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Systematic Literature Review: Methods for Measuring Good University Governance Based on University Performance Assessment

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Abstract

This study aims to conduct a systematic literature review (SLR) on methods for measuring Good University Governance (GUG) based on university performance assessment aspects. This review analyzes various measurement methods used in the literature to assess university performance and how these methods can be applied to measure GUG. The study employs an SLR methodology with steps including literature search in various academic databases, study selection based on inclusion and exclusion criteria, and thematic analysis to identify main themes and trends in the literature. Initially, the search was limited to 178 journals. After the review, 161 journals remained, and a further screening based on inclusion and exclusion criteria resulted in 34 suitable journals. Therefore, this systematic literature review will reveal methods used to evaluate university performance and identify optimization algorithms and fuzzy comprehensive indicators in the GUG framework used as evaluation methods for assessing performance evaluation methods.

Keywords: Performance Assessment, Good University Governance, Systematic Literature Review

INTRODUCTION

In the current era of globalization, the mechanism for implementing good governance in higher education is becoming increasingly imperative. The concept of good governance, previously applied, is seen as a follow-up effort to improve the quality of

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excellent service in higher education, particularly enhancing performance. This concept is embodied in Good University Governance (GUG) or Good Governance in Higher Education. Higher education institutions play a crucial role in advancing development and improving a country's economy. However, economic conditions can also influence the progress of higher education within the country. The progress of a country heavily depends on its human resources (HR). Therefore, university management has a significant impact on shaping competent and globally competitive human resources. (J. Stefaniak, 2020; Krijgsman C. et al., 2019; M. Alfagih and I. Kariri, 2022). Universities, as institutions responsible for shaping future generations, are expected not only to excel in education and research but also in implementing Good University Governance practices. One mainstream concept currently in higher education is good university governance, a counterpart to good government governance for administrative purposes.

However, a possible issue is whether universities fall under the category of public goods or private goods (Razinkina E. et al., 2018; Risanty R. & Kesuma S. A., 2019; Sedarmayanti, 2001). This study aims to conduct a systematic literature review (SLR) on methods for measuring Good University Governance (GUG) based on university performance assessment aspects, providing an overview of the application and implementation of Good University Governance principles in existing universities. Although the application of Good University Governance principles is not yet optimal, it reveals that good governance requires sufficient autonomy to implement governance in three institutional aspects: academic and administrative policies. GUG implementation refers to good governance implementation based on Agency Theory (Qing M., Asif M., Hussain A., & Jameel A., 2020; Paharia P. & Singh A., 2018; Pawar A. & Charak K., 2017). Good governance implementation emerged as an effort to minimize the difference in interests between the owner (principal) and management (agent), initially developed by (Jensen Michael C. & Meckling, 1976). Agency Theory is considered the most suitable theoretical approach underlying the GUG concept in this study. University management (agent) will perform their duties according to government contracts or university statutes if supervision activities are well executed. M. Syahdi M. Z. & Didiharyono D. (2020) state that humans have a basic self-interest (self-interest), in line with (Muhsin M. S. et al., 2020). Nurlatifah et al. (2021) state that university performance measurement with ROA (Return on Assets) significantly positively affects executive compensation.

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The initial step should be to improve university performance. According to Mulyadi (2001), performance refers to the effectiveness of organizational operations, including organizational parts and employees. The concept of good university governance (GUG), according to Hernard and Mitterle (2010), is the most crucial element in universities because this concept is used for anticipatory actions, planning, supervision, and evaluation of a university's effectiveness and efficiency. Thus, the GUG aims to improve university quality, enhance competitiveness among universities, improve internal management quality, and achieve the expected performance (Hernard and Mitterle, 2010; Salmi, 2009). Research related to GUG has been conducted several times by researchers. Metwally D. et al. (2019) and Mishra S. S. & Momin M. M. (2020) prove that GUG significantly affects organizational structure, management planning, and financial management performance (Hayes A. F., 2018; Hetmanek A. et al., 2018). Their findings align with Zheng X. et al. (2011) and Zlatkin-Troitschanskaia et al. (2019), who state that UIN Syarif Hidayatullah Jakarta has implemented GUG principles, influencing managerial performance. Similarly, (Nofianti, 2014), Gupta and Sharma (2014), Muhi (2010), and Brown (2001) found consistent evidence that university governance positively affects performance. However, Leni and Rasyd's (2010) research proves that corporate governance is not related to university performance. Similarly, Hundessa F. D. (2021), Hyytinen H. and A. Toom (2019) prove that GUG implementation faces several obstacles, including difficult organizational structure changes, increasingly complex societal demands, difficulty in eliminating old work units, inadequate human resources, and the implementation of two different accounting systems. These varied research findings prompt further research on GUG's impact on university performance.

