Implementation of Cycle Relations Model in Intake High College

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Abstract: Higher education has an essential role in educating the nation's children, so universities must improve their quality. On the other hand, competition in education is relatively high, especially in private college. Private universities must compete to be superior and be able to attract the hearts of the community. An essential internal aspect of winning the competition is improving university governance, known as Good University Governance (GUG). Useful promotion techniques to the organization must also support the internal aspects. One form of promotion carried out by universities is by conducting community service such as scholarships, cleaning up the environment, blood donation, and counseling. Universities and the community have reciprocal relationships, thus establishing a symbiotic mutualism and avoiding social conflict. This form of service is performed by the private colleges known as the University Social Responsibility (USR). This research presents the cycle relations model's implementation, a USR model to increase college students' intake. This study wanted to find out whether the existence of GUG and USR conducted by private colleges would increase intakes for these private colleges. This study's population was 11 private colleges in Bali, with respondents being study programs at each university. At the same time, those willing to be respondents in this study are 7 universities with 80 respondents in the number of study programs. Provided data collected by questionnaire and data analyzed by PLS. This study indicates that GUG plays a role in increasing college intake. USR can strengthen GUG in increasing college intake to implement the cycle relation model well in private college.

Keywords: Good University Governance, University Social Responsibility, cycle relation, intake.

入学高校周期关系模型的实现

摘要：高等教育在教育国家儿童方面起着至关重要的作用，因此大学必须提高他们的素质。另一方面，教育竞争相对较高，尤其是在私立大学中。私立大学必须竞争才能变得更好，并能够吸引社区的关注。赢得比赛的一个基本内部方面是改善大学的治理，即良好的大学治理（古格）。对组织有用的促销技巧还必须支持内部方面。大学进行的一种促进形式是通过开展社区服务，例如奖学金，清洁环境，献血和咨询。大学和社区之间存在互惠关系，从而建立了共生共生主义，避免了社会冲突。这种服务形式是由称为大学社会责任（苏联）的私立大学提供的。这项研究提出了周期关系模型的实现，这是一种增加大学生摄入量的苏联模型。这项研究想找出私立大学进行的古格和USR的存在是否会增加这些私立大学的入学人数。这项研究的人口是巴厘岛的11所私立大学，而每所大学的学习计划都是受访者。同时，愿意作为本研究对象的是7所大学，其中80个受访者参加了该研究计划。提供通过问卷调查收集的数据，并通过最小二乘分析数据。这项研究表明，古格在增加大学入学率方面发挥了作用。苏联可以加强古格以增加大学入学率，从而在私立大学中很好地实施周期关系模型。

关键字：良好的大学治理，大学社会责任，周期关系，入学率。

1. Introduction

Higher Education involves the wider community, has an essential role in community development. The university plays a role in giving diplomas to students and helps students give direction and not prioritize their interests [1]. Management of private colleges in Indonesia is still not optimal [2]. So we need a quality education system and accountable management. Good governance will establish relationships between government, markets, and academia known as Triple Helix, which gave birth to Good University Governance [3], which focuses on reform in Higher Education. Good University Governance is a derivative of Good Corporate Governance (GCG), ensuring effective and efficient management in achieving university goals. Clark [4] first coined GUG, which stated that GUG was closely related to goals, implementation, management, and monitoring. Good University Governance will improve the private college image in society and impact increasing the private college intake.

