# Paper

*by* Andang Sunarto

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This book aims to describe efforts to improve the quality of an institution University of leadership management. The point management institution is the academic education quality and the reputation of the university's publications which is the Tridarma statute for Higher Education in teaching-learning, research approach, and community service. Scientific publications are a starting point for global involvement in Higher Education management. Higher education management shows from Webometrics as an international recognition database for university rankings. It sees on the accreditation institutions such as ISO, National Accreditation for Higher Education as a quality service assessment bodies for Higher Education, e-Journal as a scientific publication agency in the publishing management network for papers written by lecturers and research findings of universities, and International office as an institution for national and international partnerships to achieve organizational success. The paper discusses 4 official Leadership Management Programs to improve the quality of the Bengkulu State Islamic Institute (IAIN) Bengkulu, Indonesia.

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Khairiah Khairiah
Sirajuddin Sirajuddin

# University Leadership Management: Quality of Education

Dr. Hj. Khairiah, M.Pd and Prof. Dr. H. Sirajuddin M., M.Ag., MH are lecturers and professional researchers in State Institute for Islamic Studies (IAIN) Bengkulu, Indonesia. Both of them are actively involved in various scientific researches and book publishing.

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# The Effects of University Leadership Management: Efforts to Improve the Education Quality of State Institute for Islamic Studies (IAIN) of Bengkulu

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***Abstract***

*The study of paper aims to describe efforts to improve the quality of an institution University of leadership management. The method uses a quantitative approach and path analysis. The point management institution is the academic education quality and the reputation of the university's publications which is the Tridarma for Higher Education in teaching-learning, research approach, and community service. Scientific publications are a starting point for global involvement in Higher Education management. Higher education management shows from Webometrics as an international recognition database for university rankings. It sees on the accreditation institutions such as ISO, National Accreditation for Higher Education as a quality service assessment bodies for Higher Education, e-Journal as a scientific publication agency in the publishing management network for papers written by lecturers and research findings of universities, and International office as an institution for national and international partnerships to achieve organizational success. The paper discusses 4 official Leadership Management Programs to improve the quality of the Bengkulu State Islamic Institute (IAIN Bengkulu).*

**Keywords:** *Management, Employee Leadership, Education Quality*

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## Introduction

Education has an important role and position in building an advanced life as a society, nation, and state. Khairiah states that developed countries look like in intensively advanced education level.[1] Education plays a vital role as a provider of skilled and qualified educators.[2] Education is also essential in the development and management of Human Resources (HR) for the betterment of human life. In

[1] Khairiah, *Kesempatan Mendapatkan Pendidikan Dalam Kajian Tingkat Pendidikan Dan* Pendapatan *Keluarga (Opportunity for Education in the Study of Education Level and Family Income)* (Yogyakarta: Pustaka Pelajar, 2018), hlm. 159.

[2] Martin O'Donoghue, *Economic Dimensions in Education* (New Jersey: Transaction Publisher, 2008), hlm. 1.

developing human resources, the active role and position of education manage with quality under government regulation No. 17 of 2010 on education management and implementation.[3]

Preparing human resource managers capable of managing quality education requires an education quality assurance strategy. Quality education is the capital for entering a new century of globalization with intense competition among the 21st century is a quality era[4] that means with participating in global competition requires adequate competitive advantage. Competitive advantages take through quality education. Quality has two perspectives[5] both internal and external quality. Internal quality put on the conformity of specifications in the realization of visions and missions of IAIN Bengkulu in meeting community needs as well as implementation by stakeholders such as the Continuous Quality Improvement (CQI) program. IAIN Bengkulu plans, implements, and controls the process of achieving quality through scientific research and publications. External quality uses on the active's personal user of higher education such as students and colleagues working collaboratively with IAIN Bengkulu. The external quality sees through the work of IAIN Bengkulu to improve its accreditation gain. In this case, IAIN Bengkulu applies CQI for internal quality analysis while the external quality looks from the perspective of educational users.

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The benchmark for determining quality education in international recognition around services based on customer satisfaction in Islamic Higher Education (IHE) is a web-based service program called webometrics. Webometrics on Scientific Publication is a web-based service program.[6] The components of IHE quality benchmark, in addition to international recognition, are the academic quality of education, quality of reputation in the field of research, quality of international partnership, quality of student ratio, and quality of lecturers in the in-come industrial development of State Islamic Higher Education.[7]

In quality education, the Indonesian government implements a Higher Education quality assurance system as stated in Law number 12 of 2012. Article 52

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[3] Presiden Republik Indonesia, "Government Regulation Number 17 of 2010 Concerning Management and Implementation of Education" (2010).

[4] J.M. Juran, "How to Think about Quality," in *Juran's Quality Handbook*, ed. A. Blanton Godfrey and Joseph M. Juran (New York: MCGraw-Hill Companies, 1999), hlm. 2.

[5] Adrian Payne, *Service Marketing* (Yogyakarta: Penerbit Andi, 2000), hlm. 272.

[6] Nur Syam, *Dari Bilik Birokrasi, Esai Agma, Pendidikan Dan Birokrasi, Kementerian Agama* (Jakarta, 2014), hlm. 150–51.

[7] Ali Mustadi and Ali Mustadi, "Penanaman Nilai-Nilai Agama Dalam Pembentukan Sikap Dan Perilaku Siswa Sekolah Dasar Islam Terpadu Luqman Al-Hakim Yogyakarta," *Jurnal Penelitian Dan Evaluasi Pendidikan* 8, no. 1 (June 1, 2006), doi:10.21831/pep.v8i1.2008.

states that Higher Education quality assurance is a systemic activity to improve the quality of higher education in a planned and sustainable manner. Quality assurance is carried out in determining, implementing, evaluating, controlling, and improving the standards of Higher Education. HE standards consist of national standards set by the related ministry at the suggestion of an agency responsible for developing and improving national standards of Higher Education. Individual institutions determine higher Education standards following the national standards for education oriented to visions and missions.[8]

The current fact is that quality of Higher Educations is in poor condition. The weak spot within Higher Education is related to the performance management of human resources,[9] Higher Education quality management,[10] and Islamic Higher Education's ability to optimize the idea of ideal Islamic goals.[11] The problem of IHE is poor value by global flows in the development of information technology. The issue of globalization urges the reform of Higher Education in the areas of needs such as product transformation, processes, services, and the equity of students' abilities.[12]

Based on the above problem, this paper describes the pattern of leadership management of IAIN Bengkulu's employees in maintaining the quality of Higher Education in Indonesia as a State Islamic Higher Education Institute in Bengkulu. This paper discusses the leadership management of the rector board. There are in overseeing Webometrics program as a basis for assessing university ratings, the leadership management of the Quality Assurance Agency regarding Education Quality in preparation for Higher Education accreditation, leadership management of the Institute for Publication and Community Service in e-Journal Management, and Leadership Management of partnership agency in national and international partnerships.

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**Leadership Management Escorts Webometrics Program as a Basis for Measuring University Ratings**

Educational quality has 5 benchmarks. Academic quality in education, reputation in the field of research, quality of international partnership, quality concerning the number of students, and quality related to the number of international

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8 Presiden Republik Indonesia, "Law Number 12 of 2012 Concerning Higher Education" (2012).

9 Sabang Sutopo Hadi, "Minat Ilmuwan Menulis Jurnal Ilmiah Dinilai Rendah," *ANTARA News*, 2014, https://www.antaranews.com/berita/430612/minat-ilmuwan-menulis-jurnal-ilmiah-dinilai-rendah.

10 *Ibid.*

11 Sulaiman Ibrahim, "Strategi Pengembangan Pendidikan Tinggi Islam," *Kompasiana*, 2010, https://www.kompasiana.com/sulaiman_ibrahim/54ff5678a33311644c50fdb5/strategi-pengembangan-pendidikan-tinggi-islam.

12 Fandy Tjiptono and Diana, *Total Quality Management* (Yogyakarta: Penerbit Andi, 2003), hlm. 397.

lecturers.[13] Higher Education as a public institution provides services to the public in the field of education, which is part of the *Tridarma* of Higher Education. Education, research and community service have essential contributions in the ranking of webometrics as web-based international recognition as well as the development of knowledge in improving knowledgeable, professional, competent, and skilled human resources.

The low quality of Higher Education regarding Human Resources show from the low performance of lecturers' studies conducted and the number of publications compared to those of other countries, which is around 0.012%.[14] The low quality of Higher Education also occurred in Quacquarelli Symonds (QS) research at the World University rank 2014/2015 on the assessment of University quality with Indonesia at the position of 231 out of 800 world universities.[15] This issue shows the gap between expectation and reality. This condition does not only occur in the Public Higher Education environment but also occurs in Islamic Higher Educations including the IAIN Bengkulu.

