

# Exploring Open Government Partnership as a Strategy for Promoting Transparency in Private University: An Initial Study

*By Aprillia Dwi Ardianti*

17  

# Exploring Open Government Partnership as a Strategy for Promoting Transparency in Private University: An Initial Study

Mochamad Nizar Palefi Maady, Pelan<sup>22</sup> Eka Yuwita, Aprillia Dwi Ardianti, Fetrika Anggraini, Iin Widya Lestari  
Universitas Nahdlatul Ulama Sunan Giri  
Bojonegoro, Indonesia  
nizar@unugiri.ac.id

**Abstract**—In Indonesia, high cost of tuition at private higher education is impunity for some students. A private higher education does not obtain any flow of funds from government and is required to self-financial-management by its foundation. Furthermore, students are reluctantly to study at private higher education and having lack of confidence because of the opaque data. The education system of private higher education is still not adopting the concept of openness data. Besides<sup>6</sup> Open Government Partnership (OGP) is a global partnership to make government more open, transparent, effective and accountable. Public disclosure can increase confidence towards government. Our case study is a district that pioneer of OGP implementation, Bojonegoro. Yet, this study is an initial research as well as to develop the research in assessment phase of the model and to align the system of government and education. The result showed that four media of OGP are possible to be applied at the level of university, which consist of public dialogue, the way of budgeting transparency, public aspirations through software, and radio broadcast that all are strongly affected by availability of the media and motivation of the stakeholders as crucial factors of the success of the strategy.

**Keywords**—open government partnership; promoting transparency

## I. INTRODUCTION

1  
Greater competition<sup>1</sup> exists today to attract the best and brightest students. The trend in universities today is shifting towards an engagement and branding programs. The purpose is often to enhance the reputation of the university and to have a positive influence on university ranking. However, in Indonesia, private universities are well known to be high cost tuition fee compared to public universities. Prevalent education system is requiring private universities to self-financial-management that borne by foundation regardless funding from government [1]. Consequently, prospective students are reluctant to apply private universities, otherwise because of the last option after retaining being refused from other<sup>1</sup> public universities. Therefore, private universities are trying to burnish their image and enhance their position in these rankings [2]. In this regard, we are struggled to initiate the way of burnishing private higher education image by proposing a strategy of OGP in particular on transparency issue that have been well-known successfully applied in government systems.

The aim of the study is to address the particular issue of transparency in the implementation of OGP in the government sector, then to align it in higher educational system. This work should be a value to education leaders, education planners, as well as university professors and administrators, which will help them, understand student behavior and implement strategies that have a direct effect on boosting the university's image and developing student satisfaction consequently. Transparency is a new topic that is arousing interest in universities.

## II. REVIEW OF RELATED LITERATURE

### A. <sup>10</sup> Impact of Public vs Private Finance of Education<sup>4</sup>

More money is likely to bring better school quality. Private management is more efficient than public management in achieving academic quality. Private funding also improves efficiency whether the schools are publicly or privately managed, but the incremental effect declines as the local funding share increases [3].

### B. Transparency, Reputation, and Trust in Higher Education Markets.

Students often flock to institutions with established reputations even though the education they receive is only mediocre [4]. This chapter reviews relevant research<sup>20</sup> on the transparency of higher education markets. Perfect competition and efficient markets presume<sup>7</sup> that market transactions are 'transparent', that is, that producers and consumers possess 'perfect information' about products or services. This perfect information includes information on price as well as information about relevant<sup>8</sup> characteristics of the product or service such as quality. If the institution repeatedly succeeds in fulfilling its promises, it should have a favorable reputation, and inversely, the institution's failure to respect its expressed intentions may create a negative reputation [5].

In particular case of higher education, there may be a third type of information problem that is not caused by an asymmetry<sup>2</sup> of information so much as by imperfect information [6]. Both principals and student consumers may have imperfect information about the true quality of academic programs, that

2 is, the value added they provide to the student and ultimately to society – but, because of the distinctive properties of universities, the producers may have imperfect quality information as well. Institutions seek to build their academic reputations through expensive investments in research and high ability students rather than through improvements in teaching and student learning [7]. To better comprehend this potential market failure, the social benefits of academic quality need to be clarified and their potential influence on the efficiency of high education markets needs to be understood.