Universities and communities have reciprocal relationships. Other things make Universities need to do social responsibility related to different promotional strategies to attract intake. Higher education intakes should be the main focus of universities because of the high competition between universities, especially in private universities. A private college is a community-owned private college that carries out private colleges based on the government's academic mandates and delegation to manage resources from the Foundation. Social responsibility is a hot topic that is always discussed among business people and the world of education because it is related to the commitment of entities to participate in sustainable development under Law No. 40 of 2007 on CSR, especially article 74. It is not only business companies that need to play a role in sustainable development, but also all people in Indonesia. Sustainable development refers to environmental, social, and economic development that requires good and directed planning. Not only profit-oriented organizations that prioritize social responsibilities but also non-profit-oriented organizations. That is under Article 5 of Law No. 12 of 2012, where the purpose of Higher Education is to educate the life of the nation, of course, one of which is by promoting social responsibility with environmental and social aspects. Higher education is part of the community and should conduct mutual symbiosis and avoid social conflict [5]. Social responsibility or community service performed by universities is known as the University Social Responsibility (USR), an analogy of the term Corporate Social Responsibility (CSR). Until now, there are no established standards related to USR that Higher Education must implement.

Still, so far, the form of Higher Education's social responsibility is community service, namely the third form of Higher Education Tri Dharma [6] which must be oriented towards benefit will be accepted by the community and universities through good and impressive service quality.

One model that explains the benefits of GUG and USR related to intake is cycle relations that refers to cycle network theory [7-9]. Cycle relations consist of universities, teachers, students, alumni, the community, parents, and high school / vocational students. Universities face choices, whether purely contributing only in the academic field or contributing significantly to society [10]. Higher education can strengthen itself in the competition by improving its governance from within and maintained by applying USR, for example, in charity and empowerment to the community. With the implementation of USR, the community will become more empowered economically, socially, and culturally in a sustainable manner (sustainability) so that the university is also guaranteed its sustainability. The importance of GUG and USR in higher education encourages the creation of this research with the formulation of the problem:

1   Can GUG increase the intake of private universities in Bali?

2   Does university social responsibility strengthen GUG in increasing the intake of private universities in Bali?

This study's results are expected to contribute knowledge to the GUG and USR of Higher Education, especially in Bali. So far, few studies discuss this. That will be an input for private universities, whether the community service they do can be an indicator for the community to register their children as part of the college. And to find out whether governance contributes to attracting community interest to be part of the private college.

2. Materials and Method

2.1. Agency Theory

Agency theory explains the agent and principal relationship in which the principal has entrusted the entity's management to the agent. This relationship allows for information asymmetry where one party knows the information well while the other party is lacking. The existence of the asymmetry leads to increased agency costs, so the need for good management. Toinonen and Toivonen [11] state that a good governance culture can minimize agency problems with effective monitoring. Thus, to minimize agency problems, it can be done by 1) monitoring agent performance, 2) bonding through rewarding and punishing agent performance and 3) contracting

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between agent and principal, 4) applying the principles of Good Corporate Governance (GCG) [12]. The application of GCG in universities is Good University Governance (GUG).
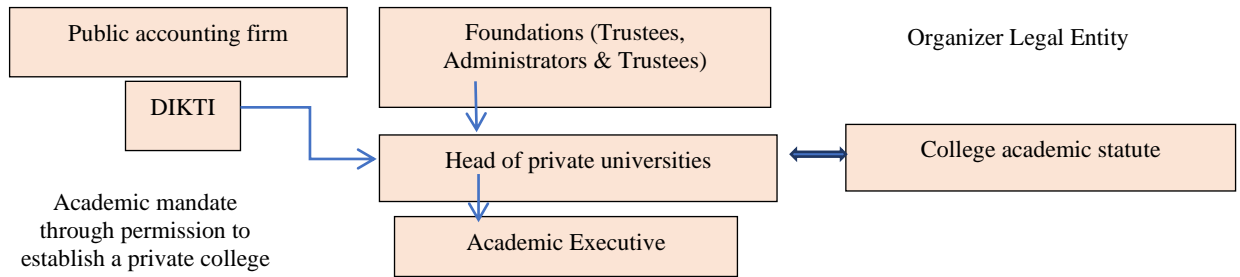