Analysis of leadership frequency and education quality shows the values of 88.78% (more excellent) and 11.22% (excellent). The quality of IAIN Bengkulu leadership from the rector, vice-rector and line of staff shows good performance since the achievement of leadership quality was almost 100%.[16]

The history of IAIN Bengkulu is inseparable from the *Taqwa* Foundation (*Yaswa*) which establishes on 1963. The first faculty was the faculty of *Ushuluddin* (Islamic theology) stands building in 1967. In 1971, Faculties of *Syari'ah* (Islamic Laws and Guidance) and *Tarbiyah* (education) were officially in 1994. The three faculties are own private faculties. Fruiting from the private work program was the Decree of the Minister of Religion of the Republic of Indonesia Number E / 125/1997 to make STAIN Bengkulu (the Bengkulu State Islamic Higher Education) official, which was inaugurated by the Minister of Religion of the Republic of Indonesia Dr. H. Tarmizi Taher. He inaugurated 33 Islamic Colleges, including STAIN Bengkulu. In 2012, the Presidential Regulation of the Republic of Indonesia No. 51 on the transformation from STAIN Bengkulu into State Institute for Islamic Studies (IAIN) of Bengkulu was issued. At the time of the transformation from STAIN into IAIN,

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[13] aem, "...teri Memberi Mandat Dua Uin Menuju World Class University," *Subdit Kelembagaan & Kerjasama*, 2014, http://diktis.kemenag.go.id/NEW/index.php?berita=detil&jenis=news&jd=199#.XBiPr1wzbIU.

[14] Bambang Sutopo Hadi, "Minat Ilmuwan Menulis Jurnal Il... Dinilai Rendah."

[15] Admin, "QS Stars: Methodology," *Top Universities*, 2014, https://www.topuniversities.com/qs-stars/qs-stars-methodology.

[16] Khairiah, "Pengaruh Manajemen, Kepemimpinan Terhadap Peningkatan Mutu Pendidikan Tinggi Islam Pada Institut Agama Islam Negeri" (Bengkulu, 2017).

the Minister of Religion Affairs of the Republic of Indonesia was Dr. H. Suryadharma Ali, M. Si. He appointed Prof. Dr. H. Sirajuddin M. M.Ag., MH as the Definitive Rector of IAIN Bengkulu for the 2013/2017 period.

IAIN Bengkulu applies the 5 work cultures of the Ministry of Religion with the slogan "Sincere in doing good deeds." Working is a form of worship. Achievement is *da'wah* (the call to embrace, study, and practice religious teachings). Thus, education management becomes excellent in every related element of useful, practical, fast, efficient, and professional services that are thoroughly rooted in the sincerity of doing good deeds. This intense effort is an attempt to gain globalization recognition. International quality admits for from the certification of ISO (International Organization for Standardization) on experience.

Leadership management plays the role of guarding webometrics program as a basis for rating IAIN Bengkulu regarding web-based services. The frequency analysis of education quality management at IAIN Bengkulu shows the values of 88, 78% (more excellent), and 11, 22% (excellent). The high value had positioned IAIN Bengkulu webometric at the national ranking of 558[17] and world ranking of 15230.[18] Therefore, on 2019 the webometrics position of IAIN Bengkulu become the 125 national rank, and 6561 on world rank[19].

Efforts to improve academic reputation scales up webometrics rate with full support from the Rector of IAIN Bengkulu in 2014. In addition to webometrics, the Rector fully supported the process for 2015 Google Scholar index program in the Open Journal System (OJS).[20] Every year the Rector allocates budgets for research, service and scientific publications to achieve webometric target rate and internationalization of the campus web. The Rector called on for IAIN Bengkulu stakeholders to make improvements to webometrics ranking and internalization of the campus web in every work meetings and gatherings. The support of the activity come by the 2017 budget of 2.993.305.000 rupiahs and 2.200.000.000 rupiahs[21] for 2018 to foster awareness of IAIN academic community regarding publications on websites, especially OJS. Web publication is one of the channels for boosting the value of IAIN Bengkulu's web visitation, allowing webometrics rating in its current position.

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17 "No Title," n.d., http://www.webometrics.info/en/search/Rangkings/bengkulu%3Apeis.
18 "No Title," n.d., http://www.webometrics.info/en/search/Rangkings/Bengkulu.
19 http://www.webometrics.info, p.2
20 "Data from the Computing Center of the Bengkulu State Islamic Institute," 2018.
21 "Work Visit of the Head of General Administration Bureau for Academic and Student Affair, Head of Division, Head of Rectorate Subdivision and Team of Internal Supervision Unit (SPI) Against Tarbiyah and Tadris Faculties, Syari'ah and Law Faculties, Faculty," 2018.

The Head of the General Administration Bureau for Academic and Students Affairs of IAIN Bengkulu participated in providing ideas and solutions in conveying the role and function of the digitalization program. At several meetings, the head of the bureau explained that it is vital for the administration to improve the website-based performance of IAIN Bengkulu work unit. E-resource is to support the improvement of webometrics ranking.[22] Data from the General Administration of Academic and Student Affairs IAIN Bengkulu in 2014 explained about the piloting of digitization programs. There are the fingerprint attendance program, Academic Information System, Education Management Information System (EMIS), Higher Education Data Base (*name of the application is* SIAKAD), Accrual-Based Accounting System Agency (*name of the application is SAIBA*), Information System for State-Owned Accounting Management (*name of the application is SIMAKBMN)*, Electronic Budget Absorption Monitoring (*name of the application is EMPA)*, Cash Management System (CMS), Performance Progress Report (*name of the application is SILK)*, E-planning, Administration of Information System (*name of the application is SIMAMURAT)*, Correspondence Information System, Employment Information System (*name of the application is SIMPEG)*, Information System of Daily Performance Progress Report (*name of the application is SICAKEP)*, Online Promotion (*name of the application is KP online)*, IAIN Portal, e-campus, Open Journal System (OJS), Whistle Blowing System (WBS), IAIN Chanel, online Community Service Program (*name of the application is KKN)*, online graduation registration, Research and Community Service (*name of the application is LITAPDIMAS)*, Online Higher Education Accreditation System (*name of the application is SAPTO)*, Lecturer Workload (*name of the application is BKD-online)*, e-library, Senayan Library Information Management System (SLIMS), E-book, Self-Assessment on the Implementation of Integrity Zone (*name of the application is* PMPZI), Self-Assessment on the Implementation Bureaucratic Reform (*name of the application is* PMPRB), Electronic Standard Operating Procedure (E-SOP).[23]

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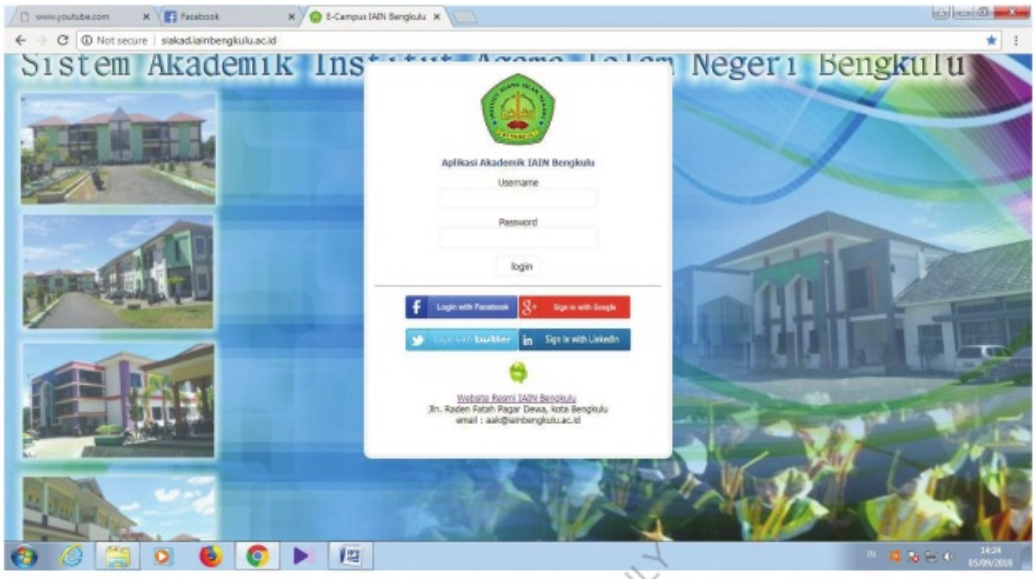
[22] *Ibid.*
[23] *Academic Handbook of IAIN Bengkulu* (Bengkulu: IAIN Bengkulu, 2015).




