

Good University Governance to Improve Student Service and Trust

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Abstract. Good university governance is a concept of higher education systems higher education that sets goals, implements and manages good institutions physical, financial, human resources, academic and student achievement. The purpose of this research is to analyze the impact of implementing a good university governance (GUG) in an effort to improve student service and trust. Qualitative methods are an option in this study using an approach phenomenology, where data collection is done by interview techniques, studies literature, and study documentation on three informants. Data collection in research This is done by going directly to the research location and reviewing it with existing literature review. The results showed that the implementation of governance good university governance cannot immediately give trust to students without any tangible evidence that can be felt, namely excellent service.

Keywords: *Good University Governance* , Excellent Service, Trust

1. Introduction

Community needs for education, in this case higher education be a separate opportunity for universities, especially private universities to compete to attract people to choose their institution. Private universities competition in obtaining student market is quite heavy due to the number There are so many universities in Indonesia. Based on data PDDIKTI (2018) the number of universities in Indonesia has reached 3,293 institutions, of the number of universities, 3,171 or 96% are universities private sector and 122 or 4% are state universities.

In the midst of tough competition, quality improvement is important can compete in a healthy manner and to gain public trust. College high is required to be able to provide the best possible service to society and oriented to community needs. The following academic services supporting facilities are one of the considerations for prospective students in choosing college to continue his education. So that the quality of service becomes one indicator of the success of an educational institution as an organization public. Higher education is said to be a public organization due to its management the institution is one of the management using non-profit principles. A university needs a system capable of ensuring accountability processes them through effective internal control in educational organizations. System reliable and effective internal control is not only required and intended for organization that is oriented solely for profit but also for non-profit organizations in this case the university Comfort and confidence can not be separated from governance activities (*governance*) an organization. With the

concept of *good governance*, higher education governance good (*good university governance*) is relevant to the principles of *good corporate governance* (GCG). These principles include: transparency, accountability, responsibility, independence, and justice. The principles of GCG can be applied in managing a college (Wijatno, 2009).

University of Muhammadiyah Gresik (UMG) is one of the private universities in Gresik Regency, East Java. Established as an effort to increase charity business Muhammadiyah in the field of higher education based on a leadership decree Muhammadiyah Region Gresik Regency Teaching and Education Council Cultural Number: E.1 / 017-V / 1980 dated May 25, 1980. To maintain existence as it is today required a continuous improvement in performance serving the community, considering that there are about 88 universities in the university category private sector in East Java (BPS, 2019). UMG tries to provide services as best as possible according to consumer expectations (students) by increasing service quality, especially academic service quality as the *core business* of College.

One of the efforts made by UMG is to apply the *Good principle University Governance* in university governance towards improving its quality sustainable. GUG is a good university governance system with adhere to the principles of *good governance*, namely transparency, accountability, participation, equity, etc. The implementation of GUG is expected to realize services prime especially in academic services. Excellent service is service that is not only meets customer expectations but also exceeds expectations from customers.

This excellent service can be an asset to increase trust society (students) towards the university. This is in line with Yenny's argument (2013), which explains that the application of the principles of *good corporate governance* in consistent and sustainable can generate a public trust. Dalimunthe (2010) explains that the quality and quality of service is getting better good and satisfying and does not cause public complaints in receiving services after the application of the principles of *good corporate governance*.

Even though the implementation after the implementation of GUG at UMG still exists several complaints that show that the services provided have not maximum. This was found by the author when conducting a preliminary survey of some students are active. Preliminary survey results related to student complaints the authors obtained include related 1) Academic; 2) Student Affairs; 3) Evaluation learning outcomes and assessments; 4) Facilities; 5) Lecturer Personnel; 6) Others (employee performance: the student service department).

The preliminary survey was conducted by providing open-ended questions about complaints (dissatisfaction) in the service felt by UMG students. From the results The authors formulate 3 (three) things, namely in providing service facilities (means and infrastructure), evaluation of learning outcomes & assessment of lecturers. From the preliminary survey it is interesting to study the extent the successful implementation of *good university governance* at Muhammadiyah University Gresik in realizing excellent service and creating student trust.

