

Factor Affecting Good Governance on Performance Management

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Abstract---The purpose of this research is to know the mediation influence of good university governance against the influence of organizational citizenship behavior (OCB) on the performance of religious-ideology-based university. The design of this research was an explanatory design. The research approach used was survey method, by giving questionnaires to respondents. The population in this research was religious-ideology-based private university in Makassar, while the research sample is the existing study program in each faculty, because study program is the heart of university which is the meeting place between stakeholders. Based on the results of this research, it can concluded that there is the significant direct influence between Organizational Citizenship Behavior against good university governnace and performance. The higher the Organizational Citizenship Behavior, the higher the good university governance and performance will be. The originality of this research is to test the mediation influenceof good university governance in collaboration with organizational citizenship behavior (OCB) variable and performance done at religious-ideology-based university in Indonesia which has different characteristics with universities in other regions.

Keywords---Good Governance, OCB, mediation influence, religious ideology, and Makassar

I. Introduction

Facing rapid economic, technological and social transformation, higher education is required to better balance its role as an intellectual center while keeping it relevant to the surrounding social conditions or the social conditions of the nation that shelters it. Knowledge management becomes an important element in improving organizational performance. Application of knowledge management in universities has been proven to give a positive impact toward the enhancement of the universities both from the aspect of academic knowledge, which is the core business of universities, as well as organizational knowledge, as a management tool in universities (Fernandes, 2018). The output of universities is expected to be not only qualified and ready-to-work human resources, but more than that, being the nation's agents who are capable of managing and directing change in the nation. Based on such an objective, the management of a university institution is unlikely to be equated with the management of a country or a corporation. There are certain corridors related to noble values, both in terms of academic and social values that must be maintained therein. While other things, in their implementation, should be placed as a means or tool to support the achievement of these basic goals. This is the basis of the emergence of good university governance in the conduct of a university institution. The importance of Good University Governance by Leslie (2004) is how university face changes, competitive changes, market changes, rapid social changes, so that they can be adaptive to those changes. Cultural tourism as a policy of expanding Indonesian's tourism pointing the appearance of cultural elements as primary asset to interest tourists to visit a tourism destination (Hutahayan,2019).

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Simply put, good university governance can be seen as the application of the basic principles of the concept of "good governance" in the system and process of governance at the university institutions, through various adjustments based on values that must be upheld in the conduct of universities in particular and education in general. To achieve good university governance, human resources have a very important role in addition to other resources owned by the organization. Study of organizational behavior suggests that there are three determinants of behavior in the organization, which are individuals, groups, and structures. These three things have their organizational influence studied with the aim of improving organizational performance. The organization must believe that to achieve its superiority, it is necessary to undertake the highest performance of the individual. Basically, individual performance influences team performance and ultimately influences overall organizational performance. The behavior that the organization demands is not only the in-role behavior but also the extra-role behavior. Coming from historical developments and factors that specifically affect human resource management, various approaches are needed to understand how HR practices are in the context of achieving organizational goals (Al-Musadieq, et al., 2018). Extra-role behavior is very important because it provides better benefits to support organizational sustainability (Oguz, 2010). Extra-roll behavior within the organization is known as Organizational Citizenship Behavior (OCB). One factor that can form the OCB is personality. Individual personality is a predictor playing an important role for a lecturer (Hakim, et al., 2017).

In a situation of a planned top-down strategic change in government, what is needed is learning flow from the organization to the individuals. After feedback, the idea must then traverse from the individual back to the organization (feed-forward) in order for full institutionalization to occur (Limba, dkk., 2019). Organizational Citizenship Behavior (OCB) is an individual contribution that exceeds the demands of a role in the workplace. defines OCB as an individual behavior that is discretionary, not directly and explicitly received an award from the formal system, and overall effectiveness encourages organizational functions. It is free and voluntary; as such behavior is not required by the requirements of the role or job description but as a personal choice (Indarti, dkk., 2017). The OCB involves some behaviors including the behavior of helping others, volunteering for extra tasks, obeying rules and procedures at work. These behaviors describe "employees additional value" which is one form of prosocial behavior; positive social behavior, constructive and meaningful help (Aldag & Resckhe, 1997). So it can be concluded that OCB is an attitude that many organizations expected that their employees have. This is because OCB is considered to benefit organizations that can not be grown on the basis of formal role obligations or with the form of contract or recompensation. Looking further, the OCB is a contributing factor to the overall work of the organization.

