

GOOD GOVERNANCE

Definition of Good Governance

- Good governance refers to transparent, accountable, and participatory processes of governing that promote and protect human rights.
- Key aspects include:
 - Rule of Law
 - Democratic Institutions
 - Public Service Delivery
 - Anti-Corruption Efforts
- It is also linked to social responsibility, which involves businesses and individuals minimizing harm and giving back to society.
- Both concepts aim to improve people's welfare and guarantee their economic, social, political, and civil rights.
- Good governance refers to all processes of governing, the institutions, processes and practices through which issues of common concern are decided upon and regulated.
- Good governance adds a normative or evaluative attribute to the process of governing.
- From a human rights perspective, it refers primarily to the process whereby public institutions conduct public affairs, manage public resources, and guarantee the realization of human rights.

GOVERNANCE AND SOCIAL RESPONSIBILITY

- Governance and social responsibility are interconnected pillars for managing organizations ethically.
- Governance is the system of rules, practices, and controls used to direct an organization and ensure accountability.

- Social responsibility is an ethical duty to act for the good of society and the environment beyond just making a profit.

CORE PRINCIPLES OF GOVERNANCE

1. Transparency
 - Clear sharing of information and open decision-making processes.
2. Accountability
 - Leaders must answer for their actions and organizational performance.
3. Rule of Law
 - Strict compliance with legal and regulatory frameworks.
4. Participation
 - Inclusivity that involves stakeholders in the process.

CORE PILLARS OF SOCIAL RESPONSIBILITY

1. Environmental Care
 - Protecting nature and reducing ecological footprints.
2. Ethical Practices
 - Treating workers, partners, and customers fairly and honestly.
3. Community Support
 - Investing in local welfare and philanthropic activities.
4. Economic Balance
 - Balancing financial goals with societal well-being.

SOCIAL RESPONSIBILITY IN A GOVERNMENT ORGANIZATION

- Social responsibility in a government organization means public institutions have an ethical duty to act for the good of society.
- They must manage public resources fairly, protect the environment, and serve community needs.
- This duty guides agencies to be open, honest, and answerable to the people.

CORE MEANINGS AND GOALS

1. Public Welfare

- Agencies aim to improve health, safety, and living standards for all citizens.

2. Openness and Trust

- Government bodies share clear information so the public can see how decisions are made.

3. Rule of Law

- Leaders follow fair laws and treat every person with equal respect and justice.

4. Resource Care

- Public funds and natural spaces are managed wisely for current and future generations.

KEY WAYS GOVERNMENT SHOWS SOCIAL RESPONSIBILITY

1. Listening to Citizens

- Holding public meetings and asking for community input before making major policy changes.

2. Answering for Actions

- Accepting blame and fixing mistakes when public programs fail or fall short of goals.

3. Fair Services

- Ensuring that poor or remote communities receive equal access to vital help, healthcare, and education.

4. Green Policies

- Setting rules to lower pollution and protect local ecosystems from harm.

ORGANIZATIONAL STRUCTURE

10 Types of Organizational Structure

1. Hierarchical Organizational Structure
2. Functional Organizational Structure
3. Horizontal or Flat Organizational Structure
4. Divisional Organizational Structure
 - Market-Based Divisional Structure
 - Product-Based Divisional Structure
 - Geographic Divisional Structure
5. Matrix Organizational Structure
6. Team-Based Organizational Structure
7. Network Organizational Structure
8. Process-Based Structure
9. Circular Structure
10. Line Structure

I. ORGANIZATIONAL ENVIRONMENT AND CULTURES

ORGANIZATIONAL ENVIRONMENT

- Refers to the external and internal factors that influence a company's operations, decision-making, and overall success.
- Includes government/office conditions, market conditions, technological advancements, competitors, workplace policies, physical spaces, and employee interactions.

ORGANIZATIONAL CULTURE

- Refers to the shared values, beliefs, attitudes, and behaviors that shape how employees interact and work together.