Fig. 1 Private university governance

2.2. University Social Responsibility (USR)

USR is a form of community service at a private college. Universities need to follow the company's strategy in carrying out CSR activities but focus on students, graduates, and the community [13]. The following is a chart that applies USR to community service:
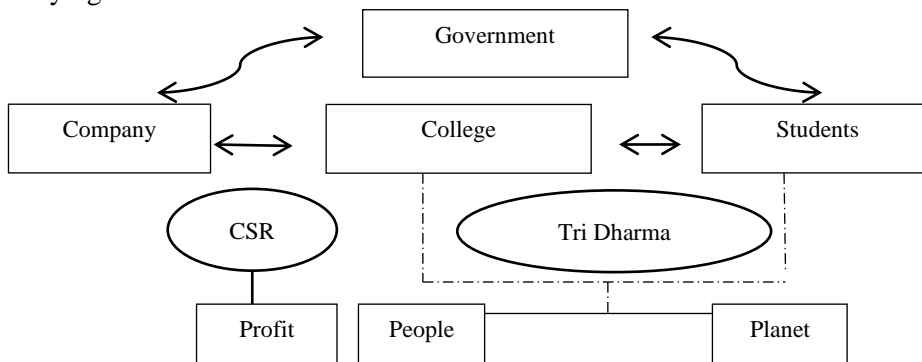

Fig. 2 Triple helix and the pyramid of corporate social responsibility

2.3. The Pyramid of Corporate Social Responsibility

The CSR pyramid was coined by Elkington [14] and developed by A.B. Carrol [15]. The CSR Pyramid includes CSR based on 3 (three) basic principles, namely triple bottom lines, namely profit, people, and the planet, namely:

1 Profit/economic responsibility makes it possible to continue operating and developing, supporting corporate profits.

2 People/social justice/social responsibility, companies must be concerned for human welfare by giving charity, giving scholarships to students around the company, and establishing educational and health facilities.

3 Planet/environmental quality/environmental responsibility, companies care about the environment.

Widyantoro and Subhan [16] stated that there are five pillars of the CSR concept, namely (1) having reliable human resources, (2) empowering the community's economy, (3) maintaining harmony with the surrounding community, (4) companies are managed with a good bureaucracy, (5) preserving the environment. The 3P states that universities cannot close their eyes to see the nature around them. USR is a must, an obligation that universities must carry out regarding the Tri Dharma of Higher Education.

2.4. Cycle Relations Model

This model initially described the CSR model for universities, so that it was called the intake cycled relations model [17]. This study tries to relate GUG to the intake cycled relation model. The cycle relations model refers to the cycle network theory [7-9], which is a network consisting of four actors that have a relationship, as shown in the following figure:
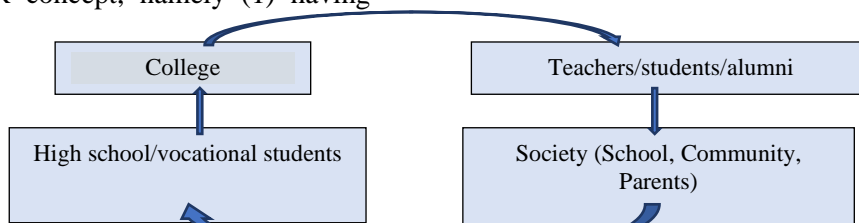

Fig. 3 Cycle relations model

The first actor is a private college; this is where the role of GUG is in making good arrangements for private college. The university is also the originator and executor of the USR activities carried out. Higher education uses the principle of listening and responding to what is desired by stakeholders. Higher education will involve the second actor, namely the teaching staff, students, and alumni, to realize their work program. The third actor who hears good governance information and receives benefits from USR activities carried out by private college will impact the fourth actor, namely high school students, as prospective new college intakes. The intake will be processed and produce similar programs that benefit the community. According to Scott [8], the cycles that are formed are unlimited. And the direction of the relationship does not have to be in the same direction. It might also be a reciprocal relationship.