13 Particularly in the service sector, such as higher education, reputation and trust play important roles in pre-purchase evaluations because students often lack the information and experience to make accurate judgements about service quality [8]. Trust is a complex construct that comprises a cognitive element, which is based on the consumer's knowledge of the organization and its capabilities, and an effective component, which is the emotional bond between the individual and the organization that develops over time [9]. According to the resource-based view, a firm's sustainable competitive advantage is derived primarily from its intangible capabilities, such as its reputation [10] and its ability to gain the trust of consumers [11]. Institutional reputation and trust have also been found to be determinants of student satisfaction and loyalty [12]. Effective management of image can help colleges to formulate results-oriented communications to constituencies, particularly prospective students [13].

### C. Perspective of Transparency in Open Government Portals and institutions

A set of requirements was established based on key characteristics of desired data disclosure proposed by the literature on open government and transparency assessment. Type of open data portal does not possess important structural and organizational elements needed to fully support ordinary citizens engaged in public accountability efforts. Good practices were found in some portals and should be considered by those responsible for open government programs [14].

11 Information transparency describes a condition in which citizens have access to the data and documents that bear upon 18 actions and decisions taken by government actors [15]. Information so provided becomes instrumental to enabling citizens to detect corruption and hold their governments accountable [16]. Internet-based research on transparency assessment also relied on this information seeking strategy which required the analysis of many different individual websites in order to gather the data required to assess the different entities' degree of transparency online. A 19 comprehensive assessment in Brazilian municipalities showed a gap between local portals and the effective implementation of the OGD principles is not true [17].

Calls for transparency have recently become more urgent, in part because new information and communication technologies (ICTs), used in support of both e-government as well as open government initiatives, have made it increasingly 12 able to disseminate information. ICT, it is argued, increases the scope and reach of transparency at less expense, and potentially creates new opportunities for participation and

24 accountability [18]. E-government and social media, in particular, can be used to make public records more widely available, reduce corruption by preventing price fixing, decrease the opportunities for bribes, and provide opportunities for whistle blowing and exposing corruption, although there are admittedly readiness issues to overcome in achieving these goals [19].

23 Transparency element is general references to public sector transparency, without listing specific measures [20]. Transparency regulates the minimum information that must be published periodically by governments, without any request. Furthermore, it defines technical requirements to be met for data dissemination, which comprise mostly the OGD principles (figure 1).

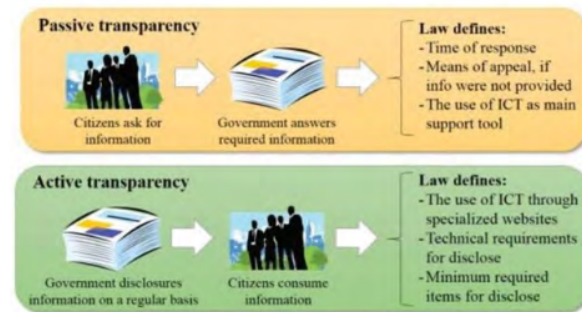


Fig.1. Brazilian access to information law structure and its main components: passive and active transparency.

There are six items required for active transparency, which are explicitly defined in the Brazilian access to information law [17]. They are described as follows: organizational structure details with units, responsibilities, addresses, telephone numbers and opening hours; records of any transfer of funds; records of expenditure; bidding procedures, including the respective notices and results information, as well as all contracts; general monitoring data for government projects and their activities; and answers to society frequently asked questions.

A study showed that OGP commitment significantly predicts content transparency, Supreme Audit Institution (SAI) participation, and the in-year report, even given the relative youth of this international initiative [21]. Countries wishing to join must initially establish their 6 eligibility, which is accomplished by demonstrating a minimum level of commitment to open government principles in four key areas (Fiscal Transparency, Access to Information, Income and Asset Disclosures, and Citizen Engagement) [22].

