject of study as aiming to support the results had held by quantitative analysis in this chapter.

## **Chapter Seven**

### **Discussion**

#### **7.1 Introduction**

This chapter is divided into three sections. The first section engaged in the discussion of the results of the First hypotheses analysis. The second section discussed the Second hypotheses of the research, and the third section discussed the Third hypotheses of the research.

#### **7.2 Discussion of the Results of Hypotheses Analyses**

##### **7.2.1 First Research Hypothesis (H<sub>1.1</sub>)**

For discussion on the first hypothesis (H<sub>1.1</sub>), which stated; there is a difference between perceptions of each of (Job Categories, Job Positions, and Job Experience) of Middle-Class Libyans on Political Stability in Libya? The result as presented in chapter four was in accepted of the hypothesis. This difference represent that there are differences between perception of Middle-Class in government institutions and Middle-Class in private institutions where the value of (P = .026). This provided answer to first question of the study that dwelled on to what extent has the existing political stability in Libya aid the implementation of programme which lead to providing public services quality? As shown in Table 5.5 the results show that Middle-Class Libyan expressed the

agreement that theoretically political stability and absence of violence play important role in encouraging and promoting the implementation of development programmes, although this has not been achieved clearly in Libya, perhaps for lack of political will.

But in actual reality there is no clear exploitation of the existence of political stability to advance the process of development. This can be partly blamed on the poor oversight that existed on the country's leadership and on government's performance. These are in addition to the problems that the state suffered as a result of its faced off with western countries, a problem epitomized by the preoccupation of the leadership of the state with foreign affairs issues in particular counter-terrorism in order to satisfy the demand of western powers. This generated the neglect of internal and domestic problems and resulting in reduced performance of the government especially on the provision of public service and development projects. This was also confirmed by WB reports that measure the performance of state (Government Effectiveness) as showed in the table 1.2. Furthermore, Dr. Suleiman Alshehouni also confirmed this when asked about the role that political stability plays in the realizations of development goals of the state. In addition, the table (1.4) also explained the instability that characterized the structure of the state and its effect on the Effectiveness of the government to provide the good and quality public services to its citizens. Whereas sets out the four dimensions of political stability as mentioned by Paldam (1998). 1. Stable government. 2. Stable political system. 3. Internal law and order and 4. External stability. Be apparent that a lack of stability is common in Libya, because it suffers from a lack of stable government

and, internal law and order, in addition to dictatorial system of governance, governing the state without the constitution (individual system).

### **7.2.2 Second Research Hypothesis (H<sub>1,2</sub>)**

For discussion on the second hypothesis (H<sub>1,2</sub>) which states that. There is a difference between perceptions of each of (Job Categories, Job Positions, and Job Experience) of Middle-Class Libyans on Government Effectiveness in Libya? As mentioned in the analysis presented in the sixth chapter the hypothesis was rejected. From this result, it could be realized that there is no difference between perceptions of each of (Job Categories, Job Positions, and Job Experience) on Government Effectiveness in Libya and what constitute the extent of the government effectiveness. Most of the Middle-Class Libyan expressed the position that they were satisfied by government performance. They also stated that nowadays the government seems to have big plans for development programmes and projects as well as that the government had put in motion the process for actualization of many contracts that would result in the implementation of several development projects.

The answer to the second question of the study on the extent of government effectiveness and its effect on development in Libya Table 5.7 it is evident from the table that majority of Middle-Class Libyan believe there is a weakness in government effectiveness due to weakness of organizational structure and failure of not relying on a scientific mechanism in the process of appointing leaders and managers this was

confirmed by Mustafa (2007). This as earlier stated was as a result of the adoption of the principles of political and tribal loyalty in the process of selection of political leaders and managers in charge of government agencies. These have generated the crisis inefficiency that characterized the conduct of many of the leaders that occupied important political positions and those managing public agencies.