2.5. GUG, USR, and College Intake

Higher education as an institution that is the center of the development of science and technology must increase its role to advance development [18]. Higher education management is slightly different from company management because universities focus on Tri Dharma (teaching, research, and service) that prioritizes educational and social values. Moreover, competition between universities is getting tougher to win the competition, so it needs a fundamental strength within the college. The importance of the application of Good University Governance and fortifying oneself from the intense competition is also because universities involve the wider community. On-campus, GUG is seen from an administrative perspective and on joint responsibility and efforts involving the participation of all campus constituents. Governance shows the totality of mechanisms and instruments to influence social change towards better things [19]. Strong governance within private colleges an initial capital that can attract the public to a private college. The implementation of USR strengthened this relationship as one of the promotional tools implemented by private colleges. USR can be environmental cleanup activities, community empowerment, counseling, scholarships, etc. Dahan and Senol [20] state that successful community service is community service that can be internalized and fully supported by university management. USR, which private colleges implement, has a double benefit, namely for people who receive community service benefits and benefits for private college because it can improve the private college's image. This image begins with community perceptions related to the private college, which ultimately influences their behavior. With the creation of an image, universities can win the competition because they can attract the community's interest, thereby increasing universities' intake.

3. Research Methods

Good University Governance uses GUG principles in transparency, accountability, responsibility, and fairness, but in this study, Good University Governance is a latent variable with construct 1) Vision and Mission Strategic Objectives. 2) Academic Values, Ethics, and Morals. 3) Governance Structure. 4) Credibility, 5) Transparency. 6) Accountability. 7) Responsibility. 8). Fairness. 9) Autonomy. The GUG dimensions are abstracted from Henard and Mitterle [21] and Muhi [22]. Research related to the influence of GCG on company performance has been widely discussed. However, it is related to private college performance is still small even though entity governance must be implemented in all entities, both profit- and non-profit-oriented. The existence of this GUG will lead to better supervision of universities. This research was conducted at all private universities in Bali. This study's respondents were the Chair of the study program at a private college in Bali, totaling 11 private colleges. Table 3.2 follows the list of private colleges in Bali.

Table 1 Research population

No	Name of College	Address	Number of study programs
1	Mahasaraswati Denpasar University	Jl Kamboja 11 A Denpasar	16
2	Dwijendra University	Jl Kamboja 17 Denpasar	10
3	Warmadewa University	Jl Terompong No 24 Denpasar	20
4	Pendidikan Nasional University	Jl Bedugul No 39 Sidakarya denpasar	10
5	Mahendradatta University	Jl Ken Arok No 12 Denpasar	6
6	Tabanan University	Jl Wagimin No 8 Kediri Tabanna	3
7	Ngurah Rai University	Jl Padma Penatih Denpasar	8
8	Hindu Indonesia University	JL Sangalangit Tembau Denpasar	16
9	Panji Sakti University	Jl Bisma No 22 Singaraja	6
10	Teknologi Indonesia University	Jl Badak Agung XII No 6 Denpasar	10
11	Dhyana Pura University	Br. Tegaljaya Dalung Badung	14
Number of active study programs			119

The variables used in this study include the independent variable that is the implementation of GUG, the dependent variable is College Intake, and the

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moderating variable is USR. The measurement of each variable is described in the following Table 2:

Table 2 Definition of variable operations

Variable	Indicator	Sub Indicator	Scale
Implementation of USR	Transparency & Accountability	• Implementation report • In accordance with community needs • Get community feedback	Likert Scale
	Area Coverage	• Implementation is in accordance with regional mapping. • Reaching areas in need.	
	Planning & Monitoring Mechanism	• Careful planning • Periodic monitoring throughout the program	
	Stakeholder Engagement	• User involvement • Alumni Involvement • Community involvement	
	Continuity	• Continuous programs • The community participates in maintaining the implementation program	
	Real Results	• Changes in the community mindset • Changes in the community's economy • Community Strengthening	
Good University Governance	Vision, Mission, and Strategic Objectives Academic Values, Ethics, and Morals Governance Structure Credibility Transparency Accountability Responsibility Fairness Autonomy		Skala Likert
High College Intake	Increasing the number of new students	Increase in new students in the last 2 semesters	Category: 1 = increase and 0 = not increase