THEORETICAL BASIS

Good University Governance is an integral part of budget management activities in an organization. With the concept of good governance, good university governance (Good University Governance) aligns with the principles of Good Corporate Governance (GCG). These principles include transparency, accountability, responsibility, independence, and fairness. These GCG principles can be applied in managing a university (Larasati et al., 2018). Good governance also provides a structure that facilitates organizational goal setting and serves as a means to determine managerial performance monitoring techniques (Darmawati, Khomsiyah, and Rahayu, 2004; Shavelson R., 2018; Szumowski W., 2019; Tiyarattanachai R. & Hollmann N. M., 2016).

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University governance also cannot be separated from digital system advancements. With technological advancements such as the Internet of Things (IoT), universities can address many challenges, including tracking essential resources, developing access to information, creating smarter plans, and designing safer campuses. IoT systems have immense potential to bring significant value to higher education by engaging and motivating students and staff and accelerating learning (Aldowah et al., 2017). IoT enables real-time and accurate data collection accessible to various stakeholders. This increases transparency in university resource management. Open and real-time data allows better monitoring of various activities and resource use, thus enhancing trust between management and stakeholders (Atzori et al., 2010).

In good university governance, we can also see the measurement and management of individual and group behavior within an organization, focusing on factors such as motivation, ethics, and compliance—this is called behavior accounting. Behavior accounting is a concept that includes measuring, analyzing, and managing individual and group behavior within an organization. It aims to understand and influence behavior that can affect overall organizational performance. Behavior accounting helps universities measure and understand employee behavior, such as motivation, engagement, and commitment to organizational goals. By understanding these factors, universities can manage employee performance more effectively according to Good University Governance principles (Slamet S., 2014; Aloisi C. and A. Callaghan, 2018; Arum R. and J. Roksa, 2021). One effort undertaken by universities is to implement Good University Governance (GUG) principles in governance to improve continuous quality. GUG is a university governance system that adheres to good governance principles, including transparency, accountability, participation, equity, etc. Implementing GUG is expected to achieve excellent service, especially in academic services. Excellent service is service that not only meets customer expectations but also exceeds them. This excellent service can become a capital to increase public (student) trust in Higher Education (Beckman K. T. et al., 2021; CRC Press. Edwards M., 2002).

This research finds a new perspective related to the simultaneity of implementing Good University Governance methods as a determinant of improving university performance indicators. Implementing GUG is expected to create excellent service, particularly in academic services. From the explanation, the researchers identified that the scope of the problems to be addressed in this research relates to the methods for

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measuring Good University Governance based on university performance assessment aspects, namely:

- RQ1: What GCG assessment methods are used to assess university performance?
- RQ2: What evaluation methods are used to evaluate the effectiveness of university performance assessment methods?

In relation to the research questions posed above, it is crucial to highlight the effectiveness of employee performance in achieving good university governance. The researcher incorporates this variable into the study because it is considered a key determinant aligned with the issues and regulations relevant to fulfilling the function of meeting international service quality standards.The next section highlights the methodological approach applied in the systematic literature review and potential future empirical research. Following this, the researcher focuses on elaborating on the relevant literature review and theoretical developments. The researcher also provides a summary and discussion of the systematic literature review in tabulated form, and the final section concludes with the conclusions.

METHOD

Structured Systematic Literature Review Methodology

This research uncovers new perspectives on the simultaneous influence of the Internet of Things (IoT) and Behavioral Accounting on Employee Performance through Excellent Service that Mediates Good University Governance. This study employs a systematic literature review procedure to review academic publications on employee performance in fulfilling the effectiveness of good university governance (Waluyo, B. 2021; Zahner, D., and A. Ciolfi. 2018). This method is more transparent than conventional or non-systematic review methods and has been widely applied in similar research (Tan et al., 2021; Zheng et al., 2021; Gebhardt et al., 2022).

The activities carried out in this research involved systematically reviewing 38 articles and university performance reports collected from official websites of Science Direct, Researchgate, Sinta, and Garuda, as well as using seminar papers published through ISI Web of Knowledge and Scopus databases (Utama, E. P. et al., 2022; van der Zanden et al., 2019). This is necessary to appreciate the similarities and differences in the implementation of excellent service in good university governance. Specific keywords used in this research include "Implementation, Employee Performance, and

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Good University Governance" (Crosby, G. 2020; E. K. Osam and K. Nold, 2020). The time span for the research and study materials used in this research ranges from the early 2010s to 2023, available in the previously mentioned two academic databases. The systematic review uses the following methods (PRISMA, 2020), Garaika, G., & Feriyan, W. (2019), Gaus, N., & Hall, d. (2016).