It needs to be noted that these problems seriously affected the general performance of government as the government and its agencies often embarked on policies and programmes without the conduct of proper background studies. This in turn has affected the lives of people as it has generated bureaucratic problems leading to difficulties for the people. This has made the people to expressed feeling of dissatisfaction with government performance and therefore resulted in the instability of the structure of government as evident in the table 1.1. These results are also confirmed by Mustafa & Abu bake (2007) where they found out that most of the administrative leaders in the services of the Libya state had been appointed using political loyalty %55 and tribal loyalty %35 as yardstick rather than through the use of qualifications or experience. This they argued result in weakness in the performance of government. In another study by Mustafa & Abu baker (2007) they also found out that there is lack of clear and focus strategies and transparency in the conduct of the activities of government in Libya and these they note also contribute weakness in the structure and performance of the Libyan government.

Based from the above it can thus be deduced that the government suffers from weakness in the performance of its functions and this is seriously affects the public

service quality provided to the citizens. This is because the existence of these problems (as the widespread of corruption, high crime rate, nepotism and cronyism) in conduct of the activities of any government or its institution would limit efficiency of the functions it's performed. Thus, the existence of these problems is what generated the general dissatisfaction of people in Libya as expressed by respondents in this study.

Based on the table 2.2 as observed in the findings of the WB in its assessment of the effectiveness of the government of Libya during in the period from 1996 to 2010 confirms what the respondents expressed about their views on the effectiveness of the Libyan government in this study. The position was also confirmed by Yusuf Emhemed and Ali Hmida, through the interviews conducted with them on the issue of effectiveness of the Libyan government as explained in previous chapter, in addition to Libya rank in the Quality of Life Index table 7.3 which explained why Middle-Class Libyans agreed on that the government does not exhibits the required efficiency which qualifying it to achieve its goals relating to the implementation of development programmes.

### **7.2.3 Third Research Hypothesis (H<sub>1.3</sub>)**

On the discussion of the third hypothesis (H<sub>1.3</sub>), which states that; there is a difference between perceptions of each of (Job Categories, Job Positions, and Job Experience) of Middle-Class Libyans on Control of Corruption in Libya? The results obtained from the analysis on the job characteristics of Middle-Class Libyans and the difference to their perceptions on control of corruption indicated that the result rejected the hypothesis as the analysis in the sixth chapter shown. This implied that the respondents believe that Libya is suffering from various form of corruption and in a significant manner. As the table 5.10 shown the respondent's perceptions where they were a strongly agree for spread of bribery, spread of cronyism, spread of favoritism in the operation of state institutions, negligence in the management of public fund and weak performance and the absence of accountability. This was also confirmed by Domoro, O. & Agil, S. (2012). This explained the agreement of all respondents regardless of the difference in their job characteristics. This is because the corruption crisis in Libya has become all too apparent. The result indeed shows that there is no difference between the job characteristics of the various segments of the respondents on the issue of corruption on the perceptions of the respondents on questions about corruption and transparency that related to the third question of this study on:

What is the extent is Middle-Class Libyan's perception on willpower and the ability to control administrative corruption, promote accountability and transparency in government functions in Libya?

Data from table 5.9 indicated that there is insufficient attention by the government directed to the task of control of corruption and promotion of transparency. This is evident in the mechanism of action of the government and the lack of transparency in the conduct of government business which was also confirmed by the reports of transparency international as released in its annual reports on corruption perceptions that measures the degree to which corruption is perceived to exist among public officials and politicians within a state as mentioned in the table 7.1. The survey measures public sector corruption, the abuse of public office for private gain. The CPI measures local and national governments, not domestic and foreign corporations doing business in these countries. These surveys measure the perceptions of local residents, expatriates, business people, academics, and risk analysts. Table 7.1 illustrates the rank of Libya's in these reports during the period 2003 to 2012.

Table 7.1  
Libya's rank in Transparency International Corruption Perception Index (2003-2012)

score	Rank	Year
2.1	118	2003
2.5	122	2004
2.5	117	2005
2.7	105	2006
2.5	131	2007
2.6	126	2008
2.5	125	2009
2.2	145	2010
2.1	160	2011
2.0	168	2012

Data Source: Transparency International.