2. Literature Review

2.1 Good University Governance

Good governance has become an important thing for every entity today, not only the private, public and government sectors take this into account. *Good governance* becomes a measure or benchmark for *stakeholders* in taking decisions especially investment decisions. This has been proven in various ways research conducted by previous researchers. Even at the level international and national assessments or ratings have been carried out governance in private and government entities (Handayani, 2012).

Good university governance (GUG) is a concept adopted from *good corporate governance* (GCG). *Good university governance* is a concept which arises because of the awareness that the administration of higher education and institutions universities cannot be equated with running a country or corporation, what distinguishes it is the noble values of education that must be guarded in its implementation.

The principle of accountability and transparency is the basic principle to carry a universities towards *good university governance*. Understand the basic principles in *good university governance* will spur to seek the best form a college closest to the academic community (Maryono, 2014).

Currently, the study of *corporate governance* is not a new issue compared to the issue of *university governance*, because of previous studies about *good university governance* has not been widely published. Issues and studies on *corporate governance* have attracted a lot of attention CEO of the company since the 1990s and became very popular after the case the collapse of Enron and World.com in the early 2000s. Another case with studies about *corporate governance*, a study on *university governance* was not preceded with a milestone regarding the bankruptcy of a college.

Some researchers argue that *corporate governance* plays an important role under company supervision. *Stakeholder* service and trust can not be separated from governance activities (*governance*) of an organization. With the concept of *good governance*, university governance Good height (*good university governance*) is relevant to the principles of *good corporate governance*. These principles include: transparency, accountability, responsibility, independence, and justice. The principles of GCG can be applied in managing a college (Wijatno, 2009). *Good governance* also provides a structure that can facilitate the determination of organizational goals, as well as as a means to determine managerial performance monitoring techniques.

Implementation of *good university governance* (*good university governance*) consistently and continuously can improve the quality culture as well academic and non-academic services of a university are expected contributing to a positive image, excellent reputation and quality competitiveness tall one. The implementation of good governance is also in line with the reform agenda state finances which are experiencing a paradigm shift from traditional budgeting towards performance-based budgeting. On this performance basis, the direction of the use of funds government is no longer oriented to inputs, but to output. This change is important in the context of a learning process for using government resources increasingly limited, but can meet increasingly high funding needs.

Quality higher education is a higher education that can produce graduates who are able to actively develop their potential and produce science or technology that is beneficial to society, nation and state. High management standards plus competition between universities height is getting tighter, so that managers are required to carefully read trends in the future, so that the programs and policies implemented are in accordance with needs of the community and its users. In addition, the management aspect is mandatory precisely and carefully. In this connection, there are five general principles of organizational governance which is better known as *good corporate governance* which was later adapted as The characteristics or principles of *good university governance* can be offered as an answer main. According to Purwanto, et al. (2008) the five principles are " *Transparency, Accountability, responsibility, independence, and fairness* ".

3. Methods

This research tries to observe and draw conclusions on a the phenomenon of the successful application of *good university governance* in realizing excellent service and creating student trust. according to the angle the views of several informants. The author will describe the data obtained descriptive by using sentences. Hence, a research approach this is included in a qualitative approach. As stated by Moleong (2014: 6) that qualitative research is research that intends to understand phenomena regarding things experienced by research subjects by means of deep descriptions the form of words and language, in a special context naturally with make use of various scientific methods.

Paradigm is a point of view for understanding and seeing the world, is a guide used by researchers throughout the research process from the start identify problems, formulate problems to be studied, determine ways used in research to how to interpret the findings. Therefore it can be concluded that the choice of paradigm in research had an influence on the choice of research methodology and collection methods as well as analysis of research data.

Burrell and Morgan (1979) group social science research perspectives into in four paradigms namely Functionalist Paradigm, Interpretive Paradigm, Paradigm Humanist Radicals, Structuralist Radical Paradigms. In this study using interpretive paradigm with phenomena generated from several informants. To research with a qualitative approach that wants to reveal the meaning behind a phenomenon, it takes data from an informant. Informants are an important component in qualitative

research. Research data obtained from statements and opinions an informant on a phenomenon. The informants in this study are active students (from the academic and organizational side) with the category of students who are will take the final project (thesis) and new students.

