Enhancing governance in Indonesian legal entity state universities: Insights from global best practices

Kardina Engelina Siregar* 🆔 https://orcid.org/0009-0005-0240-8362

Ali Musri Semjan Putra 🆔 https://orcid.org/0009-0003-5500-9328

STAI Imam Asy Syafii Pekanbaru, Indonesia

ABSTRACT

In the context of higher education in Indonesia, Legal Entity State Universities (PTNBH) encounter substantial challenges in implementing effective governance. This study aims to analyze global best practices in university governance and apply these insights to enhance PTNBH governance in Indonesia. Through a comprehensive literature review and best practice analysis, this research identifies key factors contributing to successful governance in leading universities worldwide. Employing thematic and comparative analysis methods, the study evaluates the current governance of PTNBH and compares it with international best practices. The findings reveal that transparency, accountability, stakeholder participation, and managerial innovation are crucial elements of effective governance. Furthermore, the study proposes a framework for implementing best practices tailored to the unique context of PTNBH in Indonesia. The conclusions underscore the importance of adopting innovative and evidence-based governance strategies to enhance PTNBH's performance and competitiveness. Practical recommendations and policy implications are provided to assist policymakers and stakeholders in developing more efficient and responsive governance systems to address future challenges. This research contributes to the academic literature on higher education governance and offers practical insights for governance reform at PTNBH.

Introduction

The PTNBH (Legal Entity State Universities) policy in Indonesia emphasizes the autonomy of state universities, enabling them to self-regulate and independently manage their affairs (Yulianto, 2023). This autonomy encompasses governance, resources, and financial aspects, aimed at reducing reliance on student tuition fees for financial sustainability (Isra et al., 2022; Rizkia & Susilowati, 2022). Implementing the PTNBH concept requires collective responsibility among university stakeholders, underscoring the significance of comprehending the values and benefits of this autonomous status for higher education institutions (Haribowo and Mulyani, 2022). Urgency in addressing governance issues in PTNBH arises from the increasing need for universities to enhance their performance and competitiveness in the global educational landscape. Good

*Corresponding Author: Kardina Engelina Siregar ✉ dinazahsan@gmail.com

governance practices can bolster stakeholder trust, including students, staff, government, and society, and have a direct impact on the quality of education, research, and services provided by universities (Wahyuni & Purnama, 2023). Effective governance enables PTNBH to optimize resource utilization, improve academic performance, and foster an environment conducive to innovation and scientific development.

The Indonesian higher education landscape has been undergoing significant transformations, particularly with the implementation of the PTNBH (Legal Entity State Universities) policy. This policy grants state universities greater autonomy in governance, resource management, and financial operations, aiming to enhance their operational efficiency and reduce dependency on student tuition fees (Santoso & Hartono, 2022; Yulianto, 2023). Despite these ambitious goals, the transition to autonomous governance has been fraught with challenges. Issues such as inadequate transparency, accountability, and stakeholder participation have hindered the effective governance of these institutions (Isra et al., 2022; Setiawan & Sari, 2024). Furthermore, the global expansion of transnational higher education and international trade agreements have introduced new regulatory challenges, underscoring the need for clear governance frameworks and robust quality assurance measures (Mitchell et al., 2015; Supriyanto & Nurhadi, 2023). These complexities necessitate a comprehensive examination of global best practices in university governance to identify strategies that can be adapted to the unique context of Indonesian higher education.

The urgency of conducting this research lies in the critical need to improve the governance of PTNBH to ensure their competitiveness and sustainability in the global education market. Good governance is pivotal not only for enhancing institutional performance but also for building trust among stakeholders, including students, faculty, government authorities, and the broader community (Yusra & Fajar, 2022). As PTNBH institutions navigate the challenges of autonomy, they must adopt governance models that promote transparency, accountability, and innovation (Anwar & Wijaya, 2023; Harahap & Rahmawati, 2024). Previous studies have highlighted the detrimental effects of governance issues, such as the dominance of predatory officials and business groups, which compromise the quality of education (Logli & Wahyuni, 2023). Addressing these governance challenges is essential for improving the quality of education, fostering a conducive environment for academic and research excellence, and ultimately ensuring that Indonesian universities can compete effectively on the global stage (Wahyuni & Purnama, 2023). This research aims to provide actionable insights and practical recommendations for enhancing governance practices at PTNBH, thereby contributing to the overall development and reform of higher education governance in Indonesia.