**Picture 1: The Display of SIAKAD Home**

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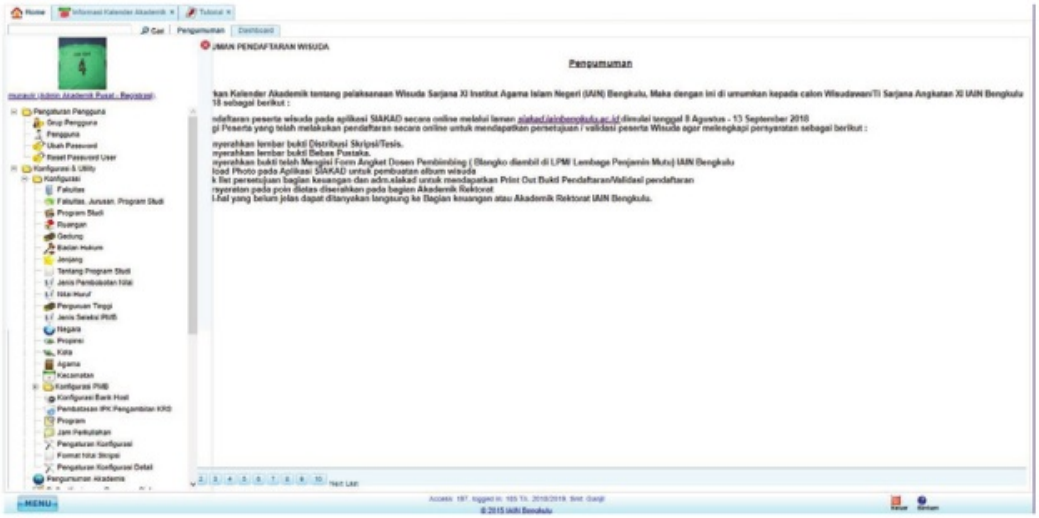
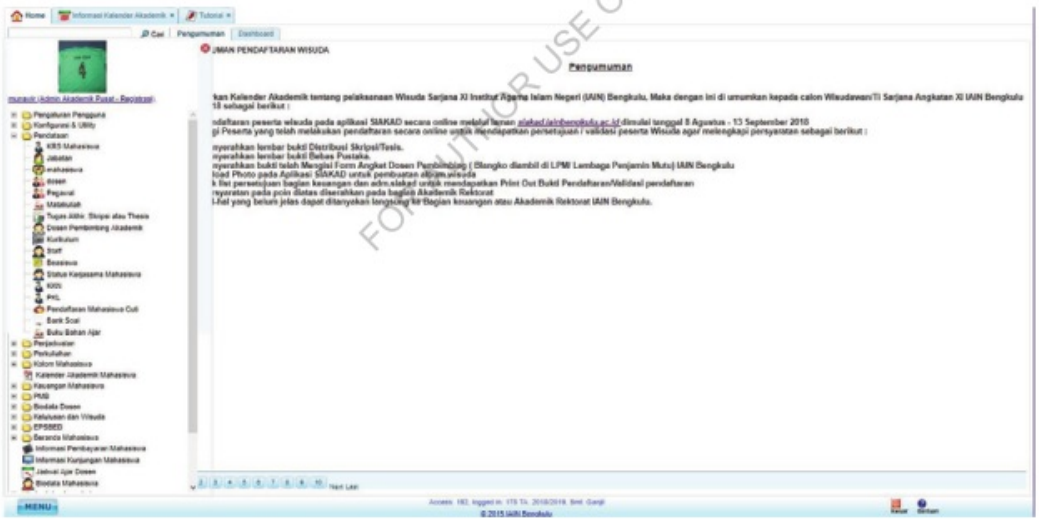
**Picture 2: The Display of SIAKAD Menu**



**Picture 3. The Display of User Setting Sub Menu, configuration and Utility**



**Display 4. The Display of Registration Sub Menu**

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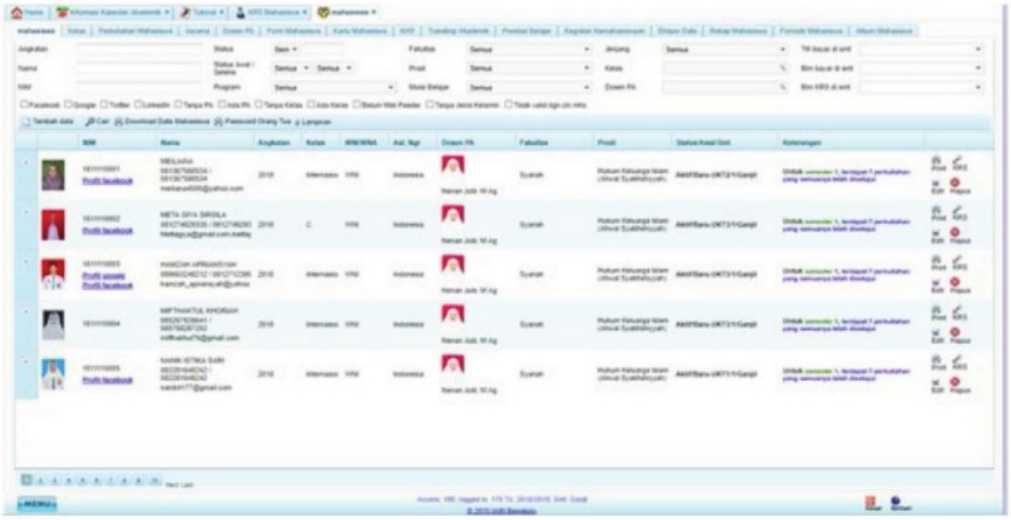

**Picture 5. The Display of Students Menu**

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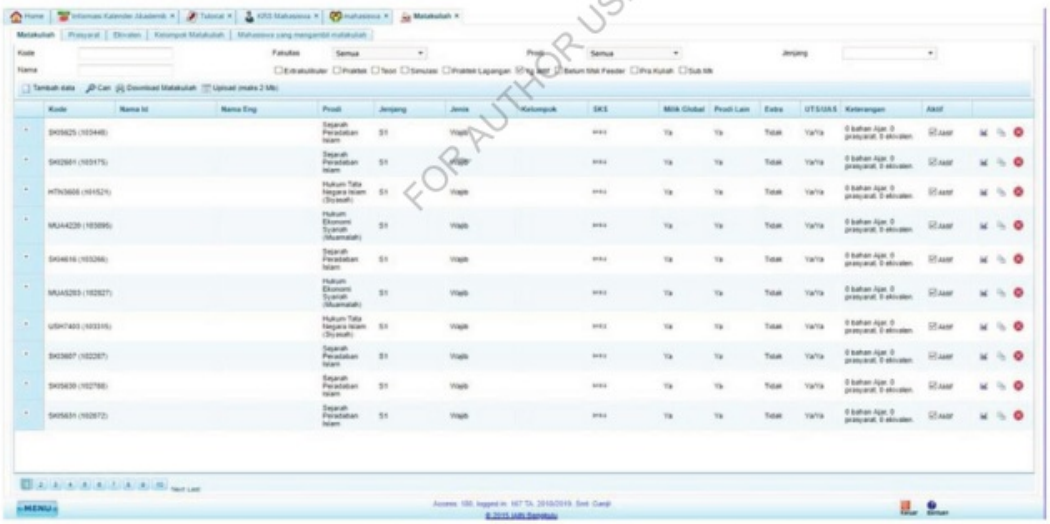
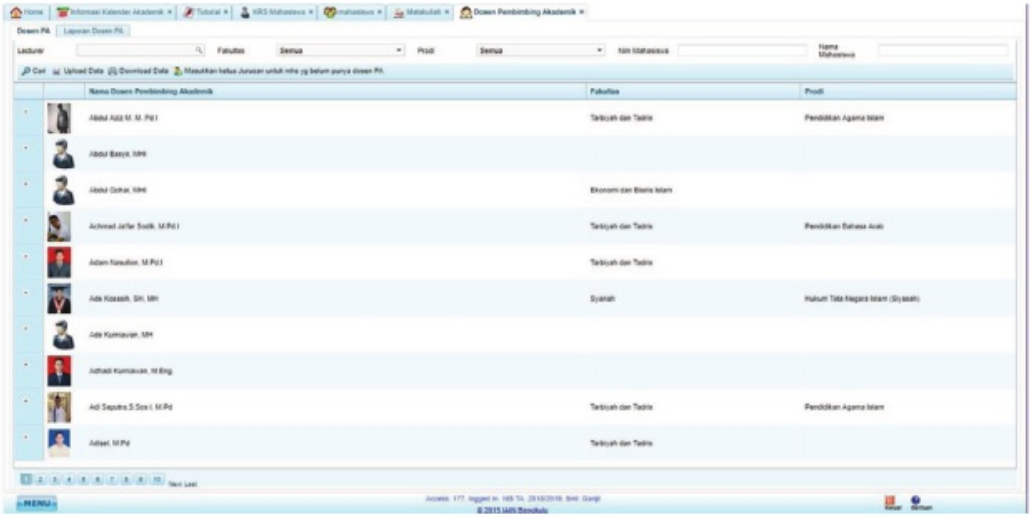