The data from table 7.1 shows that the ranks of rank of Libya in the index for those years in which it features in the index are weak. It also confirmed respondents' position that the most important causes of corruption in Libya relates to the weakening of government accountability and the absence of clear strategies by the government in the conduct of its business and performance of its functions. These are in addition to the instability of administrative structure of government and the state. This position was corroborated by Jibril (2010) when he pointed out that the poor living conditions and low salaries of people, weak supervision, and weakness of government administrative leaders are the most important reasons for the spread of corruption in the government sector. The study stressed that this led to the disruption of development programme in addition to negligence in the management of public fund which resulted in the erosion of the confidence of people in government. The table above also shows that most of the respondents emphasizes that the lack of transparency in the conduct of government business led to the spread of problems such as; bribery, cronyism and nepotism. This was also confirmed by Jibril (2010) when he pointed out that one of the most widespread forms of corruption in Libya is administrative idleness, bribery, inflation of public procurement, fraud, and other forms of corruption.

Al Haddad (2009) also pointed out that corruption leads to an unequal distribution of government services and distortion of the economy. He stated that corruption is an impediment to foreign investment as it generated the spread of indifference among the members of the community thus impacting on the development objectives and reflects on loyalty within the political system. Therefore the task of

combating the scourge of corruption is an important battle to be wage. This might have the position of the respondents when they stressed the need for increase state's interest in the establishment of independent administrative apparatus that with be task with the function of fighting corruption. The respondents also reiterated the need for the adoption of the principle of competence and experience in the appointment of senior administrative officials of the state; allowing for civil society organization to participate in the formulation of development plans and implementation of development programmes. These are besides the adoption of the principle of transparency as it serves as the basis of accountability and conduct of follow-up on government activities and of course the need for stability in the structure of government and the state.

Transparency in Libya (2009) in its study also affirmed that the level and extent of the widespread of corruption in Libya is also largely dependent on the nature of the political system i.e. the manner in which the country is governed. Most studies show that the level of corruption is inversely proportional to the level of a state's democracy. This means that democracy enhanced the rate of public freedoms especially the level of political freedom that is applicable within the political system and the more power is legitimate wield the less will be the level of political and economic corruption that a country will experience.

In Libya, there is agreement about the low degree of political freedom and for the absence of Libyan political opposition that has been forced to resort to stays in exile. Political liberty has been monopolized by influential groups within the political system and these are the same groups involved in the spread of corruption with various levels of

the administration of the Libyan state. Given that the government is appointed by the political leadership of the state they are aborting any efforts at enhancing development (human, political or economic) the next table 7.2 shows the comparison between Libya and Tunisia and Egypt for the degree of democracy, corruption, and press freedom.

Table7.2

Comparison of Democracy, Corruption and Press freedom between Libya, Tunisia and Egypt during selected years

	World ranking					
	Democracy <sup>1</sup>		Corruption <sup>2</sup>		Press freedom <sup>3</sup>	
	2010	2011	2010	2011	2010	2011
Libya	158	125	146	168	192	94
Tunisia	144	92	59	73	186	85
Egypt	138	115	98	112	130	65

Source: Economist Intelligence Unit; the World Bank, Transparency International; Freedom House.

(1) Out of 167; (2) out of 178; (3) out of 198; the lower the ranking the better

Given this reason respondents emphasize that, there must be a concerted political will on the part of the political leadership aimed at raising the level of the government's performance in the implementation of development programmes in order to provide quality public services to citizens. Thus, the improvement in other indicators could not be predictable because they depend on political will.

Adherence to good governance is essential to make strategies for providing basic service. Good governance ensures that the all of disadvantaged groups are included in making decisions about service provision that affects their lives. Their inclusion and

involvement empowers them to become agents of their own development and to participate in other relevant areas. (Sheng. et al. 2007). Moreover, the world has come to take the development of any country in terms of the quality of life of its people. To measure development from the angle of the quality of life of people' the international community has adopted a living index called the quality of life index.

The quality of life index is based on the measuring of the quality of government performance as it relates to good public administration and the provision of better services to people. This is predicated on the cost of living, provision of comfort and culture, the growth of the economy, caring for the environment, provision of good public health system, good infrastructure, low risk, provision of security, climatic conditions and other standards, which relies on reports from several international organizations competent to assess the levels of health and the economy as well as reports from UNESCO and a number of other international organizations. The next table shows Libya rank in the quality of life index for selected years:

Table 7.3  
Libya's rank in the Quality of Life Index for selected years.