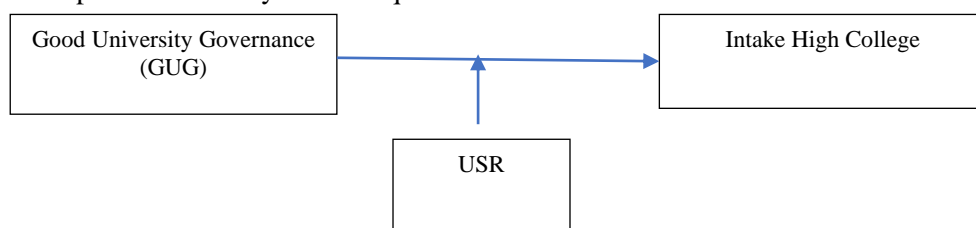This study uses Warp PLS data analysis techniques.

Fig. 3 Research model

4. Results and Discussion

The questionnaires returned and were successfully analyzed 80 questionnaires from 7 Private Universities in Bali. The response rate is 67.23%.

4.1. Perception of Respondents related to Good University Governance (GUG)

GUG is a university arrangement in managing harmonious relations to reduce errors in management and misuse of assets. This study uses 9 indicators to describe Good University Governance in private college.

Table 3 Perception recap and average order value of good university governance indicators

Variable	Indicator	Average	Explanation
GUG	Vision, Mission, and Strategic Objectives	4,25	The existence of a clear vision and mission of the study program increases the vision and mission's achievement.
	Responsibility	4,04	Curriculum reviews have been conducted regularly
	Accountability	3,99	Some activities have been carried out but not scheduled, including evaluating the achievement of objectives, student achievement, absorption of graduates of the Study Program, Preventive Measures and risk management, and Study Program management meetings as a follow up to the findings of external and internal quality audits.

Governance Structure	3,98	The competence of the team in assessing the functional position of lecturers, the existence of clarity of duties and functions of the structural officials, the owner (Foundation) does not much intervene in the management of study programs, and the scheduled study program meetings with the dean in communicating the applicable policies.	
Transparency	3,68	Easy access to financial reports and academic reports of study programs, information about study programs through ICT, and accessibility of minutes of study program meetings	
Academic Values, Ethics, and Morals	3,31	The study program has a written code of ethics known to lecturers and the academic community.	
Autonomy	3,26	Lack of autonomy in determining student admission policies, Determining quality assurance mechanisms, opening new Study Programs / Departments, Obtaining and raising funds, Cooperation contracts, and Recruitment of lecturers and staff.	
Fairness	2,89	The study program has a key performance indicator but is implemented in a limited way, has a scholarship scheme but the allocation of aid only reaches 5% -10% of the total budget; the institution has a remuneration system but is implemented in a limited way; the study program has an active representation in the senate.	
Credibility	2,51	The Chair of the study program never held a position before being the Chair of the study program, and the average achievement of study programs is 20% -40%	
Average GUG value	3,55		

The table shows that the average of Good University Governance is quite high (3.55) out of 9 indicators where the credibility indicator is the lowest (2.51). For private colleges in Bali, the highest value is in the Vision, Mission, Objectives, and Strategies owned by private colleges because it is a guideline for private college sustainability.

4.2. Perception of Respondents Related to University Social Responsibility

University social responsibility is more familiar with community service with a dual function for the University and the Community. This variable uses 6 indicators.

