

Meta-Analysis of Good Governance in the University System

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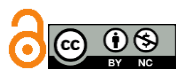
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ABSTRACT

Objective: The theory of good governance is among the newest topics in development in the contemporary world, and the university system, like other political systems, requires a deep and extensive understanding of the factors, components, and characteristics that make it more efficient and effective. The main goal of this research is to present a model of good governance within the university system.

Methodology: Using a meta-synthesis tool with the seven-step Sandelowski and Barroso method, a systematic evaluation and analysis of 317 instances from past research findings were conducted, which, after the monitoring phases, were narrowed down to 50 relevant articles. At the end, the opinions of 11 experts and university managers were collected through a questionnaire method, and the impact coefficient of the identified factors was determined using Shannon's entropy method based on the content analysis approach.

Findings: According to this research, five main dimensions were identified, including adherence to the law, government performance, participation, leadership, and vision. The adherence to the law dimension includes components (corruption control, transparency, political stability, quality of laws, and justice); the government performance dimension from components (accountability, effectiveness and efficiency, planning); the participation dimension from the component (public participation in decision-making); the leadership dimension from components (empowerment and innovative development, leadership duties, and responsibility); and the vision dimension from the component (determining political and economic goals and ideals). Results showed that the transparency component had the most significant impact among the research components.

Conclusion: Good governance must, in the first place, enact very fair and progressive laws, and all country's institutions and organizations must follow the law and provide the necessary support for adherence to it, and create the necessary conditions for public participation in governance and utilize experts and opinion leaders for vision designing.

Keywords: Good governance, Transparency, Accountability, Quality of laws, Leadership, University system

1 Introduction

The evolution of the view on the role and function of government in society, which has been studied in the literature of policy-making and political science, has undergone remarkable changes and transformations from ancient times to the present. The dominance of totalitarian governments and the neglect of the effects of various actors in social life have faded, and concepts such as governance have gained a special place. In this sense, governance implies the utilization of the capacities of other sectors of society (private sector, media, people, etc.) to advance national goals and programs (Tavakoli et al., 2020).

The term "good governance" was first introduced in the late 1980s by the World Bank to enable governments to enhance their capacity in implementing development programs (Akbari et al., 2020; Bagherzadeh et al., 2021). In this context, the government has moved from centralized actions to providing services through the use of third parties, non-profit organizations, etc. This shift in the academic landscape is today referred to by various names such as filtered management, shadow government, hollow state, third-party government, and network governance. Although this is not a new phenomenon, it increasingly indicates effective and legitimate forms of social governance (Bagherzadeh et al., 2021; Jindra & Vaz, 2019; Kaufmann & Lafarre, 2021; Morshedzad, 2017; Rezaei Lori et al., 2022). Khan defines good governance as the effective management of a country's social and economic resources in a manner that is transparent, accountable, and equitable. The United Nations Development Programme considers good governance as equivalent to democratic forms of governance that feature characteristics such as reliance on public participation, accountability, and transparency. The term "good" in good governance refers to its implementation (Julaei et al., 2019).

Good governance in international development literature demonstrates how much the public sector (government) consumes public resources for public benefits. Sovereignty and governance mean the process of decision-making and the implementation of decisions (Nabaviyan Hamzeh Kalaei et al., 2022; Nabaviyan et al., 2021). Governance is a process through which societies or organizations make important decisions. It also determines who should be involved in this process and how they should fulfill their responsibilities. On one hand, governance relates to how governments and other social organizations interact with each other. On the other hand, it also includes how the government interacts with

citizens and how decisions are made in a complex world (Biginia et al., 2012; Deghati et al., 2021; Su et al., 2023). This type of governance should also be applied in corporate governance, information technology governance, and digital organization governance. Using this approach in an organization increases organizational transparency, reduces administrative corruption, and leads to organizational health (Ebrahimipour et al., 2020; Farzamia et al., 2020).