The dimension	2005	2007	2008	2010
Cost of Living	67	47	-	29
Leisure & Culture	43	67	-	50
Economy	39	49	34	52
Environment	49	61	53	51
Freedom	0	0	0	0
Health	61	75	64	71
Infrastructure	42	31	38	44

Source: <http://internationalliving.com>

It is clear from the table above that the rank of Libya in the Quality of Life Index is almost consistent with the view of the respondents. The rate of security is the best while the rate for others indicators are not at the required level. In the same wise the rate for freedom is zero and this is because the political system does not allow for freedom of expression as anyone who criticizes the system is liable to be punished and there also the lack of freedom of press. Undoubtedly, therefore the situation as it relates to the low ranking for Libya in the life index reflects the crisis of severe waste of wealth and the distortion of the spending priority a situation that has led to the enhancement of the spread of corruption in various sectors of the state, within the apparatuses of government, and the personnel of the government from the highest to the lowest level. As a result of the above, it is evident that public services provided by the Libyan government to the people are poor in quality. This indicates that the level of the quality of life for Libyans is not satisfactory and this informed why majority of the citizens are not satisfied with the performance of the government.

### **7.3 Chapter Summary**

This chapter provides an in depth discussion of the variables and significant issues that are at the core of this study. The results of this research have provided insight into some of the explanatory issues that exerted significant effects and that are important for the attainment of high standard of Good Governance in relations to the conduct of government business and the provision of public service quality in Libya. In sum, the data accepted one out of the three hypotheses that were formulated for this research.

## Chapter Eight

### Implications, Recommendations, and Future Research

#### 8.1 Introduction

This chapter is divided into three sections. The first section discussed the implications of the research, the second section is devoted to the research recommendations and the third section engaged in the future researches

#### 8.2 Implications of Research.

Three main objectives were formulated in this research and they related to the role of good governance (political stability, government effectiveness and control of corruption) in ensuring the attainment of high of public service quality provided by the government. In order to achieve the objectives as set out in chapter two, data were collected, analyzed and discussed. From the analysis and discussion the objectives that informed this study and which have been achieved are as follows:

**First objective:** To assess the level of Good Governance Indicators (political stability, government effectiveness and control of corruption) in Libya.

By viewing the results of the analysis of the questionnaire that was formulated based on the hypotheses that have been adopted in this research, Through the results that displayed in the tables (5.5, 5.7 and 5.8), which explained the respondents perceptions to

evaluate the level of application of good governance indicators in Libya, it was clear that the results were more optimistic from evaluations WB to the extent of indicators of good governance in Libya during the previous years. Although it showing that, weakness is evident in the adoption and application of these indicators, perhaps because of the government in past few years had tried to offer some of the reform programs, but it was constrained by Gaddafi's political ideology which did not accept new ideas for the reform process, such as governing the country by constitution and defining the relationship between the legislative authority and the executive authority. Also guarantees the application of law fairly. This is what justifies the somewhat optimistic view of respondents. As a result of the absence of political will to ensure the success of the reform process in addition to the absence of a constitution governing the country. Widespread of corruption of all kinds in all state institutions as resulted in the absence of law enforcement to a loss of the people trust in the government and the state, this led to their inability to held accountable due to the lack of accountability mechanisms, in addition the existence of legally contraindications prevent the establishment of any political activities for accountability of government or the country's leadership, which Impacted on the weakness of people participation in public policy making of the state.

Hence, the results of respondents to assess the indicators of good governance in Libya to clarify the extent of widespread of corruption in addition to the weakness of political participation. Based on the results of indicators as reported in WB reports in the period 1996 to 2010, it is difficult to clarify the relationship between good governance and the service quality provided by the government. It is also difficult to explain the



existence of the wide gap that existed between the rates for Political stability (70%), while some of the other variables such as Government Effectiveness and Control of Corruption do not exceed (20%). These indicators do not indicate the cause of the imbalance, with regards to how Libya could be characterized by political stability for years with a concurrent decline in the percentage of rest of the other indicators.