RELATIONSHIP BETWEEN ENVIRONMENT AND CULTURE

- Organizational environment = framework where the organization operates.
- Organizational culture = soul that gives the organization life.
- Both are needed for a cohesive and thriving organization.

II. IMPORTANCE OF ORGANIZATIONAL CULTURE

1. ENHANCES EMPLOYEE ENGAGEMENT

- Builds a sense of purpose and connection.
- Employees become more committed to their work.
- Improves performance and reduces absenteeism.

2. DRIVES COLLABORATION

- Promotes open communication, trust, and mutual respect.
- Employees feel safe sharing ideas and asking for help.
- Encourages teamwork and innovative solutions.

3. ATTRACTS AND RETAINS TALENT

- A healthy culture makes an organization a desirable workplace.
- Growth, recognition, and work-life balance can reduce employee turnover.

4. BOOSTS INNOVATION

- Encourages experimentation and learning from failure.
- Employees become more confident in proposing new ideas.

5. SHAPES BRAND IDENTITY

- Organizational culture affects how customers, clients, and the public perceive the organization.
- A positive culture can build trust and loyalty.

6. IMPROVES EMPLOYEE WELL-BEING

- Supports employee well-being.
- Work-life balance and mental health resources can reduce stress and burnout.

7. DRIVES BUSINESS PERFORMANCE

- Aligns employees with organizational goals.
- Improves efficiency and productivity.
- Strong cultures are associated with higher profitability, customer satisfaction, and financial success.

III. HOW TO IMPROVE ORGANIZATIONAL CULTURE

1. DEFINE CORE VALUES

- Identify values aligned with the company's mission and vision.
- Values guide decision-making and employee expectations.

2. LEAD BY EXAMPLE

- Leaders should model the values and behaviors expected from employees.
- Integrity, transparency, and collaboration set the tone.

3. FOSTER OPEN COMMUNICATION

- Encourage employees to share feedback, ideas, and concerns.
- Examples: surveys, town halls, and one-on-one check-ins.

4. INVEST IN EMPLOYEE DEVELOPMENT

- Provide training, mentorship, and upskilling opportunities.
- Helps improve morale and engagement.

5. RECOGNIZE AND REWARD EFFORTS

- Celebrate employee achievements.
- Recognition and incentives help employees feel valued.

6. PRIORITIZE DIVERSITY AND INCLUSION

- Respect different perspectives, backgrounds, and experiences.
- Equitable hiring and diverse leadership can strengthen collaboration.

7. FOCUS ON WORK-LIFE BALANCE

- Support employee well-being through flexible work hours, mental health resources, and leave policies.
- Helps reduce burnout.

IV. ETHICS AND LOGIC

ETHICS

- Concerns right conduct.
- Deals with the rightness or wrongness of actions.

LOGIC

- Concerns right reasoning.
- Deals with the reasoning process concerning the truth or falsehood of statements.

RELATIONSHIP BETWEEN ETHICS AND LOGIC

- Both ethics and logic presuppose that truth and goodness are real.
- Logic helps determine whether ethical reasoning is consistent and properly supported.

V. LOGIC AS FOUNDATIONAL TO ETHICS

- Ethics involves reasoning about whether conduct is right or wrong.
- Ethical reasoning can be:
 1. Logical — conclusions necessarily follow from premises.
 2. Illogical — reasoning is inconsistent or the conclusion does not follow.
- Logic helps determine whether an ethical argument is actually proven or simply assumed.

VI. ETHICAL TYPES VS. LOGICAL TYPES

ETHICAL TYPES

1. Give greater weight to ethical factors.
2. Prefer ethical evaluations such as “good or bad.”
3. Frequently better at solving interpersonal problems.
4. More often have problems finding logical solutions.
5. Tend to prefer persuasion over argumentation.
6. More vulnerable to “logical” manipulation.

LOGICAL TYPES

1. Make decisions based on logical reasons.
2. Prefer logical evaluations such as “right or wrong.”
3. Interested in systems, structures, and patterns.
4. More often have interpersonal problems.
5. Tend to prefer argumentation over persuasion.
6. More vulnerable to “ethical” manipulation.