The action plan identifies specific action commitments that will be carried out over a period of two years, and describes how these actions are related to the development of greater transparency, participation, and accountability. Transparency regulates the right of citizens to obtain information of their interest from the institutional. It sets procedures, deadlines and means of appeal in the case of denial. The secrecy rules are exhaustively defined in the law, thus preventing lower levels of

institutional to create new forms of secrecy so as not to provide the information.

Private colleges of education management and implementation are the responsibility of the universities and the government has only served as a supervisor and provider of curriculum provision in the learning process with the legislation in force. This makes a doubt for the public to trust the private colleges because the state universities considered to have the quality of financial management more stable compared than private universities. In this study OGP applied to the private college education system, and its application was conducted in one of the private universities. OGP-related studies in Bojonegoro regency administration system comprehensively into the initial research to then linked to the education system.

### III. FINDINGS ON TRANSPARENCY ELEMENT OF OPEN GOVERNMENT SUBNATIONAL PIONEER IN INDONESIA

Previously, the District Government of Bojonegoro faced low public welfare and high public distrust towards the government. Since 2008, Bojonegoro has reformed regency administration to regain public trust through open government implementation. Bojonegoro Government as a subnational pioneer of OGP implementation in Indonesia uses transparency variable that takes the most proportion than other elements (40%) in OGP Bojonegoro, accountability (20%), participation (25%), and innovation (15%). It presented that the aspect of transparency has a significant contribution to the successful implementation of OGP. In the implementation, OGP involves four roles included government, community, business, and academia. The fourth roles synergize in promoting transparency by providing open dialogue (government-public), the publication of budget transparency through the billboards and websites, software of online aspirations of the people (LAPOR), and radio broadcast. So that, the aggregation of all collected data produced a scheme of OGP implementation on transparency elements as shown in figure 2.

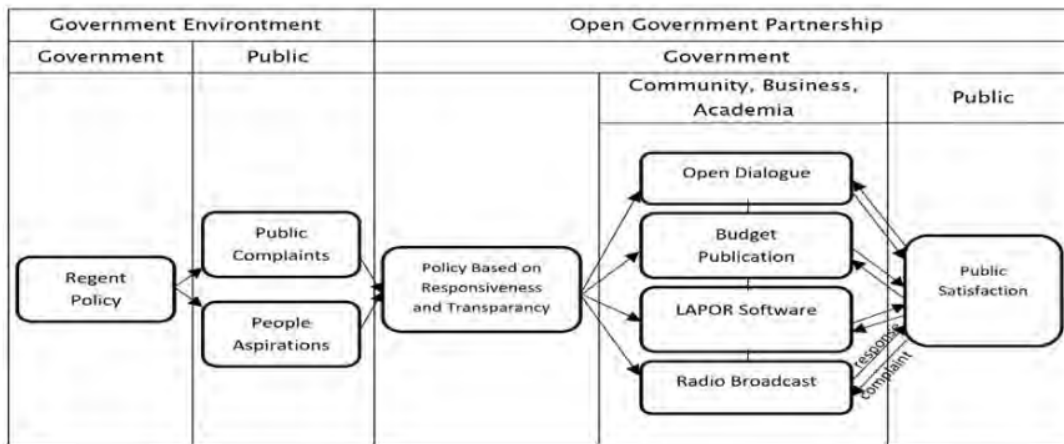


Fig. 2. A Scheme of OGP in Bojonegoro government.

Open dialogue is considered the regency's most effective platform for participatory problem-solving. It allows the public to voice their complaints and aspirations, and the government to respond directly to public's concerns. Bojonegoro Government choose to be open as a way to allow government to find solutions to the current challenges faced. Bojonegoro Government also increased budgetary transparency by publishing regional development plans based on public information disclosure, conducted by the District Government of Bojonegoro. Ultimately, the impact of open government can be seen from how many issues are solved through the collaboration between the people and the government. In turn, such interactions will help rebuild the public's trust in their government.