Boyatzis and Ron (2001) show that the right person in the organization is not easy, because what is needed is not just a better educated person or a talented person. However, there are psychological factors that underlie the relationship between a person and their organization. These psychological factors influence a person's ability within the organization, such as self-managing ability, initiative, optimism, organizing emotions in self, and doing quiet thoughts without getting carried away by emotions. If an organization has employees with a five-dimensional qualification of OCB behavior, then it can be predicted that the productivity of the organization will increase. This is evidenced from the results of research Podsakoff et al. (1998), that OCB has a role to improve performance.

Religious-ideology-based university results in performance that is not only limited to academic but also the quality of the ideology it embraces. The quality of ideology must be maintained and implemented consistently because the mission of the religious-ideology-based university is not limited to academic quality but must produce

quality graduates ideologically, thus contributing to the sustainability of the organization. Performance measurement in an organization is not only based on the performance that has been set but should also be based on spirituality. Organizations that implement spirituality in the workplace will make employees feel connected and meaningful in the workplace, employees will perform better, show up more often, and contribute more to a better atmosphere in the workplace. (Gull and Doh, 2004). Based on the above background, the purpose of this research is to know the mediation influence of good university governance against the influence of organizational citizenship behavior (OCB) on the performance of religious-ideology-based university. Some researchers who compare this research are Oguz (2010) stating that behavior that becomes the organization's demands is not only in-role behavior but also extra-role behavior (OCB); Scott (2000) stating that organizational identity arises from the complex and dynamic interaction between managers, members of organizations and other stakeholders; Junaid (2015) stating about Accountability: Reflection on the meaning of symbols and the strength of the identity of an ideology-based university. The originality of this research is to test the mediation influence of good university governance in collaboration with organizational citizenship behavior (OCB) variable and performance done at religious-ideology-based university in Indonesia which has different characteristics with universities in other regions.

II. Literature Review

Stakeholder Theory, Legitimacy Theory, Social Changes Theory.

Stakeholder theory (Donaldson and Preston, 1995) suggests that stakeholder theory is a standard element, consisting of general assumptions and the basic idea for driving management to set standards and statements. It is further argued that stakeholder theory is the basic model of an organization in which all persons or groups with legitimate interests participate in an organization for the benefit and no priority of one interest and benefit over another. The realization of accountability in religious-ideology-based university by bringing up good university governance that includes academic quality that is tapped with the core values of universities which will be given to stakeholders. And finally there is recognition from the public, in which the legitimacy theory from Deegan et al. (2002) states that the theory of legitimacy is a managerial perspective in terms of how managers choose strategies to maintain their legitimacy. Legitimacy is the recognition of the stakeholder to the organization, it can be controlled by the organization itself. This indicates that the change in social values and norms is a motivation to change the strategy of an organization that is the goal of legitimacy. The legitimacy of the organization can be seen as something desirable, sought by stakeholders of the organization. Thus legitimacy is a potential benefit or resource for the company to survive (going concern).

The essence of stakeholder theory if associated with the theory of legitimacy suggests that the organization should reduce the expectation gap with the surrounding society in order to increase the legitimacy (recognition) of society. It turns out there is a common thread for it; universities should maintain its reputation by shifting the pattern of orientation (objective) which was originally measured only by an economic measurement that tends to have orientation for shareholder into the direction of taking into account social factors as a manifestation of awareness and alignment to social problems of society (stakeholders oriented). Universities can not break with the surrounding social environment. Universities need to maintain the legitimacy of stakeholders and put them in the framework of policy and decision making, so as to support the achievement of the vision, mission and goals of universities.

This research focuses on the performance and practice of good university governance in religious-ideology-based university having basis on Stakeholder Theory and legitimacy theory (Freeman 1994) and social changes theory

(Blau, 1964) as supporting theory, which basically states that the performance and governance can be contextual because the effectiveness of its implementation will be influenced by other variables within the context of the organization's environment. In this research, the variable in question is the Organizational Citizenship Behavior variable (OCB). This is based on the idea that Organizational Citizenship Behavior should have been internalized by ideology-based universities that have different philosophy and values from other universities, so it can be seen at the performance of the organization.