VII. SOURCES OF ETHICAL GUIDELINES

1. PERSONAL ETHICS

- Shaped by individual experiences and beliefs.

2. CULTURAL ETHICS

- Reflect societal norms and values.

3. RELIGIOUS ETHICS

- Derived from spiritual teachings.

4. PROFESSIONAL ETHICS

- Codes of conduct for specific occupations.

5. PHILOSOPHICAL TRADITIONS

- Ethical frameworks developed by thinkers throughout history.

- Developed primarily through judicial decisions rather than statutes.

- Examples: marriage and car accident liability/negligence.

3. ADMINISTRATIVE LAW

- Regulates the operations and procedures of government agencies.

- Examples include environmental regulations and public health and safety regulations.

VIII. ETHICS AND LAW

ETHICS

- Based on moral principles and values.
- Concerned with what we “ought” to do.
- Can vary among individuals and groups.
- Ethical violations may result in social or professional consequences.

LAWS

- Codified rules and regulations enforced by government authorities.
- Maintain social order, protect individual rights, and ensure justice.
- Tell people what they “must” do.
- Breaking laws can result in legal consequences.

IX. TYPES OF LAW

1. STATUTORY LAW

- Established by an act of the legislature.
- Passed by the legislative body and signed by the executive.
- Example: Republic Act No. 9165.

2. COMMON LAW

- Also known as judicial precedent, judge-made law, or case law.

X. KEY DIFFERENCES BETWEEN ETHICS AND LAWS

ETHICS

- Moral principles
- What we “ought” to do
- Can vary among individuals and groups
- Ethical violations may have social/professional consequences
- Can adapt more quickly to changing societal norms
- Guides behavior when laws are silent or unclear

LAWS

- Codified rules
- What we “must” do
- Apply within a jurisdiction
- Violations have legal consequences
- Usually require formal processes to change
- Legally regulates conduct

XI. RULE OF LAW

- The rule of law is a durable system of laws, institutions, norms, and community commitment.
- It provides four universal principles:

1. ACCOUNTABILITY
2. JUST LAW
3. OPEN GOVERNMENT
4. ACCESSIBLE AND IMPARTIAL JUSTICE

1. ACCOUNTABILITY

- Government and private actors are accountable under the law.
- People should face legal consequences for wrongdoing regardless of wealth or status.
- There should be mechanisms to prevent abuse of power.
- Government power should have checks.

2. JUST LAW

- Law should be understandable.
- Law should be publicly available and accessible.
- Law should be stable.
- Law should apply equally to people.
- Human, procedural, and property rights should be protected.

3. OPEN GOVERNMENT

- People should be able to know how government manages public resources.
- Citizens can collaborate with government officials.
- People can bring complaints without repercussions.
- Government should respond to inquiries with useful information.
- Freedoms of opinion, expression, assembly, and association should be respected.

4. ACCESSIBLE AND IMPARTIAL JUSTICE

- Dispute resolution should be accessible and affordable.
- Disputes should be resolved in a timely manner.

- The justice system should be free from corruption and improper influence.
- Police, lawyers, and judges should have adequate resources.
- Police, lawyers, and judges should be neutral and independent.

BENEFITS OF EFFECTIVE RULE OF LAW

- Foundation for justice, opportunity, and peace.
- Supports development.
- Promotes accountable government.
- Protects fundamental rights.

XII. ORGANIZATIONAL THEORY

PETER DRUCKER

- Father of Modern Management.
- His ideas reshaped management, business, and society.

WHAT IS ORGANIZATIONAL THEORY?

- The sociological study of the structures and operations of social organizations, including companies and bureaucratic institutions.
- Examines productivity, performance, actions of employees, and actions of groups.
- Also examines professional and social relationships and organizational structures.
- Can be combined with organizational behavior and human resources.

XIII. SIX TYPES OF ORGANIZATIONAL THEORIES

1. CLASSICAL THEORY

- Focuses on the formal organizational structure.
- Concerned with dividing professional tasks in the most efficient and effective way.