Table 4 Perception record and sequence of university social responsibility average indicator values

Variable	Indicator	Average	Explanation
USR	Transparency & Accountability	3,77	Before conducting community service activities, surveys are conducted to determine the community's needs so that the community receives enthusiastically, and reports of accountability are always made on the community service activities carried out.
	Stakeholder Engagement	3,69	The implementation of community service always involves users, alumni, and the community.
	Area Coverage	3,69	The activities carried out are always carried out in different places and consider areas that need help.
	Planning & Monitoring Mechanism	3,63	Community service activities are always carried out with careful planning and always oversight mechanisms.
	Continuity	3,59	Community service programs are carried out continuously, and the community expects the sustainability of the program.
	Real Results	2,98	There is not always a change in mindset/perception of the community, changes in economic aspects, and strengthening cohesiveness after the community service program.
	Average of USR	3,56	

The table shows the average University Social Responsibility (USR) is relatively high (3.56) out of the 6 indicators where the Real Results indicator is the lowest value (2.98). The highest average value based on respondents' perceptions indicates Transparency and Accountability (3.77).

4.3. Respondents' Perceptions Related to College Intake

Higher education intake is marked by an increase in new student interest in universities.

Table 5 Average college intakes

Variable	Indicator	Average
High College Intake	Increasing the number of new students	0,51

The conditions of new student admissions in the last 2 semesters have an average of 0.51. The dominant study programs that become respondents in this study have experienced an increase in new students' number.
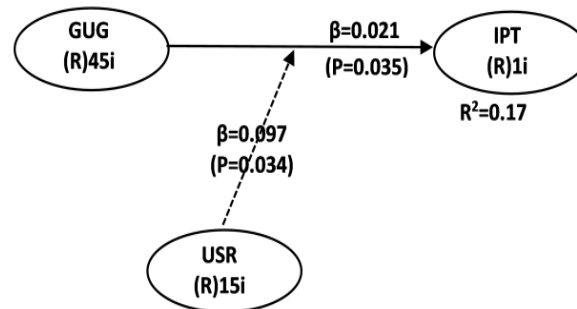
Fig. 3 PLS results

Based on the Warp PLS results, GUG has a significance value of 0.035 and a coefficient of 0.021. GUG's existence in private colleges becomes the basic capital of private colleges to attract the community's interest to become part of the private college. GUG can harmonize relations between elements within a university. Important elements in GUG are 1). Clarity of vision, mission, goals, and strategies; 2). academic values, ethics, and morals; 3). governance structure; 4). credibility; 5). transparency; 6). accountability; 7). responsibility; 8). fairness; and 9). autonomy.

However, to increase the intake of private colleges and the existence of strong governance (GUG), it is also accompanied by community service (USR), a promotional medium to introduce private colleges to the community and attract the community's hearts. The implemented USR will enhance the brand image [23] and reputation [24]. According to Suhayati [25], universities that sincerely implement USR will get respect from the community. The image will improve, universities will be better known, preferred by the public, and attract new students to study at the college. That is consistent with the study results with a significance of 0.034 and a coefficient of 0.097.

Internal factors such as strengthening GUGs and external factors such as USR carried out by private colleges must focus on private colleges to maintain sustainability. That is under the cycle relation model by involving four actors in it and the triple bottom line principle where universities who want to guarantee its sustainability can pursue profit and pay attention to the people (people) and the environment (planet).

GUG and USR were able to explain higher education intake by 17%, other things that might influence teachers' role in schools [26], accreditation [28], tuition fees [29], and others [30].

5. Conclusions and Recommendations

The universities sampled in this study all carried out community service involving teaching staff, students, or alumni. In this study, it was proven that good governance (GUG) and community service (USR) were able to increase universities' intake. Universities in implementing USR must listen and respond to the community's needs so that USR implemented can be appropriate and useful to increase college intake.

5.1. Recommendation

PTS in Bali should improve the GUG application, especially the lowest value applicators, namely credibility indicators such as increasing the number of achievements of the study program by setting an annual budget work plan and a good work program to increase its achievement. Besides, an increase in USR needs to be carried out to be more accepted by the community, especially from the smallest indicator, which is a real outcome indicator. A community service program is not always accompanied by a change in community thinking patterns. So that counseling and assistance carried out to the community should get more attention.

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