Good University Governance

The conduct of a university institution needs to be reviewed in detail. This becomes urgent as many new challenges arise in the conduct of a university. These new challenges are aspects which are not previously taken into account by religious-ideology-based private universities, including how to grow new sources of productive funding, financial management, greater freedom in formulating curriculum and other related matters with academic, public accountability and so on (Muljo, et al, 2014)

One of the concepts that is currently being mainstream in the conduct of universities is the concept of good university governance. This concept is actually derived from the more general concept of governance, namely good governance. Good governance requires 8 general characteristics, such as participation, consensus orientation, accountability, transparency, responsiveness, effectiveness and efficiency, equity and inclusiveness, and law enforcement (DIKTI KEMDIKBUD, 2014). Simply put, good university governance can be seen as the application of the basic principles of the concept of "good governance" in the system and process of governance at the university institution, through various adjustments based on values that must be upheld in the conduct of universities in particular and education in general, based on the purpose of educational development and academic scholarship, the whole development of the person. Others are placed as means or means, not basic purposes.

Organizational Citizenship Behavior (OCB)

Organ (1990) defines OCB as discretionary individual behavior, and is not directly rewarded by the formal reward system and promoting the effectiveness of organizational functions. OCB is free and voluntary because the behavior is not contained in the demands of job descriptions based on contracts with the organization, but as a personal choice. Good employees tend to do this OCB behavior. The organization will not work well without any member doing the OCB behavior (Markoczy & Xin, 2002).

Good organizational citizen (OCB) is defined as an employee who contributes to the organization effectively, which is not explicitly requested by the employer or listed in the job description (discretionary) and there is no formal reward (incentive). The continuity of social exchange as a social process rests on the principle of 'mutual trust' and reciprocity (repetition) by the actors, meaning that every individual involved so that their needs continue to get help from other individuals who must trust each other and reduce the behavior that has been done so far.

Podsakoff et al. (1998) defines OCBs into five aspects that can help the organization to improve employee performance, which are (a) Conscientiousness, meaning that employees have in-role behaviors that meet levels above the required minimum standards; (b) Altruism, meaning willingness to provide assistance to others; (c) Civic virtue, meaning the active participation of employees in thinking about organizational life, for example always looking for the latest info that supports the progress of the organization; (d) Sportmanship, meaning more emphasis on the positive aspects of the organization than its negative aspects, indicating disrespectful behavior of protest, not complain, and not magnify a small problem; (e) Courtesy, meaning being kind and respectful to others, including behaviors such as helping someone to prevent a problem from happening or making steps to reduce the development of a problem.

III. Material and Methods

The design of this research was an explanatory design. The research approach used was survey method, by giving questionnaires to respondents. The population in this research was religious-ideology-based private university in Makassar, while the research sample is the existing study program in each faculty, because study program is the heart of university which is the meeting place between stakeholders. Purposive sampling was done to determine which universities will be selected to be survey samples. Hypothesis testing applied the analysis tool that is PLS (partial least square) based on the following conceptual framework:

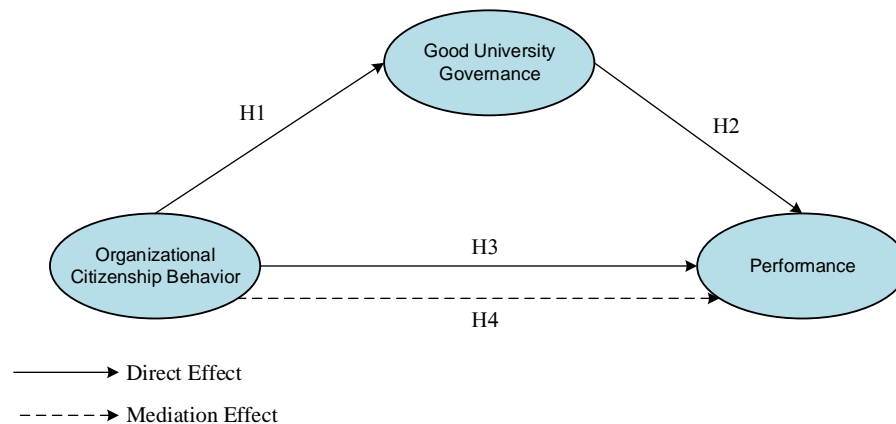


Figure 1. Research Concept

IV. Result and Discussion

Goodness of Fit

The Goodness of Fit test uses a predictive-relevance (Q²) value of 0.845 or 84.5%, so the model is feasible and has a relevant predictive value. A predictive relevance score of 84.5% indicates that the data diversity that the model can explain is 84.5% or in other words the information contained in the 84.5% of data can be explained by the model. While the remaining 13.5% is explained by other variables (which have not been contained in the model) and error.