**Picture 6. The Display Menu of Lecturing Subjects**



**Picture 7. The Display Menu of Academic Supervisors**

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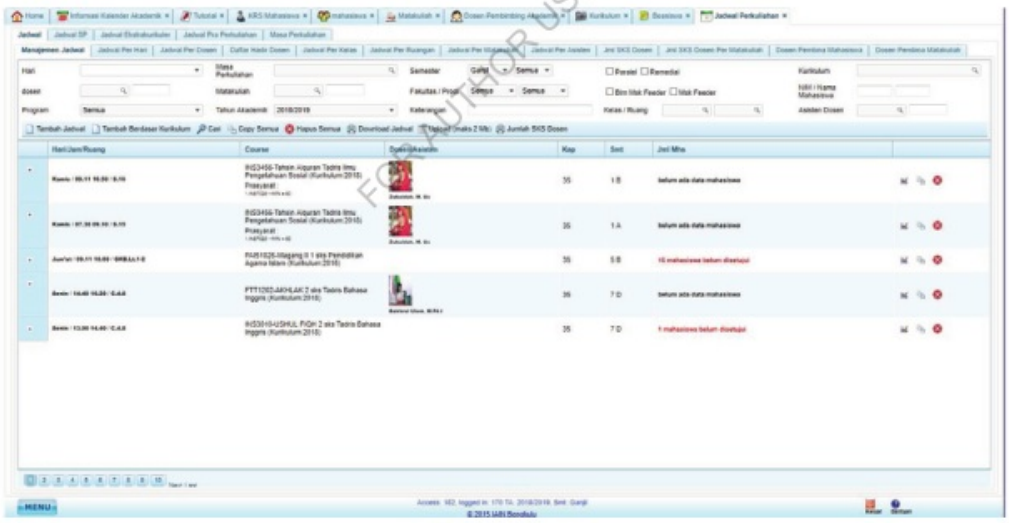
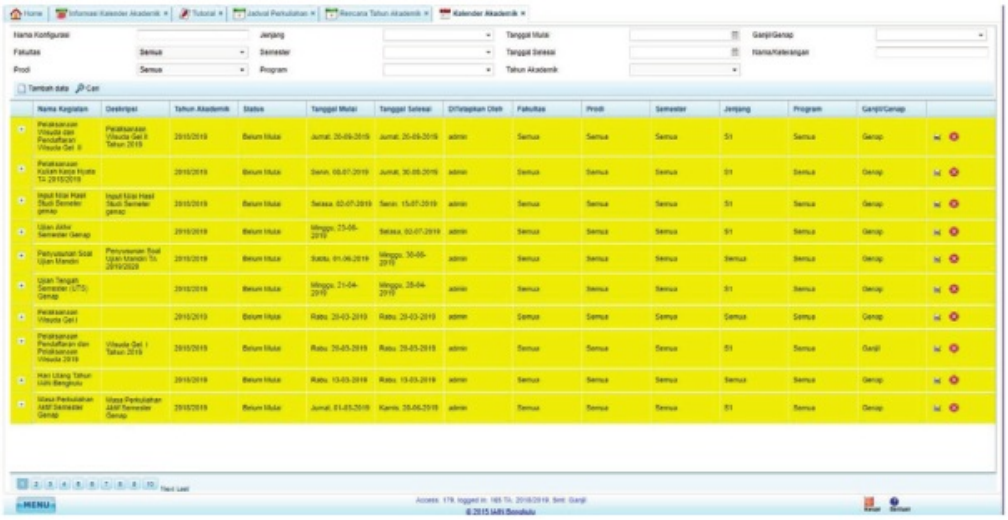
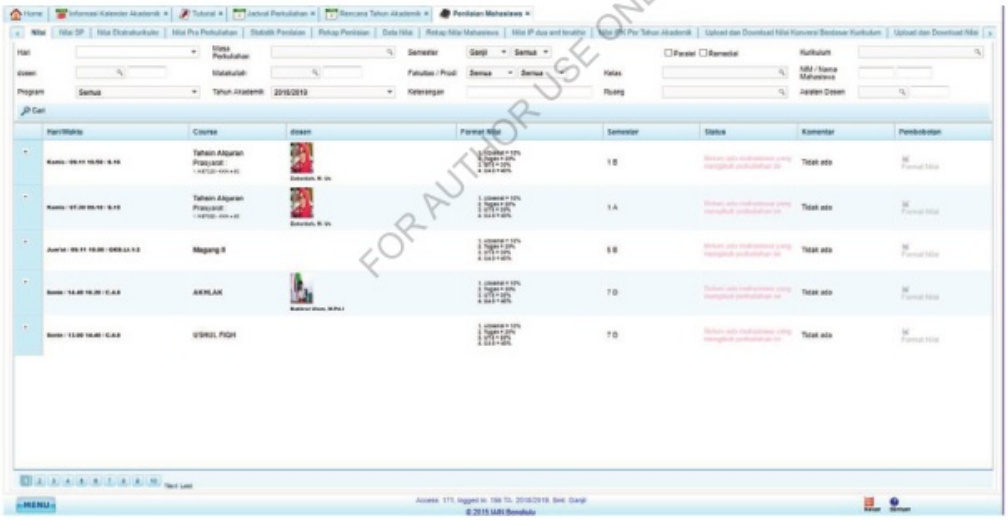


**Picture 8. The Display Menu of Lecturing Schedules**



**Picture 9. The Displaying Menu of Academic Calendar**



**Picture 10. The Display Menu of Students' Marks**

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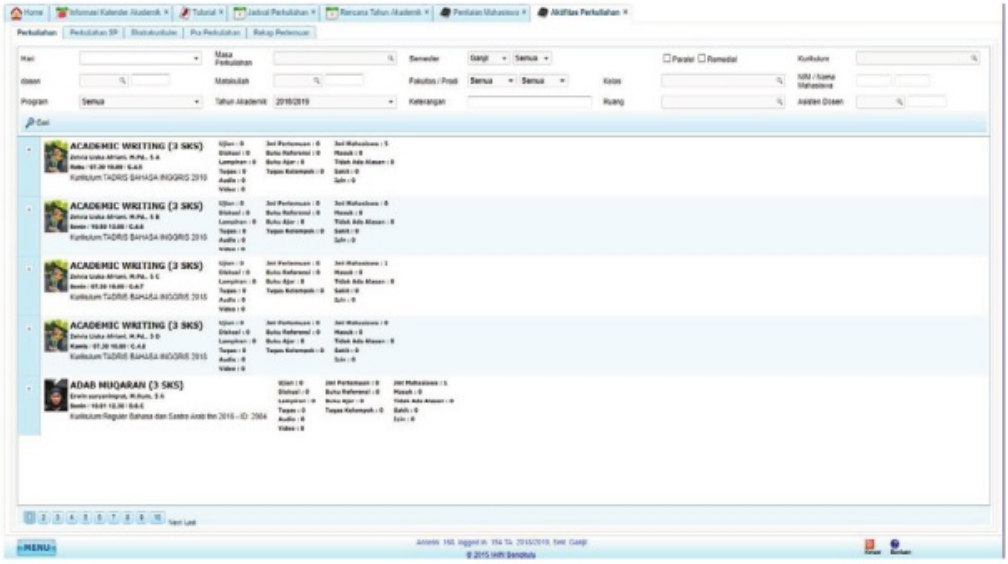


**Picture 11. The Display Menu of Lecturing Activities**

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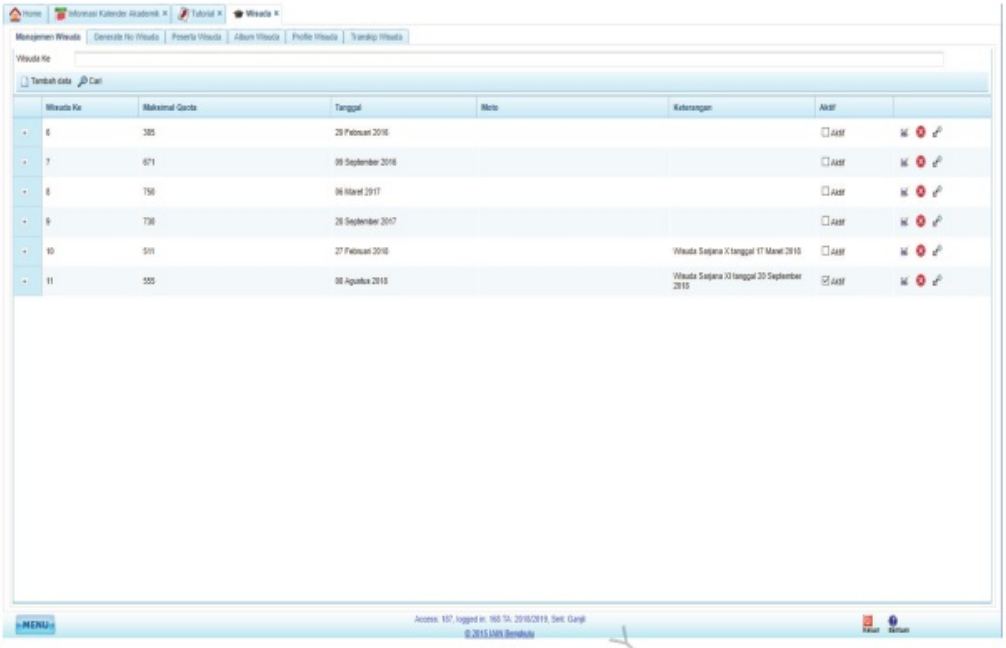
**Picture 12. The Displays of Final Tasks, Thesis, and Dissertation**