The result confirmed that the main reason for this disparity could be located in the lack of political will for reforms (political, economic, and administrative). This indicates that the political system focuses primarily on the protection of itself (regime security) while showing contempt and disregard for the welfare needs of the people, for example the regime is so much fixated with spending on security and the military forces. This is largely because the security apparatus guarantee the stay in power of Gaddafi and enhance the security of the regime. This position was confirmed by most respondents, when affirmed that the security aspect of the governance indicators in the country better when compared to other indicators of governance.

accordingly to table 4.5, it seems to clear that most of the respondents have built their point of view on the indicator of political stability in Libya according to there was no changing in the political leadership for long time with the absence of a real threat for the political leadership, This also could be seen in the assessment of the WB through improved political stability index in Libya since 1996, this resulted to assessed the political stability without taking the respondents and the WB into account other political stability indicators such as the stability of the state structure and the stability of the structure of the government.

The following figure 8.1 shows the summary of respondent's perception of rank of political stability, government effectiveness and control of corruption indicators of Middle-Class Libyans in Libya 2010 .This achieves the first objective of this study.

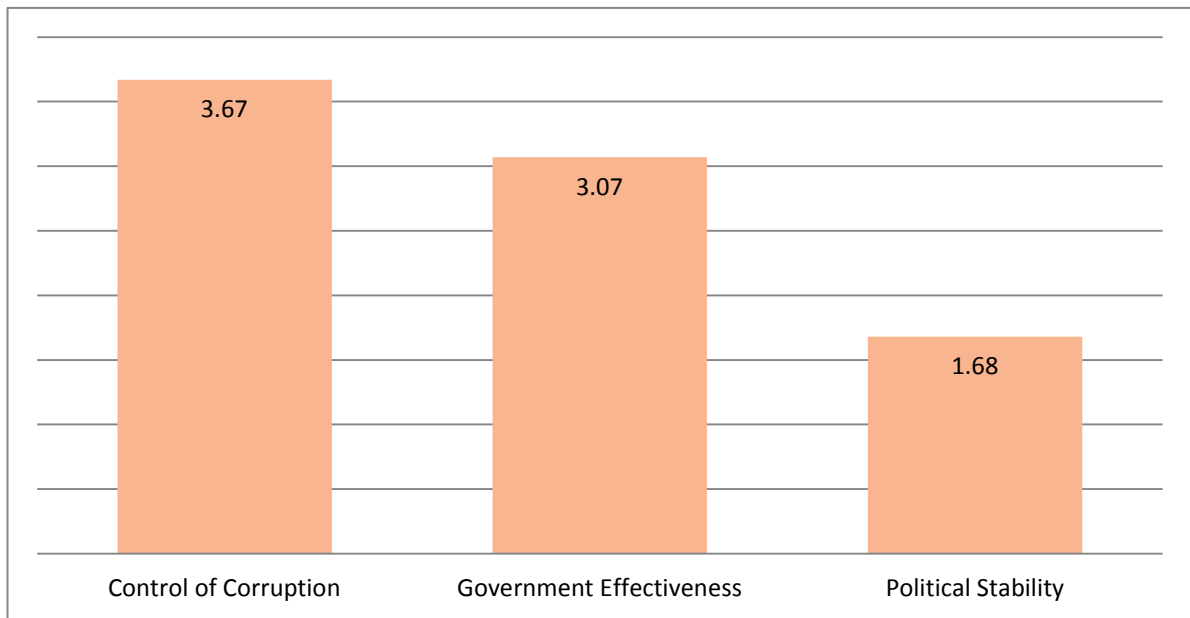


Figure 8.1  
The rank of Political Stability, Government Effectiveness, and Control of Corruption indicators as conceived by Middle-Class Libyans in Libya 2010.

**Second Objective:** To analyze the difference between perceptions mean of Job Categories on political stability, government effectiveness and control of corruption Indicators in Libya. Though the result in the table 8.1 which described the mean of perceptions of job categories on the political stability, government effectiveness and control of corruption indicators in Libya, it is clear that, all of the means of job categories (Governmental institution, Academic institution and Private institution) are almost similar. While there is a significant difference of perception's between

Governmental institutions and Private institution on Political Stability. This result confirmed by Post-hoc Tests of Political Stability as mentioned in the table 6.2. Despite the fact, the result in the table below gives the impressions clear that most of the means were between (2.05 to 3.35). This indicated to there are no significant differences between the job categories's perceptions on good governance indicators.