### IV. ALIGNING TO PRIVATE HIGHER EDUCATION

Policy-based on responsiveness and transparency appeared from OGP concept by combining with affordability for the people posted complaints. As the sake of transparency, all communities in Bojonegoro must able to send complaint wherever even if the location was hard to be accessed. The fourth media of OGP, consist of open dialogue, budget publication, LAPOR software, and radio broadcast, aim to achieve the transparency indicator.

TABLE I. ALIGNING OGP ROLE BETWEEN GOVERNMENT AND PRIVATE HIGHER EDUCATION ENVIRONMENT

Role in Institution	Aligning Role in OGP	Interest and Goals	Authority
Rector, Chancellor	Government	Increase university revenue and student consumers satisfaction	Determine cost of tuition
Lecturer, Staff	Academician	Carry out teaching and learning	Carry out rector instruction
Student Consumers, Principals	Public Society	Secure rights of teaching, pay the tuition	Know the tuition

Policy-based on responsiveness and transparency appeared from OGP concept by combining with affordability for the people posted complaints. As the sake of transparency, all communities in Bojonegoro must able to send complaint wherever even if the location was hard to be accessed. The fourth media of OGP, consist of open dialogue, budget publication, LAPOR software, and radio broadcast, aim to achieve the transparency indicator.

Departments, working units, and other agencies have to change the standard operating procedures to fit the concept of open data. Demands the willingness of agencies to disclose the data to the public is a key to the success of OGP. Furthermore, in its sustainability, the government requires the role of community, business, and academia to create, to maintain, and to take the media that is disclosure of information. The public must able to reach any media that affordable so all complaints can be conveyed as a whole (see table 1).

The aspect of transparency is not always discussing government's financial budget, but also transparent is in following up on public complaints. Technically, too long responses time of departments toward citizen complaints will be highlighted by government attention and shown to the government and all citizens. So, the response that exceeds the limit set by the government which embarrassed the agency. The fourth media was generated by OGP government policy to provide open access for public, agencies, governments and the media to know the quality of agency service in responding to complaints. It is the concepts and ideologies that build the image of openness of government for all entities in Bojonegoro. Bojonegoro government produced software and media that are crucial in eliciting the motivation of people to welcome the openness in the government system.

3 V. DISCUSSION OF THE RESULTS

Result and discussion should be presented in the same part, clearly and briefly. Discussion part should contain the benefit of research result, not repeat result part. Result and discussion part can be written in the same part to avoid extensive quotation. Based on OGP media in Bojonegoro, private university participants have contributed to each is evident in applying the transparency data at the university. A public dialogue between the rector and student in a private university.

On another occasion, this media can be done such as holding the aspirations of students by creating a meeting. Condensed the way of transparency of financial has never existed. The budget has been detailed in the book whose owned by vice chancellor of finance, but it was still in a closed data system. Magazine wall around the campus can be means of implementing budget transparency with the motivation of rector played as a crucial factor. LAPOR is a software that can receive complaints and post responses to his complaint. This application can be designed in accordance with the desired system, including the education system. In addition, radio broadcast in Bojonegoro can be applied to the same thing as an effort to ensure transparency data to the Bojonegoro citizen.

VI. CONCLUSIONS

The implementation of the OGP concept on a smaller scale, university, likely to be realized. Alignment and classification system based on role, a private university can do the same about data transparency as in government. In Bojonegoro Government, transparency aspect practiced four media with the purpose of the disclosure, that it public dialogue, publication of the budget, software of public aspirations, and radio broadcast. The result showed Bojonegoro Government became a pioneer in Indonesia Government who adopted OGP. The crucial factor is the availability of media and motivation of the respective roles. The fourth media which adopted in Bojonegoro Government were accommodated by a private university, but it required the same motivation as also Bojonegoro Government did in its application.