**Picture 13. The display menu of Convocation Ceremony**

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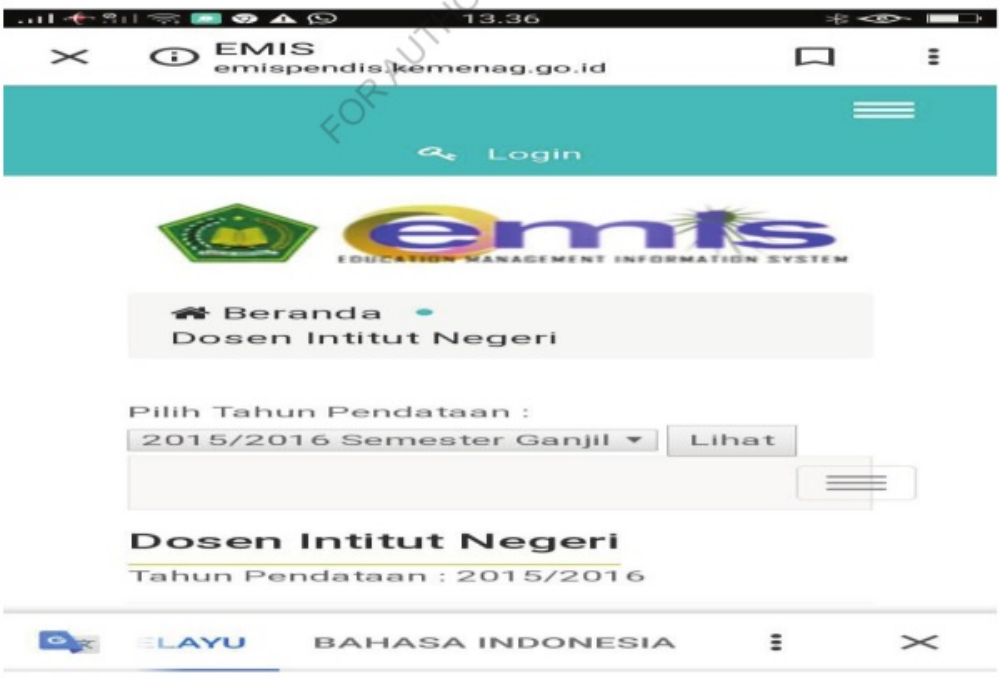


**Picture 14. The Display Home of EMIS**

**Picture 15. The Display Home of PDDIKTI**

**Picture 16. The Display Menu of SIMAKBMN/ SIMAN**

**Picture 17. The Display Login of EMPA**

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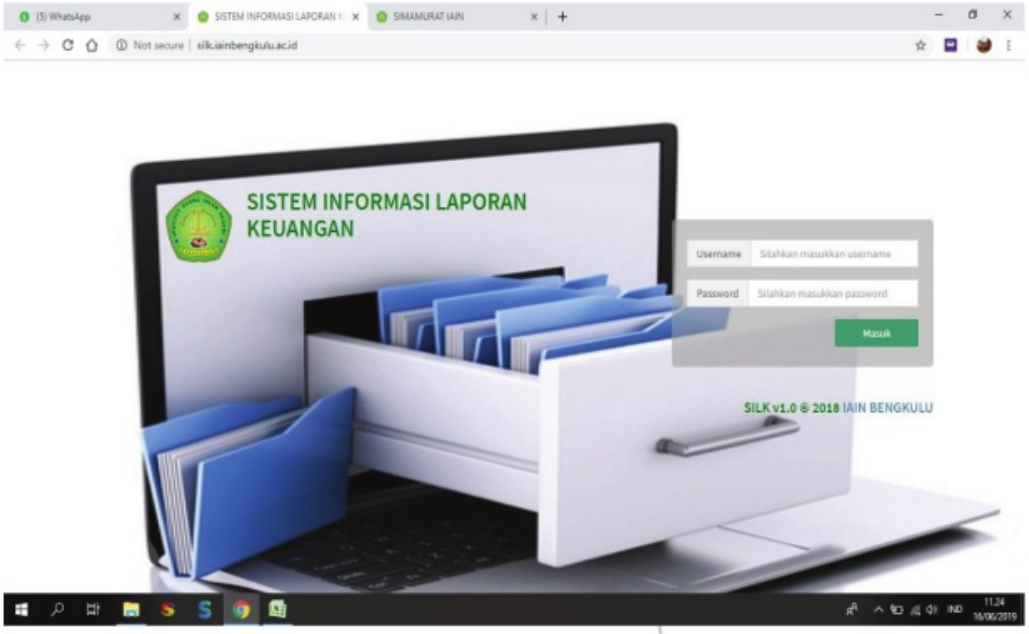
**Picture 18. The Display Menu of Finance Management Based CMC BRI**




**Picture 19. The Display of SILK**

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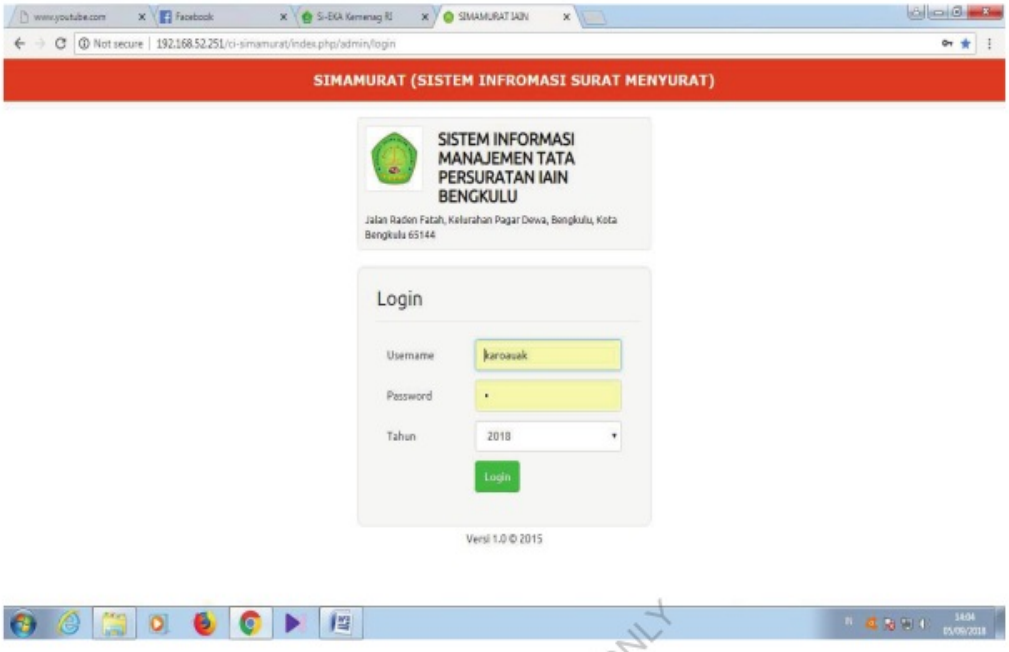
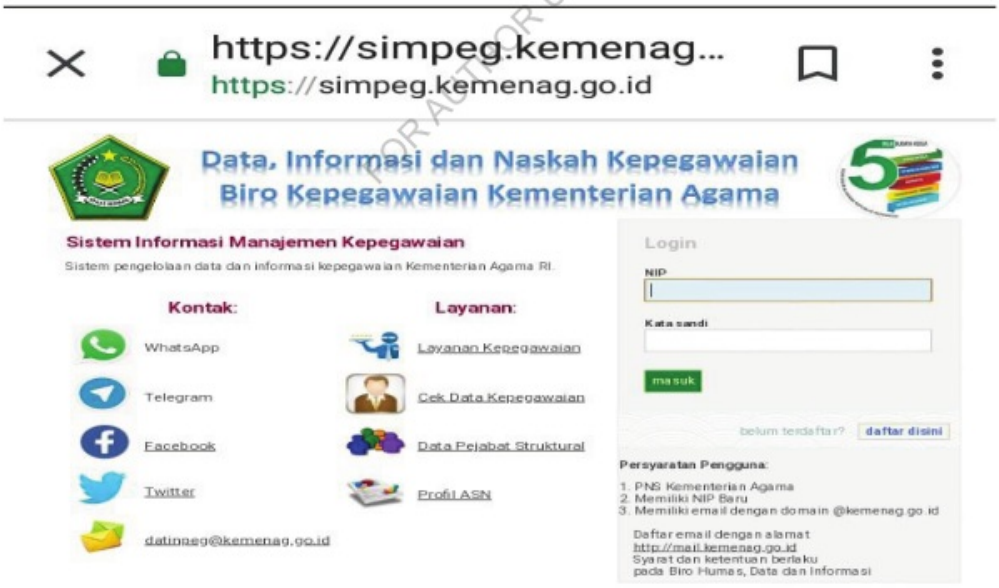
**Picture 20. The Display of E-Perencanaan (E-Planning)**