Previous studies have highlighted various governance challenges faced by PTNBH, including the dominance of predatory officials and business groups, which adversely affect the quality of higher education institutions (Logli & Wahyuni, 2023; Rizkia & Susilowati, 2022). Additionally, changes in the legal status of State-Owned Legal Entity Universities have led to social issues related to inter-structural relationships, with many students perceiving issues related to higher education capitalism and exploitative academic activities (Rosser, 2023). Furthermore, low competitiveness and service quality in universities have been linked to governance problems, emphasizing the importance of transparency, accountability, independence, and fairness for good governance performance (Doddy et al., 2022).

Moreover, recent studies on the governance of Indonesian Legal Entity State Universities (PTNBH) have provided valuable insights into the complexities and challenges faced by these institutions. Haribowo and Mulyani (2022) explored the application of good university governance (GUG) principles in PTNBH, highlighting the importance of transparency, accountability, and stakeholder participation. Their study revealed that while there are efforts to implement these principles, significant gaps remain, particularly in the areas of policy communication and leadership selection. Similarly, Harianto et al. (2021) examined budget management in Indonesian public

higher education institutions, emphasizing the critical role of information technology in enhancing accountability and transparency. Their findings suggest that effective budget governance is essential for the financial sustainability of PTNBH, especially in the post-pandemic era.

Further research by Logli and Wahyuni (2023) focused on the broader governance issues within Indonesian higher education, such as the influence of predatory officials and business groups, which compromise the quality of education. This study underscores the need for robust governance frameworks to mitigate these influences and enhance institutional performance. Additionally, a study by EkaPrihatin et al. (2020) evaluated the synchronization of strategic plans and their implementation in PTNBH. They identified several governance characteristics, including openness and legitimacy, that are crucial for aligning educational, research, and community service programs with institutional goals. These studies collectively highlight the urgent need for tailored governance models that address the unique challenges of PTNBH and draw on global best practices to improve transparency, accountability, and overall institutional performance.

The gap in the literature lies in the limited research on best practices in university governance and their applicability to PTNBH in Indonesia. While international best practices offer valuable insights, there is a need to tailor these practices to the unique context of Indonesian universities. This research aims to fill this gap by identifying and analyzing best practices in PTNBH governance and developing recommendations for their implementation. The novel concept introduced in this research is the adaptation of global best practices to the governance framework of PTNBH. This involves thematic and comparative analysis methods to evaluate PTNBH's current governance and compare it with international best practices. The findings reveal that transparency, accountability, stakeholder participation, and managerial innovation are crucial elements of effective governance.

The objective of this research is to propose a framework for implementing best practices in PTNBH governance, tailored to the unique context of Indonesian higher education institutions. By adopting innovative and evidence-based governance strategies, this study aims to improve PTNBH's performance and competitiveness. Practical recommendations and policy implications are provided to assist policymakers and stakeholders in developing more efficient and responsive governance systems to address future challenges. This research contributes to the academic literature on higher education governance and offers practical insights for governance reform at PTNBH. The study underscores the importance of adopting best practices and implementing effective governance strategies to enhance the quality and equity of higher education in Indonesia. To ensure the objective, this research is guided by the research question: what are the global best practices for implementing good governance in Indonesian Legal Entity State Universities?

Method

This research employs a descriptive-qualitative design combined with a comprehensive literature study. The descriptive-qualitative approach allows for an in-depth exploration and understanding of governance issues within Indonesian Legal Entity State Universities (PTNBH) by examining various literature sources such as journals, books, and scientific articles. The qualitative research method is chosen due to its accountability and reliability in providing rich, contextual insights. To ensure data validity, data triangulation is implemented by comparing multiple data sources.

The data for this research is sourced from a variety of scholarly publications. Specifically, the research utilizes journals, e-books, and theses accessed through academic databases and online platforms such as Google Scholar, Elsevier, and Scopus. Keywords like "Governance," "PTNBH," and "Higher Education" are used to locate relevant literature.

From these searches, fifty journals are selected for further analysis, ensuring that the literature is pertinent to the topic of PTNBH governance.

Data collection involves systematic searches and reviews of scientific works. The process includes identifying, selecting, and retrieving academic articles, books, and theses that discuss governance practices, challenges, and best practices in the context of PTNBH. The criteria for selection include relevance to the keywords, publication date (within the last three years), and the credibility of the sources. The selected literature is then summarized and classified to extract relevant information and develop new insights.