In the shortest statement, governance relates to "a change in the old balance between government and civil society." Governance shows that just as formal government structures are one of the tools for adopting and implementing decisions, informal structures may also exist at the national level (Bagherzadeh et al., 2021; Panahy et al., 2022; Peyghan et al., 2022). The perspective of governance asserts that the private sector and civil society are defined by the extent and scope of their roles in solving collective issues, without relying on the formal resources of the government. Good governance, through ensuring property rights, contract enforcement, increasing domestic and foreign investment, preventing brain drain, developing human capital, enhancing entrepreneurship, and increasing research and development, leads to the achievement of a knowledge-based economy goals (Su et al., 2023; Tavakoli et al., 2020; Zareei & Araei, 2021). Good governance is based on a change in the old balance between the state and civil society. This governance style shows that just as formal government structures are one of the tools for adopting and implementing decisions, informal structures may also exist at the national level. The perspective of this governance style indicates that the private sector and civil society are defined by the extent and scope of their roles in solving collective issues, without relying on the formal resources of the government. This style of governance, with a normative and value-oriented approach, considers a new concept of the state that refers to a modern process of managing society. It creates changes in the role of the state and offers a new method for managing society. Ultimately, good governance is a model aimed at reforming the public sector, strengthening civil society, and accelerating private sector participation (Hopper, 2017). This research aims to present a model of good governance for government organizations with an emphasis on ethical issues by examining studies conducted on good governance. In this regard, researchers have used the meta-synthesis method to review reputable articles in this field, and since this article is intended to present an ideal model for the university system, it has paid more attention to domestic

articles and domestic research has been of greater interest to the researchers.

2 Methods and Materials

This study is fundamentally and practically oriented, employing a qualitative meta-synthesis method. Meta-synthesis is a qualitative approach for analyzing findings from past research, necessitating that the researcher conducts a thorough and deep review, combining relevant qualitative research findings, and through examining the findings of the original research articles, identifies and generates terms that offer a more comprehensive representation of the phenomenon under study. This type of structured review study, by extracting codes, expressions, and concepts presented in qualitative data with a consistent methodology and integrating them, presents new and more comprehensive interpretations and concepts. In other words, meta-synthesis seeks to unify the results of qualitative studies to discover their fundamental concepts and translate these concepts into a final and unified concept. Meta-synthesis is presented in a way that the results of the original studies can be traced within it. In this research, the seven-step meta-synthesis method of Sandelowski and Barroso (2007) is utilized.

Step One: Formulating Research Questions

The first step in the meta-synthesis method is to formulate the research question and estimate what the question is for starting the meta-synthesis. Given the matters mentioned, the main research questions are as follows:

What are the dimensions, components, and indicators related to good governance in the university system?

How are the identified factors related to good governance in the university system prioritized and classified?

Step Two: Systematic Review of Texts

At this stage, the researcher focuses their systematic search on previous articles published in various sentences. The search began with the selection of appropriate keywords (such as governance, ruling, good governance). The sources for these researches were examined from databases such as Google, ScienceDirect, Springer, Emerald, ProQuest, EBSCO, Scopus for international studies, and specialized databases like Magiran, Noormags, the Academic Center for Education, Culture and Research for domestic studies. A total of 317 articles were reviewed using the selected keywords for the research. However, since the goal of this article was to design a model of good governance in the university system, Persian sources were used more

extensively to design a native model according to the country's culture.

Step Three: Search and Selection of Appropriate Articles

The aim of the third step is to identify sources related to the research questions and eliminate articles that do not fit the question and goal of the research; therefore, the review process is as follows:

a) The titles and abstracts of the articles were reviewed, and those not related to the research questions were set aside. In this stage, 90 articles were removed due to titles and 87 articles were eliminated because their abstracts did not relate to the questions.

b) Given the research goal of utilizing qualitative findings, quantitative articles were eliminated; thus, 90 articles with quantitative methods were removed.

c) The remaining articles needed to be reviewed for content quality, judged by questions like research objectives, logic of method, research design, sampling, data collection, reflexivity, ethical considerations, analysis accuracy, clarity of findings, and research value. Each article was scored based on these criteria from very poor (1) to very good (5) across all ten indicators. Articles were then classified into 5 categories from very good (41 to 50), good (31 to 40), average (21 to 30), poor (10 to 20), to very poor (0 to 10). In this research, 50 articles were accepted in the evaluation process, with 8 articles scoring average, 14 good, and 28 very good.

The significant value obtained for the kappa index is less than 0.05, which means the independence of the extracted codes is rejected, and the dependency of the codes on each other is confirmed. Thus, it can be claimed that the instruments (articles) used for extracting codes were sufficiently reliable.

Step Four: Extracting Information

In the meta-synthesis, the researcher continuously reads the selected articles multiple times to access findings within separate contents where the original and primary studies were conducted.

Step Five: Analysis and Synthesis of Findings

The fifth step is the method of analyzing and synthesizing the findings of the qualitative research. At this stage, all extracted factors from the coded studies are then considered in terms of the concept of each of these codes, and the concepts are categorized together.