Table 8.1

Difference between perceptions mean of Job Categories on political stability, government effectiveness and control of corruption Indicators in Libya.

Job category GGIs	Governmental institution	Academic institution	Private institution	Total of mean of each items
Political Stability	2.06	2.20	2.26	2.12
Government Effectiveness	2.48	2.44	2.50	2.48
Control of Corruption	3.07	3.08	3.06	3.07

**Third Objective:** To analyze the difference between perceptions mean of Job Position on political stability, government effectiveness and control of corruption Indicators in Libya. The results of this Table 8.2 shows the differences between the mean's perceptions of the Job Position on the indicators of political stability, government effectiveness and control of corruption in Libya, through the table, we find that there are no significant differences between most of the means, While another job position's perceptions on political stability, government effectiveness and control of

corruption indicators in Libya were almost similar, there are some small and neglectable differences, where they mostly came between (2.05 to 3.45).

Table 8.2  
Difference between perceptions mean of Job Position on political stability, government effectiveness and control of corruption indicators in Libya.

GGIs \ Job position	Officer	Director	Member of academic staff	Business -man	Total of mean of items
Political Stability	2.09	2.13	2.11	2.22	2.12
Government Effectiveness	2.48	2.48	2.36	2.55	2.48
Control of Corruption	3.05	3.10	3.10	3.05	3.07

**Forth objective:** To analyze the difference between perceptions mean of Job Experience on political stability, government effectiveness and control of corruption Indicators in Libya. The results of this Table 8.3 shows the differences between the mean's perceptions of the Job Experience on the indicators of political stability, government effectiveness and control of corruption in Libya, throughout the table 8.3, we find that the differences between another's perceptions of Job Experience political stability, government effectiveness and control of corruption indicators in Libya were approximately same with neglect able differences.

Table 8.3

Difference between perceptions mean of Job Experience on political stability, government effectiveness and control of corruption indicators in Libya.

GGIs \ Job Experience	Less than 10 years	10-19 years	more than 20 years	Total of mean of items
Political Stability	2.18	2.06	2.03	2.12
Government Effectiveness	2.51	2.46	2.38	2.48
Control of Corruption	3.03	3.10	3.14	3.07

**Fifth objective:** was to recommend some improvements of good governance in Libya. This objective was achieved through the recommendations that highlighted in this research that serve as the findings of the research results. The recommendations are action plans aimed at improving the political stability, government effectiveness and control of corruption for the consequent improvement Libya in all internationally recognized indicators of good governance.

### 8.3 Recommendations

Good governance has nowadays become one of the most important requirements of democratic governments in the world. It is through the existence of good governance that governments strive to ensure that they improve their performance to enable them to do the best on their assigned duties. This directly translates to the delivery of high quality public services, ensure dignity of life for citizens, and is reflected in the satisfaction of citizens on the performance of their governments. This therefore, indirectly impacted on the stability of the state.

Drawing from the result of the findings of this research it is clear that governance in Libya is suffering from evident Weakness in the quality of services is the dominant feature that indicates the inefficiency of government as reflected in the decline in rank of Libya in the various indicators used to assess the quality of life and/or those that assess the quality of governance. Thus, in order to improve the quality of governance in Libya and raise the quality of life of its citizens this study makes the following recommendations:

1. **Political Stability:** to achieve to political stability have to be the adopt a Constitution that will set out the expected standard in governance, determine the structure of the state and the government in addition to determine the relationship between the ruler and the ruled, and the relationship between the institutions of the state:

- 1.1. Working through the constitution there is the need to determine the nature of the political system, determine how to choose those that will occupy high ranking leadership position of the state, determine what should be the maximum acceptable period of their rule, a clear and working mechanism of governance, the relationship with the legislative institution and the emphasis to be given to the operational separation of powers between the legislative and the executive arms of government.
- 1.2. There is need to enthroned process that would ensure the administration of the state through institutions not individuals. There is also need to institutionalize the working of the political system in order not to give any chance for the monopolization of the decision-making process. This can be realized through the adoption of clear mechanism that would allow for inclusive participation of state institutions in the decision-making process.
- 1.3. Abolition of previous laws that prevent the establishment of political parties and limit freedom of civil society organizations. These are essential conditions for opening the opportunities of participation in political affairs and social life of the state to the citizens and civil society organizations which will create the proper environment to accountable the government about its functions for improving the quality of public services provided to citizens.