The collected data is analyzed using descriptive and interpretive techniques. Descriptive analysis involves summarizing the information to present a clear picture of the current state of PTNBH governance. The data is then classified based on identified governance challenges and best practices. Deductive and inductive reasoning methods are used to draw conclusions and compare findings with international best practices. Comparative analysis further aids in highlighting the differences and similarities between PTNBH governance and global standards. The interpretation aims to derive meaningful insights and implications for enhancing governance in Indonesian Legal Entity State Universities. By employing these methods, the research seeks to provide a thorough understanding of governance practices in PTNBH and offer practical recommendations for improvement based on global best practices.

Results

This study identifies and synthesizes global best practices for the governance of Legal Entity State Universities (PTNBH) by examining recent literature from reputable sources. The review highlights several key practices that have been successful in enhancing university governance worldwide. The results are presented narratively in forms of synthesis and summary of the examined resources.

Transparency and accountability

Effective governance requires a high level of transparency and accountability. Best practices include clear reporting mechanisms and transparency in decision-making processes. For instance, European universities have adopted stringent transparency measures, such as detailed financial disclosures and open access to governance meetings, to build trust among stakeholders. Similarly, implementing robust accountability frameworks where university leaders are held responsible for their actions and decisions is crucial.

In the context of Indonesian Legal Entity State Universities (PTNBH), transparency and accountability are crucial best practices that significantly impact governance effectiveness. Transparency ensures that all stakeholders have access to accurate and timely information regarding university operations, financial status, and decision-making processes. This openness helps build trust and credibility, both internally among faculty and students and externally with the government and the public. Recent studies emphasize that transparent governance practices lead to better institutional outcomes by fostering an environment where information flows freely, reducing the likelihood of corruption and enhancing accountability (Wihbey, 2020). For instance, a study by Archon Fung and Kosack (2014) on transparency initiatives found that providing clear and relevant information to stakeholders can catalyze meaningful governance reforms, highlighting the importance of transparency in improving governance.

Accountability, on the other hand, ensures that university officials are held responsible for their actions and decisions. This involves setting up mechanisms for regular audits, performance evaluations, and feedback systems. The implementation of accountability frameworks in European universities has shown to improve governance by making sure that decisions are made in the best interest of the institution and its

stakeholders (Estermann & Nokkala, 2009). These frameworks often include clear delineations of roles and responsibilities, which help prevent conflicts of interest and ensure that all actions are traceable and justified (Estermann, Nokkala, & Steinel, 2011). Furthermore, a study by Estermann and Nokkala (2009) on university autonomy in Europe demonstrated that accountability mechanisms are critical in maintaining institutional integrity and achieving governance objectives.

The combination of transparency and accountability is particularly effective in addressing the governance challenges faced by PTNBH. For example, the use of digital platforms for transparent governance can make decision-making processes more visible and accessible, thereby enhancing stakeholder engagement and oversight. This approach aligns with findings from studies on transparency initiatives that demonstrate significant improvements in governance when stakeholders can actively participate and hold leaders accountable (Fung & Kosack, 2014). Moreover, implementing these best practices can help PTNBH navigate the complexities of autonomy and ensure that they operate efficiently while maintaining high standards of governance (Estermann et al., 2011).

Stakeholder participation

Involving various stakeholders in governance processes ensures diverse perspectives and fosters a sense of ownership and commitment. Research indicates that universities with active participation from students, faculty, and external stakeholders in governance bodies tend to perform better. Practices such as including student representatives in university senates and creating advisory boards comprising alumni and industry experts are essential for inclusive governance.

Stakeholder participation is a fundamental best practice for the governance of Legal Entity State Universities (PTNBH) in Indonesia, as it ensures that the voices and interests of various stakeholders, including students, faculty, staff, and external partners, are considered in decision-making processes. This inclusivity fosters a sense of ownership and commitment among stakeholders, leading to more effective and sustainable governance outcomes. Recent studies emphasize the importance of stakeholder engagement in higher education governance. For instance, a study by Cummings et al. (2020) highlights that active participation of stakeholders in university governance leads to enhanced accountability, transparency, and overall institutional performance. By involving stakeholders in governance processes, universities can better align their strategic goals with the needs and expectations of their community, thereby improving decision-making and institutional effectiveness.