The researcher refers to the evaluation of real data sources from journals using the following criteria: peer-reviewed, CiteScore-indexed, Journal Impact Factors (JIF), Source Normalized Impact per Paper (SNIP) for Elsevier Scopus, and SCImago Journal Rating (SJR). These criteria may surpass the data or articles selected for further analysis. The final stage involves drawing research conclusions, discussing the results of logical analysis, making conclusions or brief explanations, and including answers to the questions posed in the assignment preparation, as well as being able to understand the summarized literature results.

DISCUSSION

The literature review of several articles, the authors found literature related to Quality Assurance and Quality Management in fulfilling the Main Performance Indicators of International Standard Study Programs. In determining keywords, the literature search results using the SLR method yielded 100 journals and articles, with the keyword "university performance evaluation" accounting for 44% of the research journals used, the keyword "group performance evaluation" accounting for 22% of the research journals used, the keyword "algorithm performance evaluation" accounting for 27% of the research journals used, and the keyword "human performance technology" accounting for 5% of the research journals used. After that, the filtering and eligibility criteria process was carried out. The exclusion criteria included the year of publication of the research, irrelevant topics, and unvalidated sources. In total, 161 research journals were found.

In the final step, an evaluation was conducted by removing journals with the same title and authors from various sources, journals with incomplete research data, and journals that lacked methodology and other research findings, such as sufficient sampling, use of the PRISMA method, research references, and application of statistical tests.

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The researchers obtained 34 full-text research articles that met the requirements. Determining Inclusion and Exclusion Criteria: Two criteria were used to determine the performance assessment topics to be discussed. Inclusion criteria are characteristics that must be met by each population member selected for the study, and this discussion topic includes national and international journals. The exclusion criteria used in this study are: business-to-business procedures, job seeking, personal life, and assessing financial performance. The researchers found 17 research journals relevant to their subject as a result of this SLR literature search. Of the 17 journals, 9 used survey methods, 4 used questionnaire methods, 2 used research and interview methods, and 2 journals did not specify. Figure 1 shows a chart related to the data collection methods used in the journals, and Figure 2 shows the percentage of countries that were case studies in the journals.

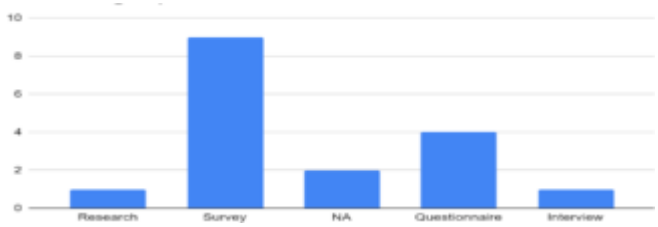


Figure 1. Data Collection Techniques

Number of case study countries

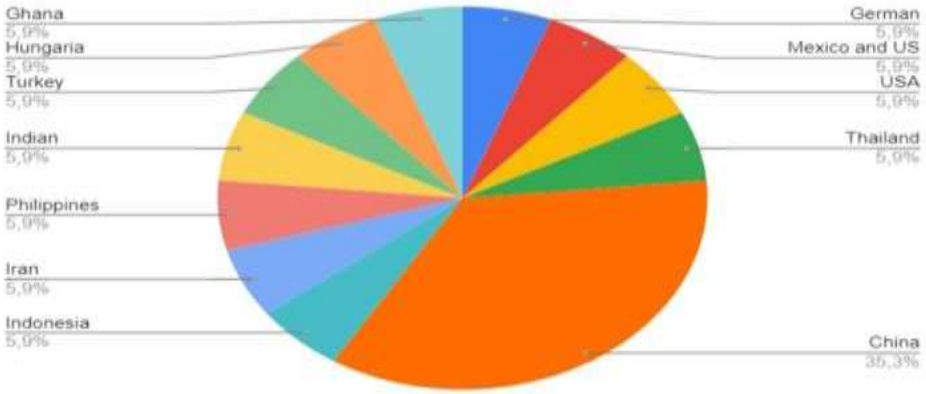


Figure 2. Case Study Country Graph

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During the filtering stage, the researcher adjusted the inclusion and exclusion criteria from 161 identified journals and successfully filtered and summarized 34 journals that met these criteria. Based on the summary of these journals, the researcher created a graph illustrating the number of publication years relevant to the topic under discussion in this study.