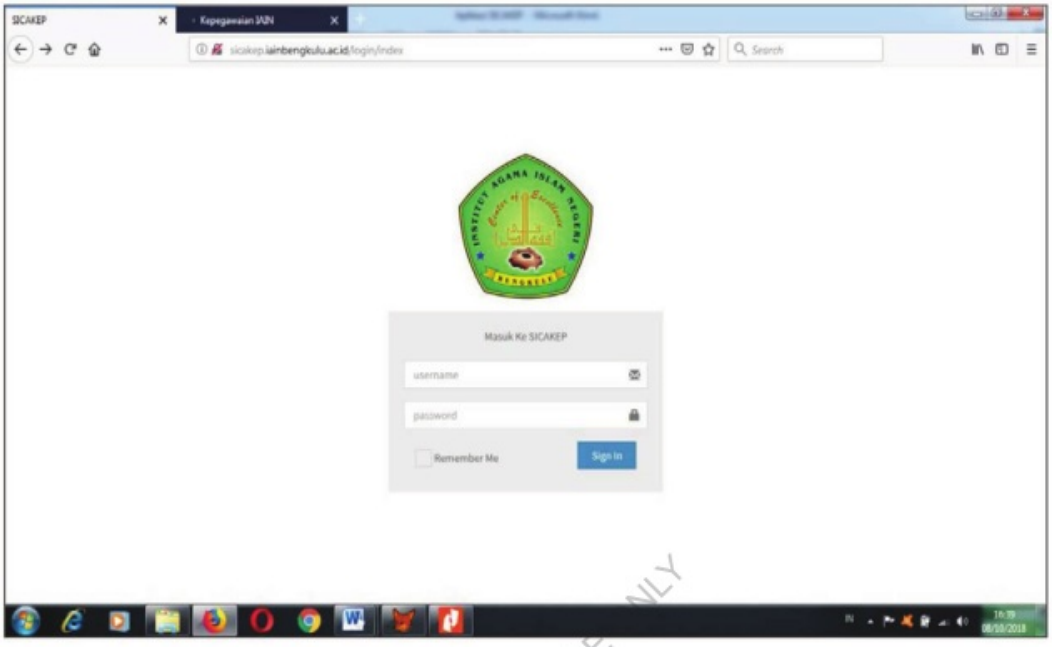



**Picture 21. The Display login of SIMAMURAT**




**Picture 22. The Display of SIMPEG Online**

FOR ACTOR USE ONLY




**Picture 23. The Display Login of SICAKEP**

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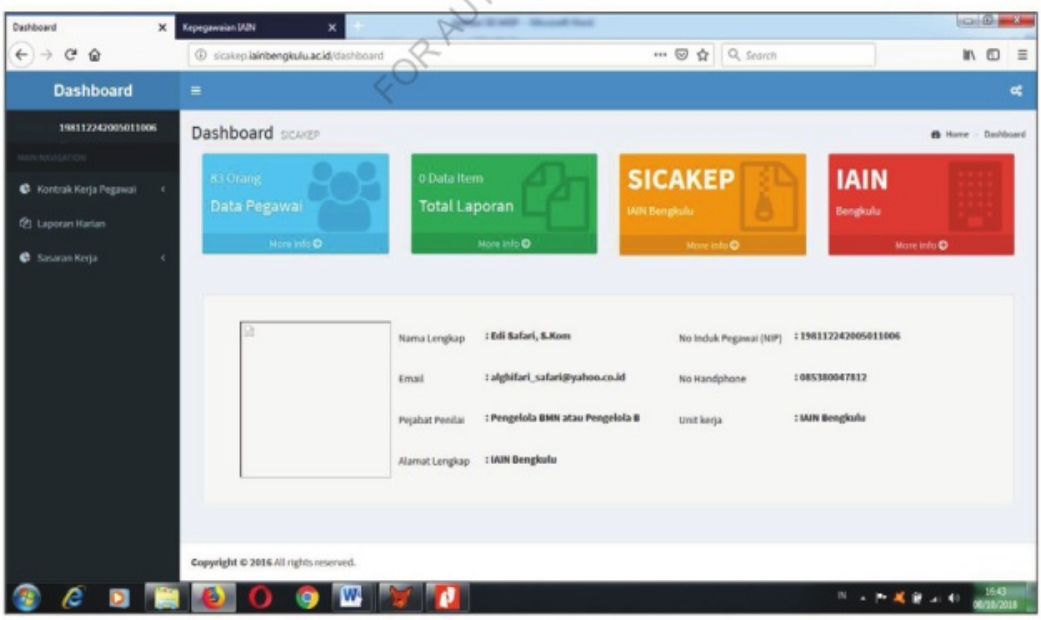
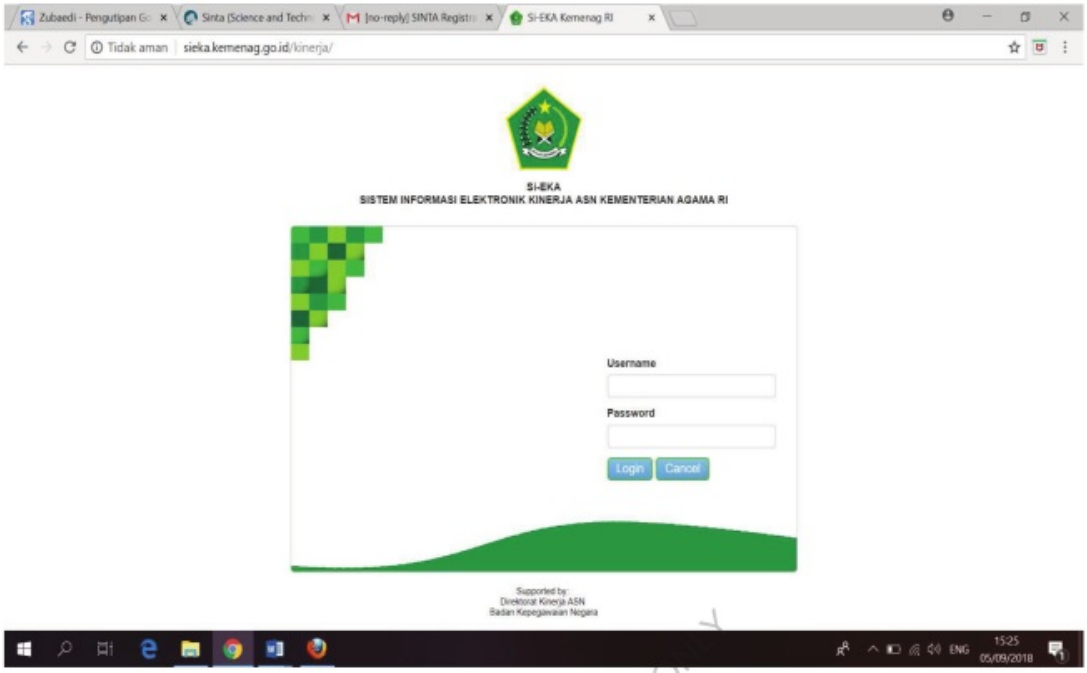
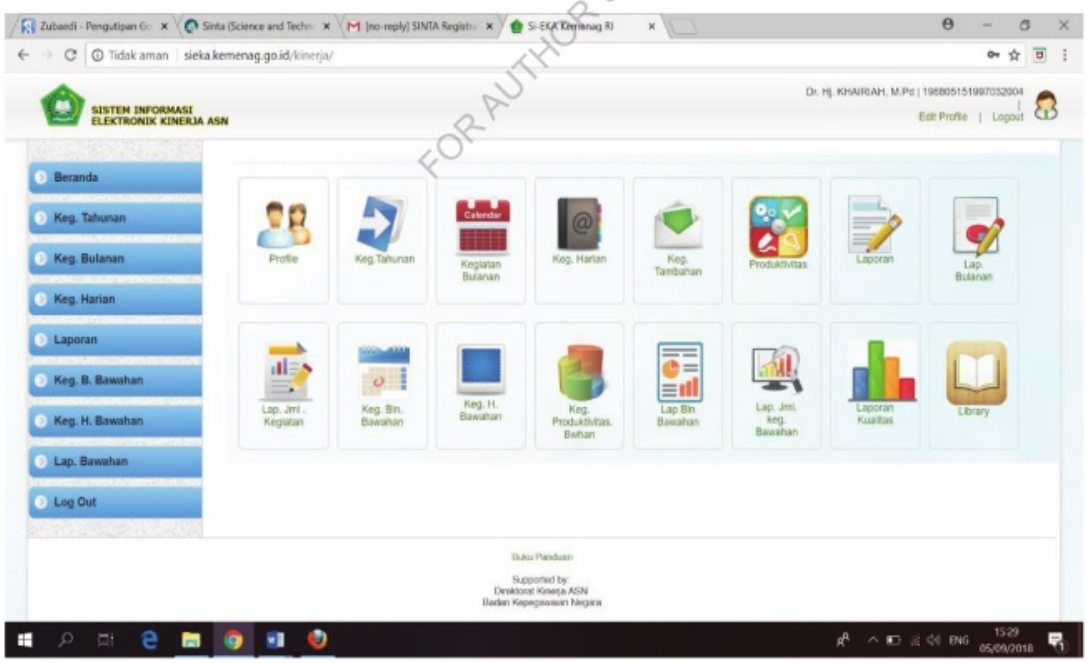