FOUR PRINCIPLES OF CLASSICAL THEORY:

A. DIVISION OF LABOR

- Production is divided into different areas.
- People work according to specialization.
- Results in maximum output with minimum expenses.

B. SCALAR AND FUNCTIONAL PROCESSES

- Deals with the company's vertical growth.
- Managers instruct employees.
- Employees carry out the actions.

C. STRUCTURE

- Describes patterns of professional behavior that help achieve organizational goals.
- Facilitates relationships among parts of the organization.

D. SPAN OF CONTROL

- Assigns an appropriate number of employees to a supervisor.
- Allows managers enough time and support to lead their staff.
- Includes coordination, planning, motivation, and leadership.

2. NEO-CLASSICAL THEORY

- Focuses on the emotional and psychological components of people's behavior in an organization.
- Leadership, morale, and cooperation contribute to professional behavior.
- Sense of belonging and social acceptance are important for positive workplace performance.
- Effective leaders understand group dynamics.

3. MODERN THEORY

- Considers interactions between people within an organization and the surrounding environment.
- Also considers interpersonal interactions among members.
- Uses systems analysis, quantitative sciences, and behavioral sciences.
- Leaders may use statistical and mathematical information while considering employee satisfaction and happiness.

4. CONTINGENCY THEORY

- Also called decision theory.
- Views organizations as structures composed of choice-makers.
- There is no one right way to make a decision.
- Herbert A. Simon was a primary contributor.
- Decisions depend on various internal and external factors.
- The ideal decision may differ from one organization to another.
- Business success is contingent on decisions made by organizational leaders.

5. MOTIVATION THEORY

- Drives and inspires members of an organization to work toward professional goals.
- Leaders need to understand employees' behavioral patterns and preferences.
- Goal: increase productivity by encouraging employees to work efficiently.
- Managers may consider:
 - Intrinsic factors
 - Extrinsic factors
- These factors can affect employees' feelings and experiences.

6. OPEN SYSTEMS THEORY

- States that an organization's environment influences it.
- Understanding this influence can help managers develop effective leadership strategies.
- Factors include:
 - Vendors
 - Distributors
 - Industry competitors
 - Government agencies
- These factors may influence production and regulation.

XIV. GENERAL FACTORS AFFECTING AN ORGANIZATION

1. ECONOMIC CONDITIONS

- Geographic location can affect a company's ability to grow and remain successful.
- Includes local economic trends such as recessions and economic upswings.

2. CULTURAL VALUES

- Community cultural values can influence customers' viewpoints and standards.
- May affect whether customers support an organization.
- Businesses may adapt to local cultural ethics.

3. EDUCATION SYSTEMS

- Areas with strong education systems may be ideal for technology industries and companies requiring employees with extensive academic training.

4. LEGAL CONSIDERATIONS

- The legal and political environment can affect business operations.
- Includes taxes and regulations.

- May influence the stability, security, productivity, and success of an organization.

XV. BUSINESS AND ETHICS

BUSINESS ETHICS

- Business ethics encompasses various principles that organizations can incorporate into their operations.
- Companies select and emphasize ethical principles that are relevant to their industry, organizational culture, and values.

7 TYPES OF BUSINESS ETHICS

1. PROFESSIONAL INTEGRITY

- Involves taking responsibility for one's actions and decisions in the workplace.
- Includes completing assigned tasks and fulfilling job responsibilities.
- Employees should acknowledge mistakes and take appropriate steps to address them.
- Applies to employees at all levels of the organization.

2. CORPORATE ACCOUNTABILITY

- Businesses have responsibilities to multiple stakeholders.
- Stakeholders include employees, clients, customers, shareholders, and communities.
- Obligations may be contractual, legal, or voluntary.
- Includes conducting business fairly and treating people with dignity.
- Means consistently honoring obligations and being transparent about business practices.

3. PROFESSIONAL CONDUCT

- Involves maintaining appropriate workplace relationships.
- Employees should represent the organization responsibly.