3 Findings and Results

In Table 1, the components and indicators of good governance are presented.

Table 1

Dimensions, Components, and Indicators of Good Governance in the University System

Dimensions	Components	Indicators
Adherence to Law	Corruption control, Transparency, Political stability, Quality of laws, Justice	Anti-corruption, civic commitment of managers and employees, absence of widespread nepotism, presence of a healthy competitive environment, transparency in council meetings, transparency in officials' assets, transparency in employee performance evaluation, access to information by citizens, sufficient and understandable information in the media, clear and explicit government actions, absence of factors such as: irregular and consecutive cabinet changes and resignations of executive heads, frequent changes in national laws, protest demonstrations, political strikes, riots, coups, revolutions, and deaths caused by political violence, rule of law, high-quality legal governance, simplification of laws, expansion of ethics-oriented culture, justice and equality in dealing with clients, establishment of an interactive communication system, job security, creation of equal opportunities, justice in dealings with employees, universality and inclusiveness
Government Performance	Accountability, Effectiveness and efficiency, Planning	Fulfillment of promises made, civil society's oversight of government performance, acceptance of responsibility for failures, strengthening the ethics of service, availability of opportunities for the public to question, existence of mechanisms for holding organizations accountable, increase in government accountability, ease and convenience of service use, increase in government efficiency, increase in citizen satisfaction, increase in coordination at different levels, creation of welfare, improvement of service quality, reduction in government costs, increase in sustainable government revenues, reduction in service delivery time to the public, budget savings, strategic decision-making and planning, use of experts at high levels, use of flexible structures, decentralization, culture building, appropriate use of resources
Participation	Public Participation in Decision-Making	Free electoral system, party activities, role and status of people in political participation, enhancement of interaction between government and citizens, increase in civil rights and freedoms, strengthening civil society, creation of new channels for citizen participation
Leadership	Empowerment and Creative Development, Responsibility, Leadership Duties	Creation of growth opportunities for individuals, meritocracy, strengthening managers, encouraging a competitive culture, strengthening teamwork, welcoming change agents, creating a risk-taking culture, responsibility and avoidance of luxury, prioritizing service to people over personal matters, promoting a service-oriented culture, creating unity among subordinates, having a charismatic personality, avoiding pettiness and childish tendencies, populism, commitment to promises
Vision	Defining Political and Economic Goals	Realization of the vision statement, monitoring environmental changes, monitoring changes in key performance indicators, control of the legislation and planning process in the country

In this step, the quality of categories and codes extracted from previous stages is evaluated. In this regard, to assess the reliability of the extracted components, four criteria can be used: Holsti's coefficient, Scott's pi coefficient, Cohen's kappa index, and Krippendorff's alpha for examining credibility, transferability, confirmability, and

dependability. If the value of any of these coefficients is greater than 0.7, there is a suitable agreement between two coders. As observed in Table 2, the value of these coefficients is greater than 0.7, indicating the reliability of the extracted codes (components).

Table 2

Quality Control Indicators Results

Quality Control Indicators	Value
Holsti's Coefficient	0.82
Scott's Pi Coefficient	0.78
Cohen's Kappa Index	0.75
Krippendorff's Alpha	0.79
Number of Cases	79

In this section, to examine the content validity of the research, the Lawshe content validity ratio has been utilized. Content validity, also referred to as logical validity, indicates whether the method or tool for data collection adequately represents the content that is supposed to be measured. This method measures the level of agreement among subject

matter experts and specialists regarding the necessity of a specific statement.

Considering the number of experts, a specific number is defined for the minimum Lawshe index, which for 12 experts is 0.54 (Lawshe, 1975). In this research, the Lawshe

index value is 0.57, which is above the acceptable value of 0.54, thus, the content validity is confirmed.

Table 3 presents the Shannon entropy of the components.