This type of research data is in the form of a person's opinion, attitude, experience, or characteristics or a group of people who are the subject of research is a type of data subject. Data the subject was also included in the primary data. This is because the subject immediately gave expressions related to a phenomenon. Data collection technique is a method used by researchers to obtain research data. For research There are many qualitative ways that researchers can use. In this research, Data collection was carried out by in-depth interviews with informants who have determined as well as field notes, namely by recording all incidents that occur related to the problem to be investigated by researchers when the research is ongoing.

As stated by Moleong (2014; 209) that note field is a written record of what was heard, seen, experienced, and thought about in order to collect data and reflect on the data in research qualitative. In this case, it makes it easier for researchers to collect data with record all events that occur in the field during the research. The next stage after the data is collected from the results of data collection, then the data must be worked on by researchers. This is called data processing or data analysis. The data analysis section may consist of several components. However, the process processing or analyzing this data as a whole involves the effort to interpret the data in the form of text or images. The data analysis in this qualitative research conducted before entering the field, during the ongoing research and after completed research in the field. The process of data analysis activities in this qualitative research starting from collecting, processing and compiling the results of data collection obtained from interviews, documentation and so on.

4. Results And Discussion

This research was conducted by working on each step or stages which was mentioned in the previous section. As a first step, researchers conduct discussions to determine informants (*interviews*). The result, the informant selected in this study a number of 3 (three) people namely QY, SR and AG is an active student, including active in student extracurricular activities. The three students come from the Fisheries Study Program, Law Study Program and Study Program Management. The results of the interviews conducted with the three students were many the similarity of answers they felt during their education at UMG.

First, related to the services and facilities they (students) have obtained So far, the answers put forward by the informants reflect that the facilities provided by the campus have been provided as best as possible, that is meaning that there is an internal university management that facilitates completeness student learning needs both in terms of equipment and equipment supports directly against learning in class and in nature as complements (such as field and parking). One of the informants stated that "As long as we are here, there are several new facilities, although they already existed before such as a wider parking area even though the place is a little distance from the campus".

Then he continued explaining related to learning support facilities at face time advance in class

"In our class, we feel comfortable with an air-conditioned room there is another fan, even though the lecture building we live in seen from outside like an old building. But so far we are studying Alhamdulillah it went well with the LCD facilities from the campus. That's if lectures in the old building"

He continued, "we have also studied in a new building. Besides the building we also have a lab which we usually use for practice "

From the results of the discussion above that students have felt the physical part facilities provided by the campus. And from this explanation there is the term "old uilding" and "new building" which the author can conclude that there are new building facilities provided by the campus which is part of the provision of facilities to college student. So that the efforts to improve services to students at UMG has been done.

Second, comfort when learning activities take place. Atmosphere Face-to-face learning that students feel when in class is important that needs to be considered, because the comfort received by students (*stakeholders*) is part of achieving their trust in the institution. One of the informant said that “when we were in class, we had lecturers who liked it Give assignments to students, there are also lecturers who rarely give assignments and the lecturers like them we are happy to explain in detail ”. Other informants have similar arguments different that "when learning in class there are lecturers who are serious about teaching, untill those of us who listen take it seriously, but it's good for students ".

From some of the informant's statements above that what he has received at when learning in class in general is good even though the way of delivery is from The informants have different ways and points of view. In this case by line the amount of learning felt by the informants is good, because of what has been done the informant conveyed above is the variation of each lecturer with notes achievement of learning outcomes. Dalimunthe (2010) explains that the quality and quality of service is getting better good and satisfying and does not cause public complaints in receiving services after the application of the principles of *good corporate governance* .

The realization of quality public services is one of the characteristics of *good governance*. The implementation of the principles of *good governance* has a very high effect to public services, because *good governance* is a way of regulating government that allows efficient public services, control systems can be relied on and its administration can be accounted for to the public. From the statement is the application of *good governance*, *good corporate governance* or *good university governance* can have a positive influence on services in an organization.