ACKNOWLEDGEMENTS

We are grateful to Titis Arwindarti for giving permit to observe and to interview management of the Communications and Information Agency about Open Government Partnership in Bojonegoro Government, also for comments from colleague, Fatchiyatun Ni'mah, to improve our quality of English Academic Writing.

REFERENCES

- [1] A. Welch, *Blurred vision?: Public and private higher education in Indonesia*. Springer Science + Business Media, pp. 665-687, 2007.
- [2] N. Azoury, L. Daou, and C. Khoury, "University Image and its Relationship to Student Satisfaction: Case of the Holy Spirit University of Kaslik, Lebanon," *Journal of Executive Education*, pp. 1-13, 2013.
- [3] E. James, E. King, and Suryadi, *A Finance, Management, and Costs of Public and Private Schools in Indonesia*, "Economics of Education Review, vol. 15, no. 4, pp. 387-398, 1996.
- [4] D. Dill and M. Soo, *Transparency and Quality in Higher Education Markets*. Netherlands: Kluwer Academic Publishers, pp. 61-85, 2004.
- [5] P. Herbig and J. Milewicz, "The Relationship of Reputation and Credibility to Brand Success," *Journal of Consumer Marketing*, pp. 5-10, 1993.
- [6] J. Stiglitz, "The Contribution of the Economics of Information to Twentieth Century," *Economics Quarterly Journal of Economics*, 2000.
- [7] R. Ehrenberg, *Tuition Rising: Why College Costs so Much*. Cambridge: Harvard University Press, 2002.

- [8] L. Su, S. Swanson, S. Chinchachokchai, M. Hsu, and X Chen, "Reputation and intentions the role of satisfaction, identification and commitment," *Journal of Business Research*, pp. 3261-3269, 2016.
- [9] D. Dowell, M. Morrison, and T. Heffeman, "The changing importance of affective trust and cognitive trust across the relationship lifecycle a study of business-to-business relationships," *Industrial Marketing Management*, pp. 119-130, 2015.
- [10] S. Briggs, "An exploratory study of the factors influencing undergraduate student choice the case of higher education in Scotland," *Studies in Higher Education*, pp. 705-722, 2006.
- [11] J. Barney, *Gaining and Sustaining Competitive Advantage*, Addison-Wesley, Reading MA, 1997.
- [12] W. Schlesinger, A. Cervera, and C. Perez-Cabanero, "Sticking with your university the importance of satisfaction, trust, image and shared values," *Studies in Higher Education*, 2016.
- [13] H. Alves and M. Raposo, "The influence of university image on student behaviour," *International Journal of Educational Management* pp. 73-85, 2010.
- [14] R. Lourenco, "An Analysis of Open Government Portals: A Perspective of Transparency for Accountability," *Elsevier Government Information Quarterly*, pp. 323-332, 2015.
- [15] A. Florini, *The right to know: transparency for an open world*. New York: Columbia Univ Press, 2007.
- [16] R. McGee and J. Gaventa, "Shifting power? Assessing the impact of transparency and accountability initiatives," *IDS Working Papers*, pp 1-39, 2011.
- [17] A. Correa, P. Correa, and F. Silva, *Transparency Portals Versus Open Government Data. An Assessment of Openness in Brazilian Municipalities*. Mexico: ACM, 2014.
- [18] A. Fung, "Varieties of participation in complex governance," *Public Administration Review*, pp. 66-75, 2006.
- [19] J. Bertot, P. Jaeger, and J. Grimes, "Using ICTs to create a culture of transparency: e-government and social media as openness and anti-corruption tools for societies," *Government Information Quarterly*, pp. 264-271, 2010.
- [20] A. Clarke and M. Francoli, "What's in a name? a comparison of 'open government' definitions across seven open government partnership members," *JEDEM*, pp. 248-266, 2014.
- [21] T. Harrison and D. Sayogo, "Transparency, participation, and accountability practices in open government: A comparative study," *Elsevier Government Information Quarterly*, pp. 513-525, 2014.
- [22] *Open Government Partnership, Fiscal Transparency, Access to Information, Income and Asset Disclosures, and Citizen Engagement* [online]. Retrieved from: <http://www.opengovpartnership.org/>.