- Concerns should be communicated through proper channels.
- Confidentiality should be maintained when required.
- Employees should uphold the organization's reputation through ethical behavior.
- Supporting organizational goals does not override the responsibility to report unethical practices.

4. RESPECT

- Fundamental to ethical business operations.
- Applies to employees, clients, customers, and team members.
- Means valuing others' perspectives.
- Includes honoring commitments and addressing concerns promptly and thoughtfully.
- Respectful environments promote collaboration and innovation.

5. TRUSTWORTHINESS

- Organizations earn trust through honesty, transparency, and reliability.
- Employees should trust that employers will honor employment terms.
- Clients and customers should feel confident entrusting businesses with their funds, data, and confidential information.
- Trustworthiness is the foundation of sustainable business relationships.

6. FAIRNESS

- Businesses should apply the same standards to all team members regardless of rank.
- Expectations of honesty, integrity, and responsibility apply to everyone, including the CEO.
- Customers should be treated with equal respect.

- Goods and services should be offered based on the same terms.

7. SOCIAL AND ENVIRONMENTAL RESPONSIBILITY

- Companies recognize their impact outside the marketplace.
- Companies may help communities through volunteer work or financial investments.
- They may reduce waste and promote a safe and healthy environment.

XVI. THE 3 C's OF BUSINESS ETHICS

The 3 C's are:

1. COMPLIANCE
2. CONSEQUENCES
3. CONTRIBUTIONS

These provide a framework for implementing moral principles and ensuring that a business operates with integrity and social responsibility.

1. COMPLIANCE

- Means operating within the bounds of laws, regulations, and ethical standards.
- Includes rules involving labor practices, health and safety, and environmental protection.
- Helps maintain a baseline of ethical conduct.
- Strengthens trust with consumers, investors, and the business community.
- Helps businesses reduce risks and maintain corporate integrity.

2. CONSEQUENCES

- Companies should consider the broader impact of their actions on society and the environment.

- Businesses should consider both immediate and long-term effects of decisions.
- Positive outcomes may include:
 - Quality products
 - Job creation
 - Community development
- Businesses should also consider possible negative consequences.
- Awareness of consequences encourages ethical decision-making that considers stakeholders.

3. CONTRIBUTIONS

- Refers to a company's dedication to creating positive societal impacts beyond economic activities.
- Central to Corporate Social Responsibility (CSR).
- Contributions may include:
 - Philanthropy
 - Volunteerism
 - Ethical business practices
- ESG principles help companies manage social impact, take environmental actions, and demonstrate good governance.

XVII. ETHICS, ETIQUETTE, AND MANNERS

ETHICS

- Ethics refers to the principles and values that govern behavior and decision-making.
- It is about doing the right thing and making moral choices.
- Often associated with professional conduct.
- Important in reputation management.

ETIQUETTE

- Refers to conventions of polite behavior in society.

- Often applies to specific situations or contexts.
- Examples:
 - Business meetings
 - Parties
 - Formal dining
- Associated with social conduct and manners.

MANNERS

- Refer to rules or customs that dictate how people should behave in social situations.
- Focus more on etiquette and politeness.
- Vary by culture and context.
- Often taught from a young age.

XVIII. DIFFERENCE BETWEEN ETHICS, ETIQUETTE, AND MANNERS

ETHICS

- Principles that guide our behavior.
- Focuses on right and wrong.
- Guides moral decisions.

ETIQUETTE

- Rules that govern behavior in formal or specific settings.
- Focuses on appropriate and polite behavior.

MANNERS

- Social norms that dictate how we behave in social situations.
- Focuses on politeness and social conduct.

XIX. SIGNIFICANCE OF ETHICS AND ETIQUETTE

- Ethics guide people in making moral decisions.
- Etiquette ensures behavior is respectful and considerate.

- Together, they create an environment of:
 - Trust
 - Respect
 - Cooperation
- Ethical behavior and good manners are important in social settings and workplaces.
- They help build strong relationships and achieve long-term success.