Moreover, stakeholder participation helps in creating a collaborative environment where diverse perspectives are valued and integrated into the governance framework. This approach not only enhances the quality of decisions made but also promotes a culture of inclusivity and shared responsibility. Research by Rybnicek and Königsgruber (2018) on university-industry collaboration underscores the significance of stakeholder engagement in achieving successful outcomes. They found that the success of such collaborations is heavily dependent on the active involvement of all relevant stakeholders throughout the project lifecycle. Similarly, the findings from Araujo et al. (2020) indicate that stakeholder participation is crucial in addressing governance challenges and improving the quality of education in higher education institutions. By adopting these practices, PTNBH can enhance their governance structures, making them more responsive, transparent, and effective in meeting the needs of their stakeholders.

Strategic planning and implementation

Aligning strategic planning with implementation is vital for achieving long-term goals. Best practices involve the development of comprehensive strategic plans that are regularly reviewed and updated. Universities that successfully implement their strategic

plans typically have strong monitoring and evaluation mechanisms in place. This ensures that goals are met, and any deviations are promptly addressed.

Strategic planning and implementation are essential best practices for the governance of Legal Entity State Universities (PTNBH) in Indonesia. Effective strategic planning involves defining clear, long-term goals, and aligning resources and efforts to achieve these goals. Recent studies, such as those by Boyne and Walker (2004) and Bryson et al. (2007), emphasize that strategic management is crucial in public sector organizations, including universities, as it integrates major activities and directs them toward advancing the institution's strategic agenda. These plans must be responsive to environmental changes and incorporate feedback from various stakeholders to ensure their relevance and effectiveness (Poister & Streib, 1999). By adopting such strategic planning practices, PTNBH can enhance their ability to address both current challenges and future opportunities within the higher education sector.

Implementation, on the other hand, involves translating strategic goals into actionable steps and continuously monitoring progress to ensure objectives are met. Research by Weiser et al. (2020) highlights the importance of clear direction, feedback, consistency, and coherence in strategy implementation. These elements ensure that strategic plans are not only well-conceived but also effectively executed. Moreover, the inclusion of open strategizing practices, such as participative planning and IT-supported performance monitoring, can significantly enhance the implementation process (Dobusch et al., 2019). For PTNBH, adopting a structured implementation framework that includes regular reviews, feedback loops, and adaptive measures can help in achieving strategic goals effectively and sustainably. Regular assessment and updates of the strategic plan can also ensure that PTNBH remains agile and responsive to evolving educational and societal needs.

Leadership and governance structures

Strong leadership and well-defined governance structures are critical for effective management. Best practices from global institutions highlight the importance of separating the roles of the university president and the board chair to ensure checks and balances. Additionally, adopting governance models that promote independence and minimize conflicts of interest is essential for maintaining integrity and trust.

Leadership and governance structures are pivotal in implementing effective governance in Legal Entity State Universities (PTNBH) in Indonesia. Effective leadership involves setting a clear vision, making strategic decisions, and inspiring stakeholders to achieve institutional goals. Research by Martínez-García et al. (2019) highlights that academic leaders must transition from traditional managerial roles to more transformative leadership roles that foster teamwork and collaboration. This shift is necessary to navigate the complex challenges faced by modern universities, such as aligning institutional goals with societal needs and improving educational outcomes. Strong leadership can drive change by creating a shared identity and fostering an inclusive culture, which are essential for effective governance (Martínez-García et al., 2019).

Governance structures, on the other hand, provide the framework within which universities operate. They define roles, responsibilities, and processes that ensure accountability and transparency. According to French et al. (2014), effective governance structures in universities must be adaptable to changing circumstances and should involve various stakeholders in decision-making processes. This inclusivity ensures that diverse perspectives are considered, leading to more comprehensive and effective governance. Additionally, studies have shown that universities with well-defined governance structures tend to perform better in terms of academic and operational outcomes. For instance, the study by Flórez et al. (2014) on top universities in the Shanghai ranking found that robust governance structures were a common factor among

high-performing institutions. By adopting similar governance models, PTNBH can enhance their governance effectiveness and achieve their strategic goals.

Innovation and adaptation

Embracing innovation and being adaptable to change are key factors in successful governance. Universities that invest in technology and innovative practices for governance, such as using digital platforms for governance meetings and decision-making, tend to be more efficient and responsive to challenges. Furthermore, adopting flexible policies that allow for rapid adaptation to changing circumstances is crucial, particularly in the face of global challenges such as the COVID-19 pandemic.

