

# Identification of Good University Governance Principles in Society 5.0

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**Abstract.** Good governance is a critical aspect of effective public administration, significantly impacting the quality of services provided to the community. This study aims to identify and implement good governance principles within rural local governments in the context of Society 5.0. Utilizing a qualitative research approach, the study seeks to uncover the specific principles and indicators of good governance as recognized in existing literature and contextualize them within the advanced societal framework of Society 5.0. The methodology involves thematic analysis of interviews and focus group discussions to determine the key governance principles and their practical applications. Data were collected from various rural local governments, and the findings highlight significant differences in governance perceptions and practices. The study reveals that transparency, accountability, public participation, responsiveness, and equity are the most critical factors for achieving good governance in rural areas. These principles, when properly implemented, enhance service delivery, reduce corruption, and improve community trust in local authorities. The results provide valuable insights for policymakers and administrators striving to strengthen governance in rural regions, offering a structured approach to adopt best practices and foster sustainable development in the era of Society 5.0.

**Keywords:** Good governance, Society 5.0, transparency, accountability, public participation

## INTRODUCTION

Our understanding of good governance has evolved significantly over the past few decades. Good governance is widely recognized as a crucial element for effective public administration and sustainable development. Principles such as transparency, accountability, and public participation are considered fundamental in fostering trust, reducing corruption, and enhancing the quality of public services. Numerous studies have explored these principles within various contexts, including urban and national levels, leading to the development of frameworks and models that guide governance practices (Ahmad et al., 2023; Ahmed & Khan, 2021; Rahmani et al., 2024; Simangunsong et al., 2019).

Although the extensive research on good governance, there remains a gap in understanding how these principles can be effectively implemented in rural local governments. The unique socio-economic and cultural dynamics of rural areas present distinct challenges that are not adequately addressed by existing governance models. This study aims to fill this gap by identifying and implementing good governance principles specifically tailored to the rural context (Albassam, 2019; Laukyte, 2022; Mathobo & Mathobo, 2024; Mojapelo & Ngoepe, 2021).

Filling this gap is essential because rural areas often lag in development due to governance issues. By developing a governance framework that addresses the specific needs of rural local

governments, we can improve service delivery, reduce corruption, and foster sustainable development in these areas. This research is vital to ensure that rural communities receive the same level of governance quality as their urban counterparts, promoting equity and inclusivity in public administration (Debela, 2022; Larasatie et al., 2022; Lück et al., 2020; Wahyurudhanto, 2020).

In general, good governance issues include lack of transparency, insufficient accountability, and limited public participation. Specifically, in rural areas, these issues are exacerbated by factors such as limited access to information, lower levels of education, and weaker institutional frameworks. These challenges hinder the effective implementation of good governance principles, resulting in suboptimal public service delivery and persistent socio-economic inequalities (Dhaoui, 2022; Lateef et al., 2021; Shah et al., 2021; Tamronglak, 2023).

Ahmad et al. (2022) Nkyabonaki (2019) Rakesh & Shannawaz, (2024) Tiika et al. (2024) examined good governance in urban and national contexts, offering valuable insights and frameworks. However, studies focusing on rural local governments are scarce. The existing literature does not adequately address the unique challenges and needs of rural governance. This research seeks to bridge this gap by developing a comprehensive framework for good governance in

rural local governments.

The solution offered by this research is a tailored governance framework for rural local governments, developed through exploratory factor analysis. This framework will provide practical guidelines for implementing good governance principles in rural settings. The importance of this research lies in its potential to enhance the quality of governance in rural areas, leading to improved public services, reduced corruption, and increased community trust.

This research will contribute to the academic field by expanding the understanding of good governance in rural contexts. For society, the implementation of the proposed governance framework will lead to better public service delivery, reduced corruption, and increased trust in local authorities, ultimately fostering sustainable development in rural areas.

The trend in governance research indicates a consistent interest in improving governance practices across different contexts. Ahmed & Khan (2021) Albassam (2019) Debela (2022) Larasatie et al. (2022) Laukyte (2022) Lück et al. (2020) Mathobo & Mathobo (2024) Mojapelo & Ngoepe (2021) Shah et al. (2021) Wahyurudhanto (2020) shows that while significant progress has been made, there is a consensus that the topic is far from being fully explored. The continuous evolution of governance challenges necessitates ongoing research to adapt and refine governance models. How can the principles of good governance be effectively identified and implemented to improve public administration in rural local governments? The purpose of this research is to identify and implement good governance principles in rural local governments. By doing so, the study aims to develop a governance framework that addresses the specific needs and challenges of rural areas.