Validity and Reliability Testing

This research used questionnaires to obtain data. Some parts of the questionnaire are perceptions with likert scale. For that, we need to test whether the data of the questionnaire have been valid and reliable. Data validity testing is also measured by the approach of construct validity and correlation test techniques of Pearson product moment between each score indicator with total score of constructs; strong correlation between constructs and question items and weak relationships with other variables (Hartono, 2011: 70). Analysis of correlation coefficient will result in correlation value of each indicator variable of latent variable. The question item is said to be valid if the correlation value > 0.3 then the data is said to be valid. Moreover, instrument reliability was tested with Alpha Cronbach analysis tool. If the value of alpha cronbach coefficient is above 0.60, it indicates a reliable instrument, otherwise if the coefficient value of alpha cronbach is below 0.60 it indicates that the instrument is not reliable. Similar to validity testing, reability testing was also done statistically by calculating Cornbarh's Alpha. Test reliability is used to measure a questionnaire used as an indicator of variables. If the resulting alpha coefficient is ≥ 0.6 , then the indicator is said to be reliable. Reliability test results are as follows.

Table 1: Validity and Reliability Instrument

Question No	Type	Organizational Citizenship Behavior	Good University Governance	Performance
1	Validity	0.597	0.558	0.416
2		0.612	0.672	0.406
3		0.579	0.424	0.495
4		0.568	0.503	0.568
5		0.546	0.519	0.489
6		0.695	0.669	0.600
7		0.639	0.413	0.655
8		0.406	0.662	0.536
9		0.567	0.525	0.652
10		0.586	0.595	0.521
11		0.421	0.664	0.699
12		0.485	0.546	0.588
13			0.478	0.499
14			0.555	
15			0.645	
	Reliability	0.794	0.862	0.880

The table 1 shows that the reliability value of all variables is ≥ 0.6 . It means that the measuring tool used in this research is reliable. Thus the questionnaire is feasible to be distributed to 124 respondents in this research. Based on the above table, it appears that all indicators on each variable has a correlation value greater than 0.30 so that the research instrument is declared valid. While the value of alpha cronbach for all variables is greater than 0.60 so it can be said that the research instrument is also reliable.

SEM Analysis

Inner model testing (structural model) essentially tests the hypothesis in the research. Hypothesis testing was done by t-test (T-Statistic) on each path of direct influence. The results of the analysis can be seen in the following table which presents the results of hypothesis testing Table 2 for direct effect, Table 3 for mediation effect.

Table 2. Analysis Results of SEM: Direct Effect

Relationship	Path Coefficient	p-value	Remark
Organizational Citizenship Behavior → Good University Governance	0.116	0.047	Significant
Organizational Citizenship Behavior → Performance	0.132	0.002	Significant
Good University Governance → Performance	0.702	<0.001	Significant

Table 3. Analysis Results of SEM: Indirect Effect (Mediation Effect)

Mediation	Influence Testing	Coefficient	p-value	Remark
Good University Governance	<i>Organizational Citizenship Behavior</i> to Kinerja	0.082	0.049	Significant

Graphically the direct influence of the analysis can be illustrated in Figure 2 below.

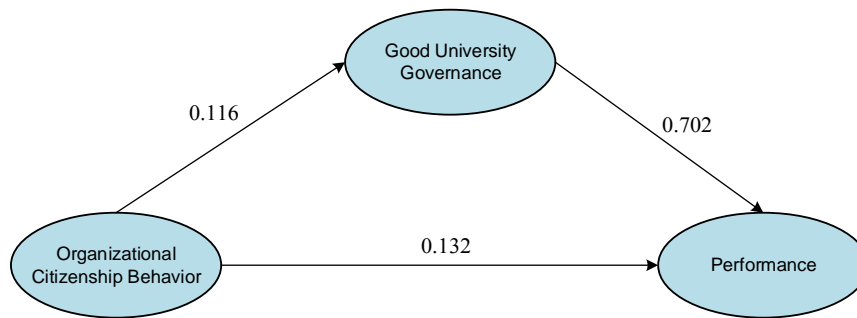


Figure 2. Analysis Results of SEM: Direct Influence

Based on testing of WarpPLS analysis on tables and graphs, on testing the direct influence of Organizational Citizenship Behavior against Good University Governance, the value of inner loading coefficient is 0.116, with p-value of 0.047. Because p-value is <0.05, hypothesis 1 is accepted so that there is a significant direct influence between Organizational Citizenship Behavior against Good University Governance. A positive value coefficient indicates that their relationship is on the same direction. Thus, the better Organizational Citizenship Behavior will result in better good university governance.