Innovation and adaptation are critical for the effective governance of Legal Entity State Universities (PTNBH) in Indonesia. Innovation within university governance involves adopting new technologies, implementing creative solutions to existing problems, and fostering a culture that encourages continuous improvement. Recent studies have highlighted the positive relationship between organizational culture and innovation, indicating that universities that cultivate an environment supportive of creativity and flexibility are more likely to succeed in implementing innovative practices (Jiménez-Jiménez et al., 2020). For example, research by Migdadi (2021) suggests that organizational learning capabilities significantly influence innovation, which in turn enhances overall organizational performance. By fostering an innovative culture, PTNBH can improve their responsiveness to changes in the higher education landscape and better meet the needs of their stakeholders.

Adaptation, on the other hand, involves the ability of universities to adjust their strategies and operations in response to external changes and challenges. This is particularly important in the context of global disruptions such as the COVID-19 pandemic, which has necessitated rapid adjustments in teaching, research, and administrative practices. According to Carayannis et al. (2021), adaptive governance frameworks are essential for managing such environmental turbulence. Their study emphasizes the importance of dynamic capabilities in enabling institutions to remain resilient and responsive. For PTNBH, adopting adaptive strategies can help ensure continuity and effectiveness in their operations despite uncertainties. This includes leveraging technology for remote learning, revising policies to accommodate new realities, and engaging stakeholders in continuous dialogue to align institutional goals with changing circumstances.

To sum up, by integrating these best practices, Indonesian Legal Entity State Universities (PTNBH) can enhance their governance frameworks, thereby improving their performance and competitiveness on a global scale. Implementing these practices requires a commitment to continuous improvement and a willingness to learn from successful models worldwide.

Discussion

The research findings highlight the global best practices in governance for Legal Entity State Universities (PTNBH) and offer significant insights into how these practices can be effectively adapted to the Indonesian context. This discussion will delve into the implications of these findings, their alignment with existing theories and literature, and their potential impact on PTNBH governance. By exploring the nuances of these best practices, we aim to understand how they can be harnessed to enhance the performance and competitiveness of Indonesian state universities.

The research identified five key global best practices for effective university governance: transparency and accountability, stakeholder participation, strategic planning and implementation, leadership and governance structures, and innovation and adaptation. These practices were found to be crucial in driving effective governance in

leading universities worldwide, as they foster trust, inclusivity, strategic alignment, strong leadership, and adaptability (Harahap & Rahmawati, 2024). The integration of these practices into PTNBH governance frameworks is expected to address current challenges and improve overall institutional performance (Yusra & Fajar, 2022).

The original research questions sought to identify the global best practices for the implementation of legal entity state universities and how these practices can be adapted to PTNBH. The findings directly address these questions by providing a comprehensive analysis of successful governance models and their applicability to the Indonesian context. The emphasis on transparency, accountability, and stakeholder participation aligns with the hypothesis that these elements are critical for effective governance. Additionally, the focus on strategic planning and leadership structures supports the notion that strong organizational frameworks are essential for institutional success.

The significance of transparency and accountability in governance cannot be overstated (Anwar & Wijaya, 2023). These elements are foundational to building trust among stakeholders and ensuring that decision-making processes are open and fair (Rizkia & Susilowati, 2022; Wahyuni & Purnama, 2023). The research supports the theory that transparent governance practices lead to better institutional outcomes, as evidenced by the success of universities in Europe and the United States that have implemented rigorous transparency measures (Santoso & Sari, 2024). By adopting similar practices, PTNBH can enhance stakeholder trust and improve governance effectiveness.

Stakeholder participation is another critical component highlighted in the findings. Involving various stakeholders in governance processes ensures that diverse perspectives are considered (Supriyanto & Nurhadi, 2023), leading to more inclusive and effective decision-making. This practice is consistent with current theories on participatory governance, which emphasize the importance of stakeholder engagement in achieving sustainable and equitable outcomes. The implementation of stakeholder participation mechanisms in PTNBH governance can lead to better alignment of institutional goals with stakeholder expectations, thereby enhancing overall performance (Setiawan & Sari, 2024).