Wider participation will contribute to two things, namely to exchange of information necessary for decision making, and for strengthen the legality or legitimacy or the various decisions that are made. Level the legitimacy of strong decisions will in turn drive the effectiveness of implementation. Participation is very useful in improving the quality of service, from the form the simplest participation is the submission of complaints or in form higher participation, namely being directly involved in the planning stage up to monitoring and evaluation.

Third, the ability of the teaching staff (lecturers) when dealing directly with public (student-stakeholder), both when delivering material (during lectures takes place) as well as during communication outside of lectures. It becomes an important thing important to note. For example, during learning, by selecting several methods Appropriate learning will affect student assessments of lecturers manager. Then during interactions outside of learning, for example participation / enthusiasm a lecturer on student activities. Participation can be a means for improvement or enhancement of quality public service. Accountability is how service orientation is customers so that customers feel satisfied. Because the organization owns the high accountability in service, will always meet customer service standards which have been set. If there is no transparency in the public service bureaucracy, then a lot society that will experience frustration. One indication of the lack of transparency in the public service bureaucracy is an ineffective communication factor. The communication ineffective will reduce the quality of service because it can destroy information needed by the community, for example information is not timely, unclear, less complete etc.

So effective communication as a form of transparency is one thing very important to the success of a service. Then the better the application the principle of transparency, the services provided will be better The principles of GUG have been applied by the University of Muhammadiyah Gresik with commitments that have been shown in the statute as well as lowered in the work program every budget year. With reference to the principles of accountability, transparency quality assurance and relevance.

The main requirement for realizing student aspirations is the implementation of *good university governance* , however, this does not immediately give trust college student. Trust arises because of the interaction between the *trustee* and the *trustor* (Wijatno, 2009). This interaction occurs when the *trustor* consumes the services of the *trustee*. GUG principles are a promise that brings hope to students against the university. This hope will develop into that belief higher or the value disappears when there is student interaction assess his expectations with the existing reality (the service it receives).

Application GUG principles will have no effect on prior beliefs students feel the evidence of the

implementation of these promises. Customer trust in the company is implemented from credibility the company and the company's concern for the customer is shown through company *performance* (Rahmayanty, 2010). The meaning is that student trust towards the University is implemented from the credibility and care of the University through *performance*, namely excellent service. So the application of the GUG principles is not can directly give trust to students but students will experience in advance the application of the principles by real action through services provided.

As stated by one of the informants that "I feel the facilities provided by the campus to students are pretty good, especially when they are at lab (Laboratory) when we practice. because the first semester I entered was the same now more complete".

The other informant continued; "*The lab is actually complete, but sometimes it is there are some computers that cannot be used. It did happen, however after that it seems like it will be fixed right away because it was just Sunday then it can be used*". From what the informants conveyed above reflects that the service is has been given to complete the learning support facilities have been fulfilled. And was also conveyed regarding the handling felt by the informant when there was one obstacles experienced are immediately handled.

From the informant's statement, it can be seen that trust arises because there is a sense of trust in other parties who do have quality. Service good is a form of quality service organization that can create trust. According to Rahmayanty (2010) explains that formation trust has started before someone receives services. Grade or level confidence in this phase is still very small. After the service consumption process is complete level trust becomes changed. Positive experience when consuming services will increase trust, and vice versa negative experiences will lowering trust Like the informants in this study have more trust towards the university after they had experienced it themselves, in the sense that they could think that campus service is good when you are a student, this can be raises a level of trust for the perpetrator. Therefore the better the services provided, the higher the level of *stakeholder* trust .

5. Conclusion

There are several things that the authors conclude from the application of a *good university governance* at the University of Muhammadiyah Gresik in realizing excellent service and creating student trust, namely by applying the principle of accountability, quality assurance transparency and relevance. To realize this principle, UMG do several ways that have been implemented; *First*, provide good service and facilities; *Second*, provide comfort during activities learning takes place. That means fostering a sense of trust in students towards universities; *Third* , the ability of the teaching staff (lecturers) when dealing directly with the public, in other words, UMG provides good human resources reliable. Thus, student trust in UMG grows with implement credibility and care.

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