In testing the direct influence between Organizational Citizenship Behavior against Performance, the value of inner loading coefficient is 0.132, with p-value of 0.028. Because p-value is <0.05, hypothesis 2 is accepted so that there is a significant direct influence between Organizational Citizenship Behavior against the Performance. A positive value coefficient indicates that their relationship is on the same direction. Thus, the better Organizational Citizenship Behavior will result in higher performance.

In the testing direct influence between Good University Governance against Performance, the value of inner loading coefficient is 0.702, with p-value <0.001. Because p-value is <0.05, then hypothesis 3 is accepted so that there is a significant direct influence between Good University Governance against the Performance. A positive value coefficient indicates that their relationship is on the same direction. Thus, the better the Good University Governance will result in better performance.

In addition to direct influence testing, indirect influence (mediation) was also found in SEM analysis. The indirect influence test is explained in Table 2. Table 6 shows that the indirect influence of Organizational Citizenship Behavior (X2) against Performance (Y2) through Good university governance (Y1) has a coefficient value of 0.082 with p-value of 0.049. Because p-value (0.049) is <0.05 then the influence of good university governance mediation is significant so **hypothesis 4 is accepted**. Thus, Good university governance is a mediating variable between Organizational Citizenship Behavior and Performance. It means that the better the Good university governance, the better the influence Organizational Citizenship Behavior on Performance will be.

V. Discussion

There is a direct influence between Organizational Citizenship Behavior against Good University Governance. This shows that the implementation of Organizational Citizenship Behavior will have an influence on Good University Governance. The results of this research indicate that if individuals adapt to changes that occur and still uphold teamwork or a solid teamwork within a university, which is constructive, valued by the organization but not directly related to individual productivity, it will increase the Good University Governance (GUG) of religious-ideology-based private universities. If an organization has an individual with a five-dimensional qualification of OCB behavior that underlies their relationship with the organization, which are one's ability within the organization, self-management, initiative, optimism, self-organizing emotions, and quiet thought without being carried out by emotion, it can be predicted the productivity of the organization will increase. Therefore, it can be concluded that the values of religious ideology adopted by universities reflected in the vision, mission, strategy and goals both inherent and attached to the universities can influence the behavior of people who exist within the organization. The results of this research are in line with Oguz (2010), Aldag & Resckhe (1997) that the behavior the organization demands is not only in-role behavior but also extra-role behavior. Extra-role behavior is very important because it provides better benefits to support the sustainability of the organization.

The results of this research support the theory of Stakeholder Theory and legitimacy theory (Freeman 1994) and social changes theory (Blau, 1964) which basically state that performance and governance can be contextual because the effectiveness of their implementation will be influenced by other variables in the context of the organization's environment. The realization of accountability in religious-ideology-based universities by bringing up good university governance includes academic quality based on the core values of higher education which will be given to stakeholders. And finally there is recognition from the public, in which the legitimacy theory of Deegan et al. (2002) states that the theory of legitimacy is a managerial perspective in terms of how managers choose strategies to maintain their legitimacy. Legitimacy is the recognition of the stakeholder to the organization, it can be controlled by the organization itself. This indicates that the religious values and social norms of existing universities are the motivation of strategy change as the goal of legitimacy. This legitimacy is something that is wanted and sought by stakeholders of the organization. Thus legitimacy is a potential benefit or resource for the company to survive (going concern).

There is a significant direct influence between Organizational Citizenship Behavior against the performance. If the Organizational Citizenship Behavior dimension increases, it will improve the performance of religious-ideology-based universities. The results of this research indicate that the behavior of individuals within the organization based on the OCB dimension are (a) Conscientiousness, meaning that employees have in-role behavior that meets the level above the minimum standards required; (b) Altruism, meaning willingness to provide assistance to others; (c) Civic virtue, meaning the active participation of employees in thinking about organizational life, for example always looking for the latest info that supports the progress of the organization; (d) Sportmanship, meaning more emphasis on the positive aspects of the organization than the negative aspects, indicating the displeasure behavior of protest, not complaining, and not raising small problems; (e) Courtesy meaning being kind and respectful to others, including behaviors such as helping someone to prevent a problem or making steps to reduce the development of a problem, being able improve the performance of a religious-ideology-based university.