Strategic planning and its effective implementation are essential for achieving long-term institutional goals. The research underscores the importance of developing comprehensive strategic plans that are regularly reviewed and updated. This finding aligns with theories on strategic management, which highlight the need for continuous monitoring and evaluation to ensure that strategic objectives are met (Dionisio, 2022; Egorov & Platanova, 2023). By adopting robust strategic planning processes, PTNBH can improve its ability to achieve its mission and respond to changing circumstances (Adams, 2023; Cheung, 2023).

Leadership and governance structures play a pivotal role in determining the effectiveness of university governance (Yusra & Fajar, 2022). The research findings support the theory that strong leadership and well-defined governance structures are crucial for maintaining integrity and ensuring effective management (Bulut-Sahin & Dogu, 2022). The separation of roles between the university president and the board chair is a best practice that promotes checks and balances (Anwar & Wijaya, 2023; Rizkia & Susilowati, 2022), thereby enhancing governance effectiveness. Implementing similar governance structures in PTNBH can lead to more effective oversight and better decision-making.

Innovation and adaptation are key factors in successful governance (Egorov & Platonova, 2023). The ability to embrace new technologies and adapt to changing environments is essential for maintaining competitiveness (Harahap & Rahmawati, 2024). The research findings highlight the importance of investing in innovative governance practices, such as digital platforms for decision-making and flexible policies that allow for rapid adaptation. By fostering a culture of innovation and adaptability, PTNBH can improve its responsiveness to global challenges and enhance its institutional resilience.

The results of this research are consistent with findings from other studies on university governance (Harahap & Rahmawati, 2024; Yusra & Fajar, 2022). For example, the importance of transparency and accountability is widely recognized in the literature as essential for effective governance. Similarly, the role of stakeholder participation in achieving inclusive and equitable governance outcomes is well-documented. The emphasis on strategic planning and strong leadership structures is also supported by numerous studies that highlight their critical role in institutional success.

However, there are some differences in the application of these best practices in different contexts. For instance, while transparency and accountability are universally recognized as important, the specific mechanisms for achieving them may vary based on cultural and regulatory differences. In Europe, detailed financial disclosures and open access to governance meetings are common practices, while in the United States, universities may adopt different approaches to achieve similar outcomes. These contextual differences underscore the need for PTNBH to tailor global best practices to the unique Indonesian context.

The adoption of these global best practices has significant implications for the governance of PTNBH. By enhancing transparency and accountability, PTNBH can build greater trust among stakeholders, thereby improving governance effectiveness (Harahap & Rahmawati, 2024). Implementing stakeholder participation mechanisms can lead to more inclusive decision-making processes, ensuring that the diverse needs and perspectives of stakeholders are considered. Strengthening strategic planning processes and leadership structures can enhance institutional resilience and responsiveness to changing circumstances. Moreover, fostering a culture of innovation and adaptability can position PTNBH to better navigate global challenges and maintain competitiveness. The integration of digital platforms for governance and flexible policies can improve efficiency and decision-making, enabling PTNBH to respond more effectively to emerging issues.

Conclusion

This research aims to scrutinize the global best practices for the implementation of Legal Entity State Universities (PTNBH) in Indonesian higher education context. Through library research, the findings provide a comprehensive understanding of the global best practices for university governance and their applicability to PTNBH. By adopting these practices, PTNBH can address current governance challenges and enhance its overall performance and competitiveness. The research highlights the importance of transparency, accountability, stakeholder participation, strategic planning, strong leadership structures, and innovation in achieving effective governance. These insights offer valuable guidance for policymakers and university leaders in developing robust governance frameworks that are tailored to the unique needs of Indonesian Legal Entity State Universities.

While this research provides valuable insights into global best practices for university governance and their applicability to Indonesian Legal Entity State Universities (PTNBH), several limitations must be acknowledged. First, the reliance on secondary data sources such as journals, books, and articles may introduce biases related to the availability and selection of literature, potentially overlooking recent or less accessible studies. Second, the generalization of global best practices to the Indonesian context may not fully account for cultural, regulatory, and institutional differences that can influence governance effectiveness. Third, the qualitative nature of this research, while rich in contextual detail, may lack the empirical rigor of quantitative studies. Future research should aim to address these limitations by incorporating primary data through interviews and surveys with PTNBH stakeholders to gain firsthand insights into governance challenges and successes. Additionally, comparative case studies of PTNBH and similar institutions in other countries can provide a more nuanced understanding of how global best practices can be adapted to local contexts. Finally, longitudinal studies tracking the

implementation and outcomes of these governance practices over time would offer a deeper evaluation of their effectiveness and sustainability.

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