## METHODS

The study aims to identify and implement good governance principles in rural local governments within the context of Society 5.0 using qualitative research methods. To achieve this objective, a systematic and detailed research process was conducted involving several key steps. Data collection began with semi-structured interviews and focus group discussions targeting local government officials, community leaders, and residents to gain diverse perspectives on governance practices and challenges. Focus group discussions facilitated in-depth exploration of

governance issues and potential solutions (Gall et al., 2003; Leavy, 2020; Munck et al., 2014).

Using the qualitative data collected, thematic analysis was performed to identify key governance principles relevant to rural local governments. This analysis involved coding the data to identify recurring themes and patterns related to transparency, accountability, public participation, responsiveness, and equity. The identified themes were then used to develop a governance framework tailored to the rural context (Gall et al., 2003; Leavy, 2020; Munck et al., 2014).

Subsequently, case studies were conducted in selected rural local governments to implement the proposed governance framework. This involved working closely with local authorities to apply the identified principles in their administrative processes. The implementation phase was monitored through participant observation and follow-up interviews to assess its effectiveness and identify areas for improvement.

The data collected during the implementation phase were analyzed to evaluate the impact of the governance framework. This analysis included comparing governance practices and community perceptions before and after the implementation to measure improvements in service delivery, corruption reduction, and community trust.

The overall approach combined qualitative methods, including thematic analysis, case studies, and participant observation, ensuring a comprehensive and practical evaluation of good governance principles in rural settings. By focusing on qualitative data, this research provides in-depth insights into the specific challenges and opportunities for enhancing governance in rural local governments within the context of Society 5.0.

## RESULTS AND DISCUSSION

The results of this study revealed significant findings in identifying and implementing good governance principles in rural local governments within the context of Society 5.0. The primary focus was on understanding how principles such as transparency, accountability, public participation, responsiveness, and equity could be adapted and applied to rural settings to improve governance practices, service delivery, and community trust. The study's findings are discussed in detail below, answering the research objectives and providing a comprehensive understanding of the impact of the implemented governance framework. The thematic analysis of data collected from semi-

structured interviews and focus group discussions highlighted five key principles of good governance: transparency, accountability, public participation, responsiveness, and equity. These principles were identified as crucial for fostering effective governance in rural local governments (Krisnanto et al., 2023; Selepe, 2023).

Transparency emerged as a fundamental principle, with participants emphasizing the importance of open access to information and decision-making processes. In rural local governments, transparency was seen as essential for building trust between the authorities and the community. The lack of transparency often led to suspicions of corruption and mismanagement, which eroded public trust. Accountability was another critical principle identified. Participants highlighted the need for mechanisms to hold officials responsible for their actions and decisions. In rural settings, the absence of accountability often resulted in unaddressed grievances and poor service delivery. Establishing clear lines of responsibility and consequences for misconduct was deemed necessary for effective governance (Ahmad et al., 2023; Lateef et al., 2021).

Public participation was recognized as vital for inclusive governance. Engaging the community in decision-making processes ensured that policies and initiatives reflected the needs and preferences of the residents. In rural areas, where people often felt marginalized, fostering public participation helped bridge the gap between the authorities and the community, leading to more effective and accepted governance. Responsiveness, or the ability of local governments to promptly address community needs and concerns, was highlighted as a key governance principle. Participants noted that timely and appropriate responses to issues were crucial for maintaining public trust and satisfaction. In rural settings, delays and neglect in addressing problems often led to dissatisfaction and a sense of neglect among residents (Laukyte, 2022; Tamronglak, 2023).

Equity, or fair treatment of all community members, was identified as essential for ensuring justice and fairness in service delivery. Participants emphasized the need for policies and practices that did not discriminate against any group, ensuring equal access to resources and opportunities. In rural areas, where disparities were often more pronounced, promoting equity was critical for social cohesion and development. Based on the identified principles, a governance framework was developed and implemented in

selected rural local governments. The framework provided practical guidelines for incorporating the principles of transparency, accountability, public participation, responsiveness, and equity into governance practices (Cifuentes-Faura, 2022; Lassou et al., 2019).

The implementation process involved close collaboration with local authorities to apply the identified principles in their administrative processes. Workshops and training sessions were conducted to educate officials on the importance of these principles and how to integrate them into their daily operations. The implementation phase also included the establishment of mechanisms for monitoring and evaluating the application of the governance framework. The effectiveness of the implemented governance framework was monitored through participant observation and follow-up interviews with community members and local government officials. The evaluation focused on assessing changes in governance practices, service delivery, and community trust before and after the implementation (Abdulkareem et al., 2022; Gille et al., 2021).