Based on the outlier loading of the research variables shows that the religious ideology values inherent in the university influence the behavior of people who exist within the organization, ultimately the person works sincerely in accordance with organizational goals. This research is in line with Aldag & Resckhe (1997) research that OCB is an individual contribution that exceeds the demands of roles in the workplace. The OCB involves some behaviors including the behavior

of helping others, volunteering for extra tasks, and obeying rules and procedures at work. These behaviors illustrate the “employees’ additional value” as one form of prosocial behavior, which is positive, constructive and meaningful social behavior. Basically, individual performance influences team performance and ultimately influences the overall performance of the organization. The behavior that becomes organization’s demand is not only in-role behavior but also extra-role behavior. Extra-role behavior is very important because it provides better benefits to support organizational sustainability (Oguz, 2010.) Extra-role behavior within the organization is known as Organizational Citizenship Behavior (OCB). The results of this research support the theory of legitimacy theory (Freeman 1994) and social changes theory (Blau, 1964) suggesting that companies should reduce the expectation gap with the surrounding society to increase the legitimacy (recognition) of society. It turns out there is a common thread for it; universities should maintain its reputation by shifting the pattern of orientation (objective) which was originally measured only by an economic measurement that tends to have orientation on shareholder into the direction of taking into account social factors as a manifestation of awareness and alignment to social problems of society (stakeholders oriented). Universities cannot break with the surrounding social environment. Universities need to maintain the legitimacy of stakeholders and put them in the framework of policy and decision making, so as to support the achievement of the vision, mission and goals of universities.

There is a significant influence between good university governance against performance. If good university governance is good, it will have an impact on the high performance. In addition, the influence of good university governance mediation on the influence of organizational citizenship behavior against the performance is also significant. This shows that high good university governance also strengthens organizational citizenship behavior relation against the performance. The results of this research are in line with the concept of good university governance that we view as the application of the basic principles of the concept of “good governance” in the system and process of governance at university institutions. If universities require 8 GUG general characteristics, which are participation, orientation on consensus accountability, transparency, responsiveness, effectiveness and efficiency, equity and inclusiveness, and law enforcement/supremacy, through various adjustments made on the basis of religious values that must be upheld in the organization of universities in particular and education in general, then university performance will increase.

Based on the above explanation, then every university should be adaptive to its environment and do accountability to stakeholders. This becomes urgent as many new challenges arise in the conduct of a university. These new challenges are aspects that are not previously taken into account by ideology-based private universities, including how to grow productive new sources of funding, financial management, greater freedom in formulating curriculum and other things that related to the academic field, public accountability and so on. Mardiasmo (2006) explains that accountability must be met by public sector organizations, one of which is honesty accountability related to the avoidance of abuse of power. Similarly, the statement of the Financial and Development Supervisory Agency (BPKP) affirms the importance of accountability that considers moral and ethical issues.

To achieve good university governance, human resources have a very important role besides the other resources owned by the organization. Study of organizational behavior suggests that there are three determinants of behavior in the organization, which are individuals, groups, and structures. These three things are studied in organizational influence with the aim of improving organizational performance. The organization must believe that to achieve its superiority, it is necessary to promote the highest possible performance of the individual. So it can be concluded that the performance of religious-ideology-based universities constantly make changes or become daptive to the environment based on religious values as an ideology and still apply good university governance in the management of universities. It is relevant and interesting to study, especially in relation to the existence of religious-ideology-based private universities.

VI. Conclusions

Based on the results of this research, it can be concluded that there is a significant direct influence between Organizational Citizenship Behavior against good university governance and performance. The higher the Organizational Citizenship Behavior, the higher the good university governance and performance will be. In addition, there is a direct influence between good university governance against the performance, meaning that the higher the good university governance, the higher the performance. In the mediation influence testing, it was found that good university governance had a significant mediation influence on Organizational Citizenship Behavior's influence against the performance. It shows that good university governance strengthens Organizational Citizenship Behavior's relationship against the performance.

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