Table 3

Shannon Entropy and Ranking of Indicators for Good Governance

Components	Indicator	Shannon's Entropy (Ej)	Deviation Degree (dj)	Normalized Weight (Wj)	Dimension Rank	Overall Rank
Corruption Control	Anti-corruption efforts	0.998312	0.003712	0.0342	9	11
	Civic commitment of managers and employees	0.998312	0.003712	0.0342	9	11
	Absence of widespread nepotism	0.998018	0.003752	0.0365	8	10
	Presence of a competitive environment	0.998138	0.003771	0.0402	7	7
Transparency	Transparency in council meetings	0.999118	0.003843	0.0452	1	1
	Transparency in officials' assets	0.999145	0.003830	0.0448	2	2
	Transparency in employee performance evaluation	0.999178	0.003807	0.0431	4	4
	Citizen access to information	0.999421	0.003821	0.0440	3	3
	Sufficient and comprehensible information in media	0.998268	0.003801	0.0422	5	5
	Explicitness of government actions	0.998178	0.003789	0.0408	6	6
Political Stability	Absence of irregular cabinet changes and executive resignations	0.990121	0.003448	0.0228	10	21
	Absence of frequent changes in national laws	0.993632	0.003402	0.0202	11	23
	Absence of protest demonstrations	0.991388	0.003244	0.0175	13	30
	Absence of political strikes	0.991226	0.003166	0.0168	14	32
	Absence of riots	0.991278	0.003189	0.0171	24	31
	Absence of coups	0.993632	0.003402	0.0202	11	23
	Absence of revolutions	0.991226	0.003166	0.0168	15	32
	Few deaths from political violence	0.991116	0.003158	0.0162	16	33
	Absence of irregular cabinet changes and executive resignations	0.990121	0.003448	0.0228	10	21
	Quality of Laws	Rule of law	0.990121	0.003448	0.0228	10
High-quality legal governance		0.993874	0.003084	0.0131	20	
Simplification of laws		0.991432	0.003387	0.0192	12	
Expansion of ethics-oriented culture		0.994214	0.003096	0.0134	19	
Rule of law		0.990121	0.003448	0.0228	10	
High-quality legal governance		0.993874	0.003084	0.0131	20	
Justice	Creation of equal opportunities	0.991432	0.003387	0.0192	12	24
	Justice in dealings with employees	0.991226	0.003166	0.0168	15	32
	Universality and inclusiveness	0.994244	0.003101	0.0138	18	40
Accountability	Fulfillment of promises made	0.997905	0.003721	0.0398	1	8
	Civil society's oversight of government performance	0.990121	0.003448	0.0228	5	21
	Acceptance of responsibility for failures	0.998753	0.003681	0.0330	3	12
	Strengthening the ethics of service	0.998809	0.003399	0.0221	6	22
	Availability of opportunities for the public to question	0.998433	0.003628	0.0311	4	13
Effectiveness and Efficiency	Increase in government accountability	0.991432	0.003387	0.0192	8	24
	Ease and convenience of service use	0.991432	0.003344	0.0184	9	26
	Increase in government efficiency	0.993671	0.003421	0.0214	6	22
	Increase in citizen satisfaction	0.994214	0.003096	0.0134	14	41
	Increase in coordination at different levels	0.994244	0.003101	0.0138	13	40
	Creation of welfare	0.993874	0.003084	0.0131	15	42
	Improvement of service quality	0.993874	0.003084	0.0131	15	42

	Reduction in government costs	0.993632	0.003402	0.0202	7	23
	Increase in sustainable government revenues	0.993654	0.003072	0.0128	16	43
	Reduction in service delivery time to the public	0.999624	0.003121	0.0145	11	38
Planning	Budget savings	0.998744	0.003112	0.0141	12	39
	Strategic decision-making and planning	0.990121	0.003448	0.0228	5	21
	Use of experts at high levels	0.991226	0.003166	0.0168	1	32
	Use of flexible structures	0.993671	0.003421	0.0214	6	22
	Decentralization	0.991432	0.003387	0.0192	8	24
	Culture building	0.999624	0.003121	0.0145	11	38
	Appropriate use of resources	0.991388	0.003322	0.0181	10	27
Public Participation	Free electoral system	0.99842	0.003612	0.0302	1	14
	Party activities	0.997321	0.003462	0.0231	3	20
	Role and status of people in political participation	0.99842	0.003612	0.0302	1	14
	Enhancement of interaction between government and citizens	0.997127	0.003570	0.0298	2	15
	Increase in civil rights and freedoms	0.990121	0.003448	0.0228	4	21
	Strengthening civil society	0.993671	0.003421	0.0214	5	22
	Creation of new channels for citizen participation	0.999817	0.003129	0.0148	6	37
Empowerment and Creative Development	Creation of growth opportunities for individuals	0.991448	0.003314	0.0178	7	28
	Meritocracy	0.991412	0.003288	0.0177	8	29
	Strengthening managers	0.991388	0.003244	0.0175	9	30
	Encouraging a competitive culture	0.993671	0.003421	0.0214	4	22
	Strengthening teamwork	0.994852	0.003481	0.0238	3	19
	Welcoming change agents	0.999882	0.003136	0.0152	12	36
	Creating a risk-taking culture	0.991432	0.003387	0.0192	5	24