**Picture 24. The Display Menu of SICAKEP**




**Picture 25. The Display Login of SIEKA**




**Picture 26. The display Menu of SIEKA**

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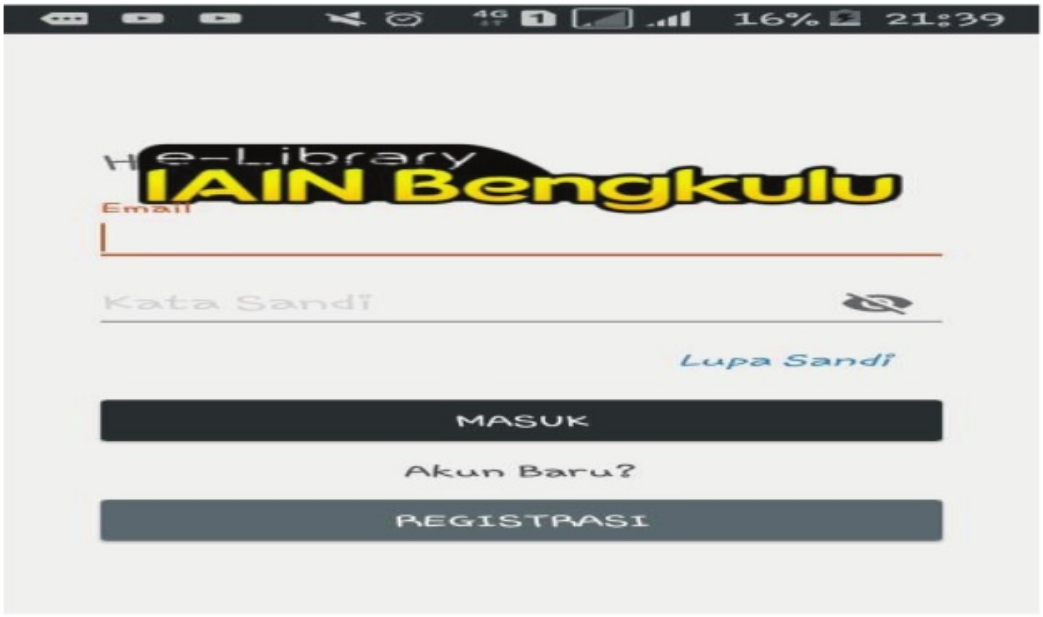
**Picture 27. The Display login of Repository**

**Picture 28. The Display Menu of e-Library**




**Picture 29. The Display Menu of Login e-library**

**Picture 30: Display Menu of OJS**

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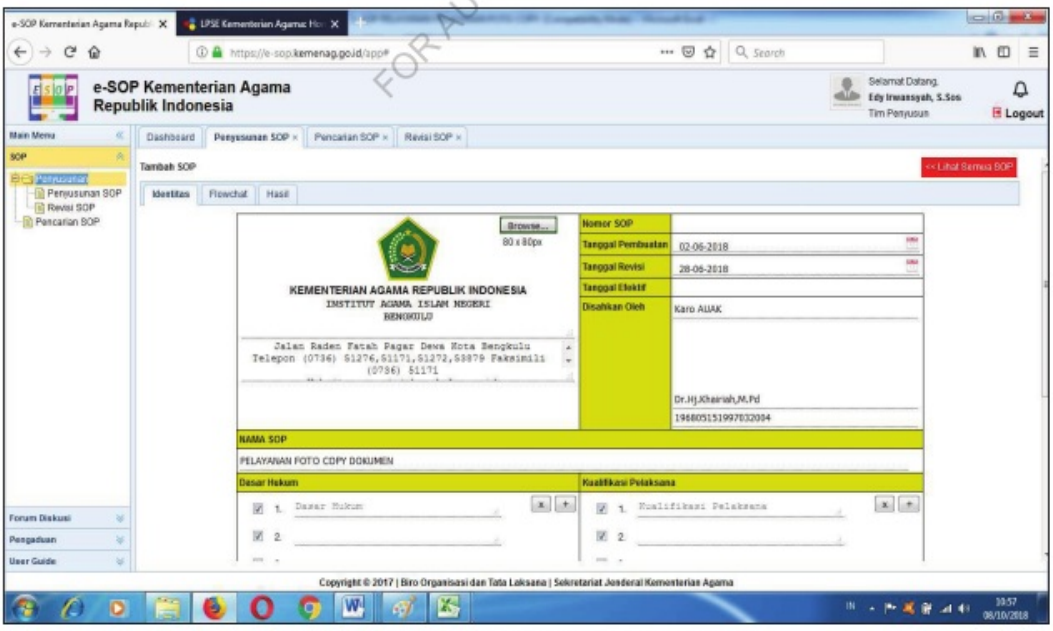
**Picture 31. The Display login of E-SOP**




**Picture 32. The Display menu of E-SOP**

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**Picture 33. The Display login of PMPZI**

**Picture 34. The Display Location of PMPZI**

**Picture 35. The Display Menu of PMPRB**

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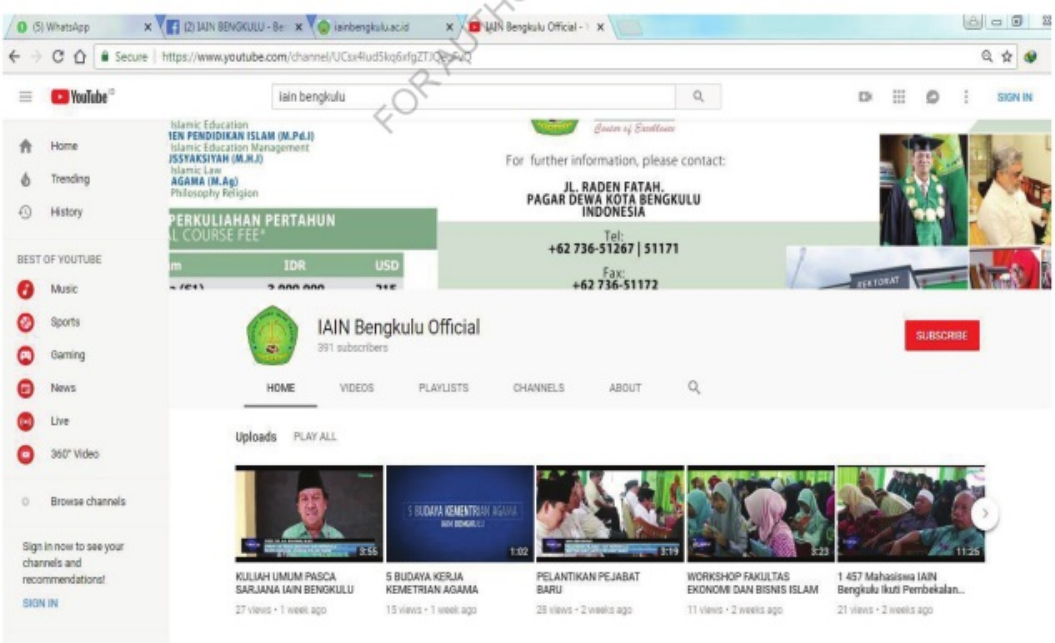
Picture 36. The Display Login of e-SOP