2. **Government Effectiveness:** Though the government is like a father for the citizens in the attention and care it provides. However, by observing the clear weakness that existed in the provision of public service by the Libyan government to its citizens there is therefore the urgently need for the following:

2.1. Review of the structure of the government through the identification of appropriate structural order to help achieve comprehensive development. This can be done through the adoption of organizational manual identifying the functions of each ministry. This is to help provide guide on what constitute the tasks of different agencies and ensure accountability based on the results achieved.

2.2. Establishing a central civil service linked directly with the state leadership or parliament. This is to ensure that the civil service have a high level of organizational cohesion to enable it perform its role efficiently and effectively, to ensure that it performs its duties independently of any influence (political or administrative). To achieve this there is the need for the implementation of the following:

2.2.1. Survey the senior civilian service positions, gathering of data on the occupants of these posts, in terms of qualifications and experience in order to allow the selection of the most qualified and efficient leaders for these leadership positions.

2.2.2. Adoption of plans and training policies, the conduct of follow-up on implementation and the evaluation of results.



2.2.3. The task of organizational development through the developing methods and techniques of work, as well as to develop the structure of front organizations in the state and determine the relations between administrative units.

2.2.4. Oversight and supervising the implementation of laws and regulations concerning the affairs of the civil service.

2.2.5. Its decisions shall be obligatory on the administrative units in the areas of its interesting.

2.2.6. Take advantage from the experiences of other countries in various fields of development and participation in international programmes and organizations that work on enhancing the achievement of good governance.

3. **Control of Corruption:** Corruption undermines people's trust in government and obstructs the attainment of development objectives. The poor ranking of Libya in the indicators of corruption and transparency is an indication of the pervasiveness of corruption in the conduct of government business in Libya. To address the crisis of corruption the following suggestion are proposed:

3.1. The establishment of an independent body or bureau within the civil service task with the aim of combating corruption in all the administrative divisions of the government. The body will work in detecting and investigating corruption cases and refers them to the judiciary for the dispensing of justice.

- 3.2. There is the need to pass legislation that would oblige the government and its agencies to adhere to the principles of transparency and accountability in the performance of their functions. This should encompass the adherence to transparency in the making of state budget, methods of disbursement, approval of contracts, and other contractual agreements.
- 3.3. There is the need for the government to adopt clear strategies for action (short, medium, and long term). The action plans should have yardstick for ensuring accountability and for evaluating government performance.
- 3.4. There is the need for political will that will encourage the fight against corruption.
- 3.5. There is the need to provide appropriate mechanisms for the press and civil society to play their role in the detection of corruption within the institutions of the state and follow-up to ensure the accountability of those responsible before judicial authorities.

## 8.4 Future Research

Additional studies are needed for this field of research. Numerous opportunities are available to study a wide range of topics. Some specific ideas are;

1. Assessment into the differences of perceptions toward Good Governance for different sampling of population. Due to the scope of this study, which is limited to the Middle-Class Libyans, other sampling groups such as High-Class and Lower-Class Libyans, should also be studied to find a comprehensive overview of about Good Governance in Libya.
2. This study adopted just three of Good Governance indicators for the assessment level of Good Governance in Libya. Therefore, there some of the indicators have been omitted from the proposal conceptual framework. Any future study, therefore, needs to adopt other indicators of Good Governance.
3. The resent study is limited to analyzing the different perceptions of some of job categories of Middle-Class Libyans. In any future study, other job categories of Middle-Class Libyans should be investigated.

#### **8.4 Chapter Summary**

This chapter provides an in depth discussion of the variables and significant issues that are at the core of this study. The results of this research have provided insight into some of the explanatory issues that exerted significant effects and that are important for the attainment of high standard of good governance in relations to the conduct of government business and the provision of public service quality in Libya. In sum, the data accepted one out of the three hypotheses that were formulated for this research. It also included the discussion on the implications of research objectives, contained suggestions and recommendations in addition to Future Researches.

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