XX. ROLE OF ETHICS IN LIFE

- Ethics are principles that govern behavior regarding what is right and wrong.
- They influence decisions and actions.
- Ethics shape a person's character and reputation.

IN PERSONAL LIFE:

- Honesty
- Integrity
- Compassion
- Meaningful relationships

IN PROFESSIONAL LIFE:

- Fair dealings
- Transparency
- Accountability

XXI. IMPORTANCE OF ETIQUETTE

- Etiquette is the customary code of polite behavior in society or professional environments.
- Good manners:
 - Enhance communication
 - Prevent misunderstandings
 - Promote harmonious interactions

PERSONAL LIFE EXAMPLES:

- Saying "please" and "thank you"
- Listening actively
- Respecting personal space

WORKPLACE EXAMPLES:

- Being punctual
- Dressing appropriately
- Communicating effectively

XXII. BENEFITS OF ETHICAL BEHAVIOR AND PROPER ETIQUETTE

1. TRUST AND CREDIBILITY

- Ethical individuals and organizations earn the trust of peers, clients, and the public.
- Integrity encourages people to engage with them professionally and personally.

2. STRONGER RELATIONSHIPS

- Good etiquette promotes positive interactions.
- Helps build and maintain strong relationships.
- Respectful behavior strengthens bonds and minimizes conflicts.

3. CAREER GROWTH AND OPPORTUNITIES

- Employers and business partners prefer people who show professionalism, honesty, and respect.
- Ethical behavior and proper etiquette can lead to:
 - Promotions
 - Leadership opportunities
 - Business growth

4. ENHANCED REPUTATION

- People with strong ethical values and proper etiquette are often respected.
- A good reputation can create networking opportunities and social influence.

5. LEGAL AND FINANCIAL SECURITY

- Ethical conduct helps avoid:
 - Legal troubles

- Financial losses
- Damaged reputations
- Ethical businesses reduce risks involving fraud, corruption, and lawsuits.

XXIII. ETHICS AND ETIQUETTE IN CAREER AND SOCIAL INTERACTIONS

CAREER GROWTH

- Integrity, accountability, and professionalism can help employees progress in the workplace.
- Ethical and well-mannered individuals can navigate workplace dynamics.
- Helps in handling conflicts effectively.
- Builds trust among colleagues.
- Can support leadership opportunities.

SOCIAL INTERACTIONS

- Ethical standards and good etiquette help create meaningful connections.
- Active listening, appreciation, and respect for cultural differences improve social interactions.

XXIV. PROFESSIONAL ETIQUETTE

- Professional etiquette refers to appropriate behavior in professional environments.
- Important elements include:
 - Respect
 - Professional communication
 - Punctuality
 - Proper appearance
 - Accountability
 - Appropriate workplace relationships

XXV. QUICK REVIEW — IMPORTANT TERMS

BUSINESS ETHICS

= Principles organizations use to operate ethically.

PROFESSIONAL INTEGRITY

= Taking responsibility for one's actions and decisions.

CORPORATE ACCOUNTABILITY

= Being responsible and transparent toward stakeholders.

PROFESSIONAL CONDUCT

= Appropriate workplace behavior and responsible representation of the organization.

RESPECT

= Valuing others' perspectives and treating people appropriately.

TRUSTWORTHINESS

= Honesty, transparency, and reliability.

FAIRNESS

= Applying the same standards and treating people equally.

SOCIAL AND ENVIRONMENTAL RESPONSIBILITY

= Recognizing and managing the company's impact on society and the environment.

3 C's

= Compliance, Consequences, Contributions.

COMPLIANCE

= Following laws, regulations, and ethical standards.

CONSEQUENCES

= Considering the immediate and long-term effects of business decisions.

CONTRIBUTIONS

= Making positive contributions to society beyond economic activities.

ETHICS

= Principles and values concerning right and wrong.

ETIQUETTE

= Rules/conventions of polite behavior in specific or formal situations.

MANNERS

= Social customs and rules concerning polite behavior.