4 Discussion and Conclusion

In this research, an attempt was made to present a suitable model for good governance in the university system with an emphasis on ethical issues, using the opinions of public sector managers and management professors. This study reviewed 317 articles and scientific texts in this field, from which 50 articles were selected for final review. A total of 210 codes were extracted from these articles, and after synthesizing and merging homogenous concepts (components) at a higher level, 77 indicators were formed. Ultimately, five main dimensions of good governance were identified, including adherence to law, government performance, participation, leadership, and vision. The content validity of the model was confirmed by experts and specialists. The results showed that the transparency component has the most significant impact among the research components.

Adherence to Law: This dimension consists of components (corruption control, transparency, political stability, quality of laws, and justice). Good governance must provide suitable mechanisms for controlling and preventing corruption. For this purpose, laws and

regulations, including financial and criminal offenses, must be clear, effective, and fairly enforced. Also, the presence of independent and impartial institutions such as anti-corruption organizations and a strong judicial system is the basis of good governance. In good governance, transparency in decision-making and implementation plays a crucial role. With respect to the principle of equality and justice, all individuals must have access to the necessary information to clearly understand the laws and legal processes. This includes the public dissemination of laws and regulations, removing barriers to access public information, and accountability by executive agencies. For the continuity of governance, political stability is among the most crucial variables because, with the presence of strikes, conflicts, and chaos, implementing the plans desired by the rulers is not feasible. Another component of this dimension is the quality of laws, where factors such as simplification of laws and creating a culture of lawfulness are very important for achieving good governance at the community level. Justice is one of the elements that must be considered in governance, and if the spirit of justice does not prevail in a society, it is impossible to satisfy the members of the community. The results of this dimension of research align with the previous

findings (Bagherzadeh et al., 2021; Mehrabi et al., 2018; Nabaviyan et al., 2021; Peyghan et al., 2022).

Government Performance: Includes components (accountability, effectiveness and efficiency, planning). Accountability to the people demonstrates that the government and executive institutions pay attention to their rights and needs. These communications create trust and interaction between the people and government agencies, resulting in improved quality of services, development of public participation, and validation and delegation of responsibility. Effectiveness refers to the extent to which goals and expected outputs are achieved. In effective governance, effectiveness is created through appropriate planning, setting clear goals, and continuously measuring and monitoring the performance of government agencies and other governmental institutions. This leads to meeting public needs, enhancing the quality of life for people, and promoting sustainable growth and development. Planning in national affairs allows for the optimization of available resources and benefits and the implementation of long-term programs for sustainable development. Good planning includes setting goals, designing and implementing operational programs, and continuously measuring performance, leading to more effective resource distribution, reducing asymmetry, and increasing system alignment with the surrounding environment. The results of this dimension of research align with the prior findings (Deghati et al., 2021; Mehrabi et al., 2018; Peyghan et al., 2022).

Participation: Consists of the component of public participation in decision-making. Public participation in good governance leads to the following outcomes: 1) **Strengthening democracy:** Public participation in governance provides an opportunity for citizens to participate in public decision-making and policy-making, expressing their opinions and needs. This improves community organization, strengthens democracy, and enhances transparency. 2) **Increasing transparency and justice:** Public participation in governance leads to increased transparency, justice, and avoidance of corruption. When people participate in decision-making processes, public ethics and justice standards are emphasized, and the needs and desires of the public are considered. 3) **Creating a feedback loop and greater accountability:** Public participation in governance enables the creation of a feedback loop between the government and citizens. This feedback loop improves the quality of public services, improves policies, and removes obstacles that cause public dissatisfaction. 4) **Social empowerment:** Public participation

in governance empowers individuals and gives them the power to implement changes and development. This empowerment allows people to improve the changes they want in society and contribute to sustainable development for their future and the community. 5) **Improving quality:** Public participation in governance can lead to improved quality in decision-making and public services. People's participation in decision-making processes based on thinking and striving for improvement leads to higher quality. 6) **Increasing social communications:** Public participation in governance facilitates extraterrestrial improvement and increases collaboration in society. As individuals communicate with each other in line with public decisions and collaborate on a common project, they engage in social interaction. The results of this dimension of research align with the previous findings (Deghati et al., 2021; Mehrabi et al., 2018; Nabaviyan Hamzeh Kalaei et al., 2022; Nabaviyan et al., 2021; Peyghan et al., 2022).