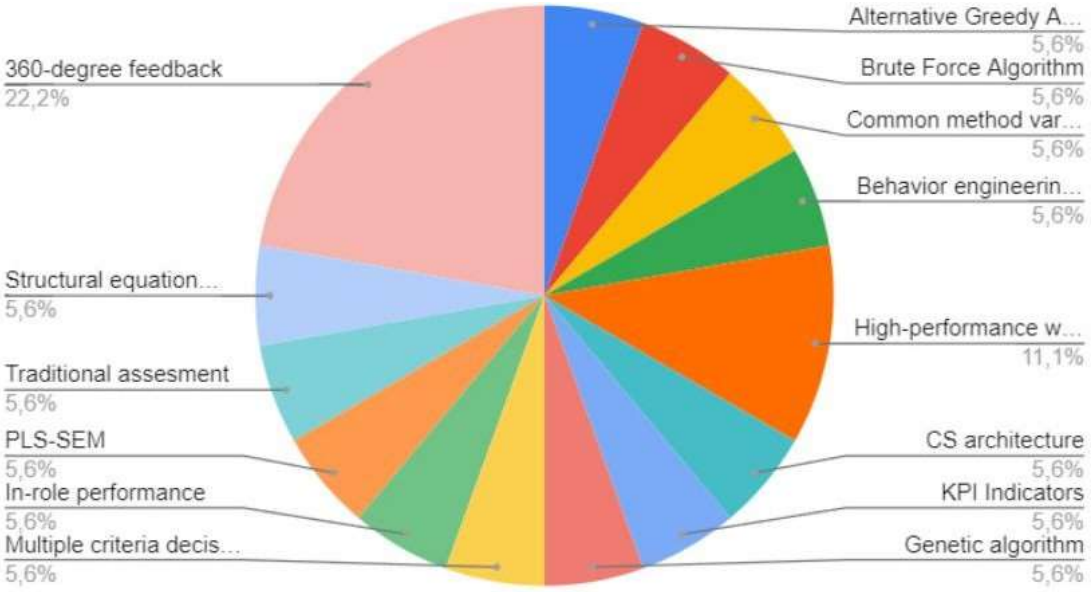


Figure 3. Methods and Evaluation of University Performance

The author explains the variables used and the techniques employed to address the problem for a better understanding of the journals to be studied. In the first journal, the research compares Greedy and Brute Force algorithms using combinatorial analysis to deploy employees. The Brute Force algorithm can optimize the Greedy algorithm up to 97%, while the distributive, procedural, and interactional justice evaluation of performance, leader-member exchange (LMX), and motivation to imitate.

A. RQ1 What methods of assessing good university governance are used to evaluate university performance?

To evaluate university performance, past performance achievements are usually used. The authors compare evaluation results from various approaches to assess

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employee performance based on 34 journals. For performance evaluation, the selected journals most frequently use the 360-degree feedback method, which gathers information from various parties who interact directly with the issues evaluated in determining the eligibility of university performance from the good university governance aspect.

RQ2: What evaluation methods of good university governance are used to determine the effectiveness of university performance assessment methods?

There are several techniques used in the literature review that has been conducted to determine the effectiveness of employee performance assessment methods. Previous studies have discussed comparisons of methods to determine university performance based on performance, with optimization algorithms as methods for evaluating performance assessment methods, such as brute force algorithms and alternative greedy algorithms. Furthermore, the study uses the fuzzy comprehensive method as a method to evaluate hill climbing performance assessment methods in determining good university governance.

CONCLUSION

The results of the literature review evaluated through keyword searches in academic databases indicate that there are 161 journals related to good university governance methods and the evaluation of university performance. According to the literature findings evaluated through keyword searches in academic databases, 34 journals related to good university governance were identified.

Performance evaluations of universities used in case studies in the United States totaled 25. Subsequently, inclusion and exclusion criteria were applied to filter the data, resulting in 34 articles categorized, including a publication timeframe from 2018 to 2023. Survey is the most commonly used data collection method. To address the research question (RQ), several methods were used to assess employee performance. These methods include alternative algorithms, brute force algorithms, common variance methods, psychological technique models, high-performance job systems, CS architecture, KPI indicators, genetic algorithms, multiple criteria decision-making (MCDM) methods, performance in roles, PLS-SEM, and conventional inspection

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