The comparative analysis of pre- and post-implementation data indicated significant enhancements in governance quality, aligning with the research objectives of developing a tailored governance framework for rural areas within the context of Society 5.0. The following are the key impacts observed:

The implementation of the governance framework led to marked improvements in service delivery. Transparency in operations allowed community members to access information about available services and processes, reducing confusion and increasing satisfaction. Accountability mechanisms ensured that officials were more diligent in their duties, leading to more efficient and effective service provision. The emphasis on transparency and accountability significantly reduced instances of corruption. Open access to information and clear accountability structures made it difficult for corrupt practices to go unnoticed. Community members reported a decline in corrupt activities and an increase in trust towards local authorities (Ibrahim et al., 2020; Selepe, 2022).

Community trust in local authorities improved notably post-implementation. The principles of public participation and responsiveness fostered a sense of inclusion and attention to community needs. Residents felt more connected to the governance processes and more confident in the authorities' ability to address their concerns. This

increased trust was reflected in higher levels of engagement and cooperation between the community and local governments. The principle of equity ensured that all community members were treated fairly and had equal access to resources and opportunities. Policies and practices were revised to eliminate discriminatory elements, promoting inclusivity and social cohesion. Participants reported a greater sense of belonging and fairness in the community (Chien & Thanh, 2022; Okwueze & Akanu, 2023; Selepe, 2023; Vázquez-Gestal et al., 2023).

Case studies conducted in selected rural local

governments provided detailed insights into the practical application and outcomes of the governance framework. These case studies highlighted the specific challenges and successes encountered during the implementation process. For instance, one case study revealed that increased transparency led to higher community engagement in local projects, while another showcased the positive impact of accountability mechanisms in reducing administrative delays and inefficiencies (Krisnanto et al., 2023; Pelizzo & Knox, 2023; Pavlyshyn et al., 2021; Bønsing et al., 2023).

**Table 1.** Key Governance Principles and Their Impact

<b>Principle</b>	<b>Description</b>	<b>Impact on Governance</b>
Transparency	Open access to information and decision-making processes	Increases trust, reduces corruption
Accountability	Holding officials responsible for their actions	Enhances responsibility, improves service quality
Public Participation	Involvement of community in decision-making processes	Ensures inclusivity, reflects community needs
Responsiveness	Timely and appropriate responses to community needs	Improves service efficiency and satisfaction
Equity	Fair and impartial treatment of all community members	Ensures justice and fairness in service delivery

The governance framework showed significant positive impacts, several challenges were also identified during the implementation phase. In some instances, there was resistance to change from local officials who were accustomed to traditional governance practices. Overcoming this resistance required persistent efforts in training and advocacy for the benefits of the new governance principles. Resource constraints, such as limited financial and human resources, hindered the full implementation of the governance framework in some areas (Hassan & Lee, 2019; Massey, 2019; Noja et al., 2019; Vértesy & Lemango, 2022). Ensuring adequate resources and support from higher authorities was necessary for sustainable implementation. The need for continuous monitoring and evaluation was emphasized to ensure that the governance principles were consistently applied and adapted to evolving challenges. Establishing robust monitoring mechanisms and regular feedback loops was essential for maintaining the effectiveness of the governance framework (Islam et al., 2020; Krisnanto et al., 2023; Pavlyshyn et al., 2021; Pelizzo & Knox, 2023).

The findings of this study contribute significantly to the field of governance, particularly within the context of rural local

governments and Society 5.0. The developed governance framework offers a practical model that can be adapted and applied in various rural settings globally (Andrades et al., 2019; Bano, 2019; Owen, 2020; Wong et al., 2024). By highlighting the importance of transparency, accountability, public participation, responsiveness, and equity, this study provides valuable insights for policymakers and administrators seeking to enhance governance quality in rural areas. The study also opens avenues for future research. Further studies could explore the long-term impacts of the governance framework and its adaptability to different cultural and socio-economic contexts. Additionally, research could focus on developing innovative solutions to address the resource constraints and resistance to change encountered during implementation.

## CONCLUSION

The results of this study underscore the critical importance of adapting good governance principles to the specific needs and challenges of rural local governments within the context of Society 5.0. The developed governance framework has shown to significantly improve

service delivery, reduce corruption, and enhance community trust, thereby fostering sustainable development and improved quality of life in rural areas. The insights gained from this research provide a foundation for ongoing efforts to promote good governance and equitable development in rural communities globally.

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