# Exploring Open Government Partnership as a Strategy for Promoting Transparency in Private University: An Initial Study

---

ORIGINALITY REPORT

---

# 20%

SIMILARITY INDEX

---

## PRIMARY SOURCES

---

1	<a href="http://myassignmenthelp.com">myassignmenthelp.com</a> Internet	55 words — 2%
2	<a href="http://www.service.siam.edu">www.service.siam.edu</a> Internet	46 words — 2%
3	<a href="http://ejournal.uin-malang.ac.id">ejournal.uin-malang.ac.id</a> Internet	41 words — 1%
4	<a href="http://ugspace.ug.edu.gh">ugspace.ug.edu.gh</a> Internet	36 words — 1%
5	<a href="http://www.semanticscholar.org">www.semanticscholar.org</a> Internet	36 words — 1%
6	<a href="http://transparency.org.au">transparency.org.au</a> Internet	34 words — 1%
7	<a href="http://www.coursehero.com">www.coursehero.com</a> Internet	32 words — 1%
8	International Journal of Educational Management, Volume 15, Issue 6 (2006-09-19) Publications	28 words — 1%
9	<a href="http://ir.lib.hiroshima-u.ac.jp">ir.lib.hiroshima-u.ac.jp</a>	

	Internet	26 words — 1%
10	core.ac.uk Internet	21 words — 1%
11	Monir Mir, Haiwei Fan, Ian Maclean. "Public sector audit in the absence of political competition", Managerial Auditing Journal, 2017 Crossref	20 words — 1%
12	Dedy Permadi, Treviliana Eka Putri. "Chapter 7 Social Media Analytics for Policy Studies", Springer Science and Business Media LLC, 2022 Crossref	19 words — 1%
13	arro.anglia.ac.uk Internet	19 words — 1%
14	vdoc.pub Internet	18 words — 1%
15	vdocuments.site Internet	17 words — 1%
16	Barbara Francioni, Ilaria Curina, Charles Dennis, Savvas Papagiannidis et al. "Does trust play a role when it comes to donations? A comparison of Italian and US higher education institutions", Higher Education, 2020 Crossref	16 words — 1%
17	sinta3.ristekdikti.go.id Internet	16 words — 1%
18	Md Nahin Hossain, Md Shamim Talukder, Md Rakibul Hoque, Yukun Bao. "The use of open government	15 words — 1%



data to citizen empowerment: an empirical validation of a proposed model", Foresight, 2018

Crossref

---

19 [interparestrust.org](https://interparestrust.org) 13 words — < 1%  
Internet

---

20 [purehost.bath.ac.uk](https://purehost.bath.ac.uk) 13 words — < 1%  
Internet

---

21 [repo.unima.ac.id](https://repo.unima.ac.id) 13 words — < 1%  
Internet

---

22 Farida Isroani, Ida Fauziatun Nisa'. "Implementasi Pendekatan Saintifik Untuk Meningkatkan Hard Skills Dan Soft Skill Siswa Pada Mata Pelajaran PAI Sekolah", JoEMS (Journal of Education and Management Studies), 2022 12 words — < 1%  
Crossref

---

23 M. Chatwin, G. Arku, E. Cleave. "Defining subnational open government: does local context influence policy and practice?", Policy Sciences, 2019 10 words — < 1%  
Crossref

---

24 J. Ignacio Criado, Edgar Alejandro Ruvalcaba-Gómez, Rafael Valenzuela-Mendoza. "Revisiting the Open Government Phenomenon. A Meta-Analysis of the International Literature", JeDEM - eJournal of eDemocracy and Open Government, 2018 9 words — < 1%  
Crossref

---

EXCLUDE QUOTES OFF

EXCLUDE BIBLIOGRAPHY ON

EXCLUDE SOURCES OFF

EXCLUDE MATCHES OFF