Educational Leadership: Consists of components (empowerment and creative development, accountability, and leadership duties). In summary, empowerment and creative development have the following effects on governance: 1) **Promoting innovation and problem-solving:** Empowerment and creative development promote innovative methods and processes in governance. This approach helps consider new strategies and methods for solving upcoming problems and designing and implementing new and creative ideas for improving processes and public services. 2) **Improving decision-making quality:** Empowerment and creative development ensure decisions are based on data, accurate information, and more precise analyses. Through creative thinking, existing patterns can be challenged, and new and better solutions can be provided for more complex problems. 3) **Strengthening managerial capabilities:** Empowerment and creative development strengthen individuals in developing management skills and capabilities. Individuals can establish better communications with others through their creative achievements, improve work groups, and support the improvement of work processes. 4) **Increasing motivation for participation:** Empowerment and creative development can increase individuals' motivation and commitment to governance and participation in decision-making processes. Leaders have the responsibility to have a deep understanding of the needs and desires of the community and organization and to determine specific goals and strategies based on this understanding. Leadership in good governance serves as a valuable model for other members of the organization and

society. Leaders, by demonstrating spiritual ethics and valuable standards, promote responsibility and personal discipline and inspire others to constructive activities and accountability. Good leadership facilitates creating an environment where organization members can easily present their opinions and suggestions and participate in decision-making processes. Leaders are responsible for facilitating open communication, collaboration, and team decision-making. The results of this dimension of research align with the findings of Bagherzadeh et al. (2020), Yaghoubi and Pourhasan (2021), and Nabavian Hamzekolaee et al. (2021).

Vision: Refers to determining the approach and political and economic ideals of government organizations. In good governance, vision plays a very important role. The vision is essentially a future-oriented image of society, organization, or country that shows the goals, values, and communicative ideals of this organization. Below, we refer to some of the roles of vision in good governance: 1) Strategic orientation: A clear vision positions rulers in determining the strategic orientation of the organization or country. By obtaining a clear picture of the desired future, rulers can set appropriate goals and strategies and make decisions more coherently and effectively. 2) Coordination and agreement: A shared vision in good governance guides everyone towards a common goal and facilitates coordination and agreement among members. This image helps people collectively set priorities and coordinate goals and strategies. 3) Commitment and motivation of employees: Vision in good governance emphasizes the independence and importance of employees and strengthens their commitment and motivation. By announcing the vision, employees have a common goal for their work and enhance productivity, activity, and collaboration towards achieving that goal. 4) Feedback and evaluation: A clear vision in good governance is used as a tool for feedback and performance evaluation. Having a vision allows measuring the progress rate and reviewing and evaluating strategies and policies, and if necessary, applying required changes through positive or negative feedback. The results of this dimension of research align with the previous findings (Peyghan et al., 2022).

Based on the results obtained from the research findings, the following suggestions are offered:

Rulers should pay special attention to ethical issues and ensure that manners, humility, and ethical rules are paramount over everything, and if there is any unethical behavior among managers, they should be dealt with severely to prevent corruption and unethical behavior from becoming commonplace among ordinary people.

The governance should have a firm resolve to fight corruption, and organizations and individuals whose duty it is to fight corruption in society should be continuously monitored, and if individuals are not qualified for such organizations or jobs, they should be transferred elsewhere.

Organizations should use all their capabilities to enhance transparency at the societal level and not resist making information and statistics available to employees and clients.

Given the undeniable role of law quality in good governance, the governance should make every effort to introduce and encourage talented and expert individuals to take on such jobs as parliamentary representation and influential organizations.

The presence of justice in society and organizations calms people, and the existence of organizational justice dimensions (distributive, procedural, and allocative) at the organizational level increases employees' enthusiasm and hope.

The governance should do its utmost to involve people in governance and provide incentives for people to increase their participation.

New leadership theories should be used in organizations, and special use should be made of consultants in this field in organizations.

Special attention should be paid to empowerment programs for individuals (including employees and the public), and a part of the organizations' budget should be allocated to this matter.

Authors' Contributions

All authors have contributed significantly to the research process and the development of the manuscript.

Declaration

In order to correct and improve the academic writing of our paper, we have used the language model ChatGPT.

Transparency Statement

Data are available for research purposes upon reasonable request to the corresponding author.

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Declaration of Interest

The authors report no conflict of interest.

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Ethical Considerations

In this research, ethical standards including obtaining informed consent, ensuring privacy and confidentiality were observed.

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