Picture 37. The Display of IAIN Chanel

Picture 38. Home Display Website IAIN Bengkulu

**Picture 39. The Display of IAIN Bengkulu Facebook**




**Picture 40. The Display of IAIN Bengkulu Youtube**

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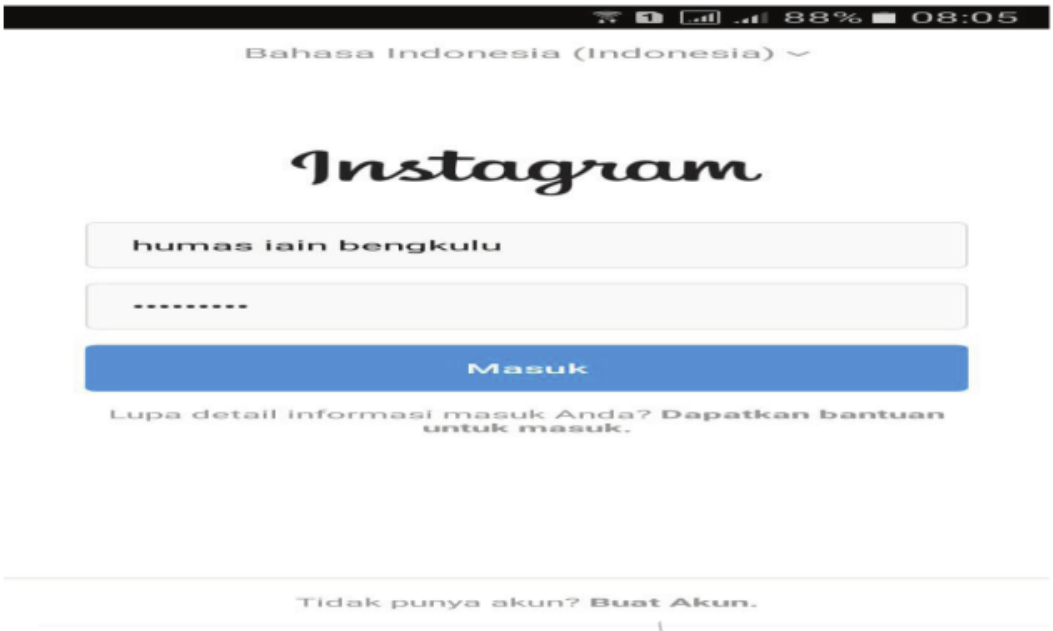


**Picture 41. The Display of IAIN Bengkulu Instagram**

Quality Assurance of University (LPM) strives for webometric achievements by empowering lecturers to publish their research findings in the OJS[24]. In 2018, Quality Assurance Agency encouraged webometric achievement by using online applications for Lecturer's Workload and Online Higher Education Accreditation System.[25] By functioning of an online-based digitalization program according to their respective fields, the recognition for web-based takes for improving services of university management.

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[24] "Data from the Research and Community Service Institution (LPPM) of the Bengkulu State Islamic Institute," 2017.

[25] "Data from the Quality Assurance Institute of the Bengkulu State Islamic Institute," 2018.

Picture 42: The Login Display of BKD Online

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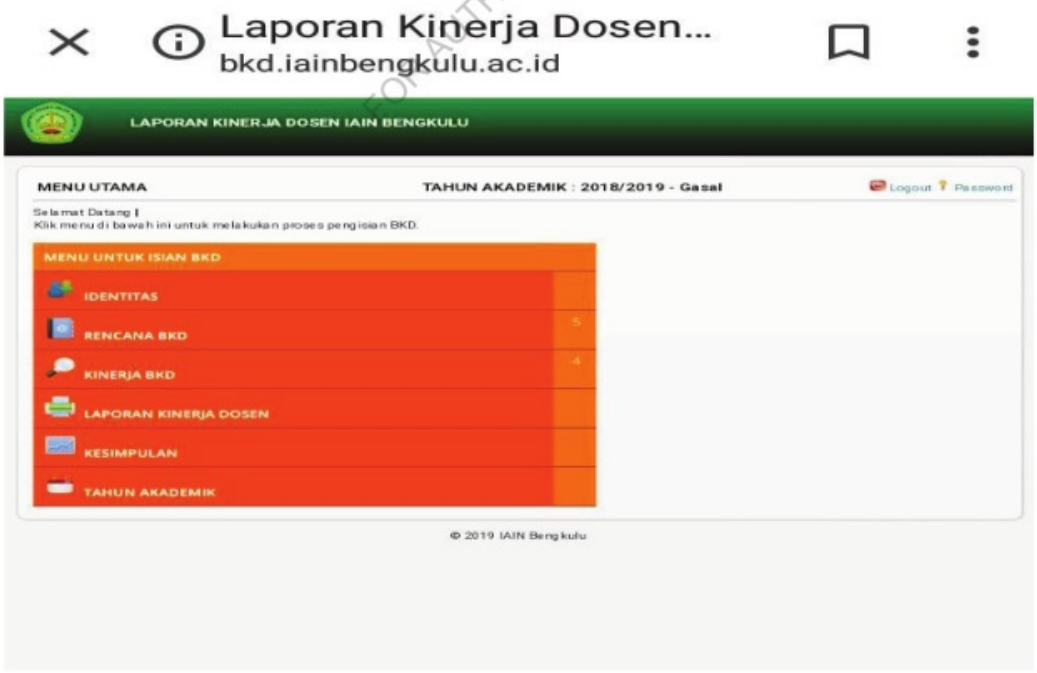
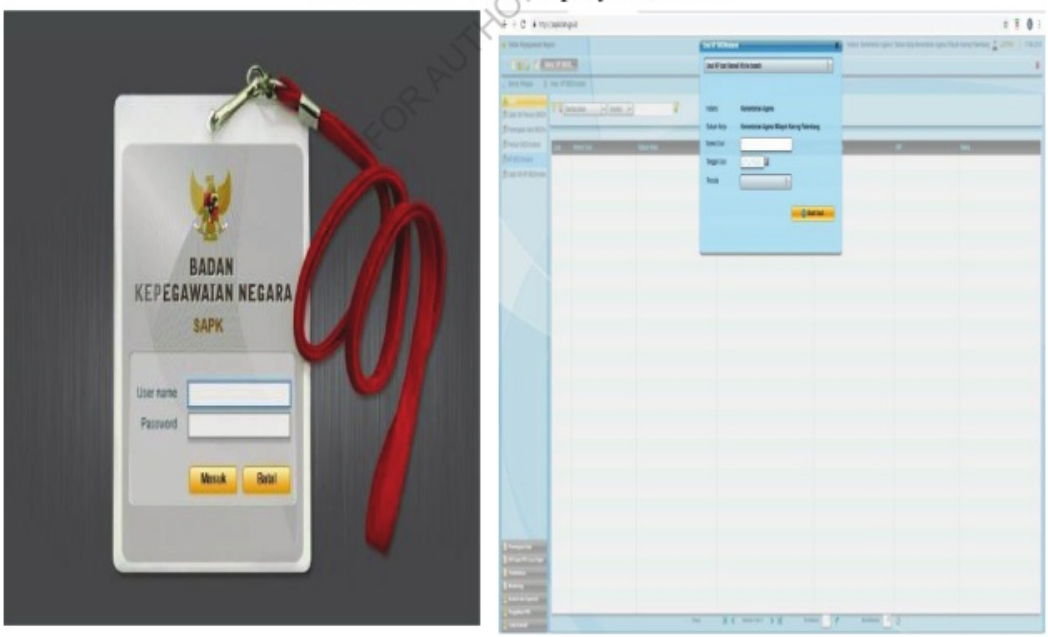



Picture 43: The Home Display of BKD Online

Picture 44: The Home Display of SAPTO

Picture 45: The Display of Online Accreditation Proposal

Picture 46: The Display of SLIM




Picture 47: The Display of KP Online

**Institutional Leadership Management in Educational Quality for the Preparation of Higher Education Accreditation**

Government Regulation number 19 of 2003,[26] Law Number 20 the Year 2003, and Government Regulation Number 19 of 2003[27] regulate the freedom of each education unit and higher education to improve service quality according to their study programs and expertise. The quality of education is a top priority in institutional management related to the academic process, including student admissions and graduation output. The quality of an institution is standardization through accreditation. The higher the institution's accreditation score, the better the quality of the institution.[28] The scheme for university accreditation quality has written in the Education Development Index (EDI). The quality of Indonesian Educational Institutions is rank 69, below Malaysia which ranks 65th.[29] This problem shows a gap between expectations and reality. This condition does not only occur in public Higher Education environment but also occurs in Islamic Higher Education, including IAIN Bengkulu.

The quality of IAIN Bengkulu's accreditation is still relatively weak. The assessment of the quality standards takes by the National Accreditation Board for Higher Education. IAIN Bengkulu has 37 study programs consisting of strata 1, strata 2 and strata 3 study programs, with 29 Strata 1 study programs, 7 Strata 2 study programs, and 1 Strata 3 study program. In detail, accreditation level A has taken by 4 department study programs in 2 facilities. The Faculty of *Tarbiyah and Tadris* has Arabic Language Education (PBA) and Islamic Education Study Program (PAI). The Faculty of *Syari'ah has* Ahwal Al-Syahkhsyiyyah department program. The Postgraduate Study Program has Islamic Education. IAIN Bengkulu has 9 studies department program accredited B level. The Accreditation from Tarbiyah faculty is Madrasah Ibtidaiyah Teacher Education department and English language department. The accreditation from Faculty of *Syari'ah* is Economy Islam department and Muamalah department. The accreditation from Faculty of *Ushuluddin, Adab and Da'wah* is Islamic Dissemination Communication, BPI, Islamic Counselling, and Qur'an Science and *Tafsiir*. The accreditation postgraduate Master program is *Ahwal Al-Syahkhsyiyyah*. IAIN Bengkulu has 10 study programs accredited C. The accreditation from Faculty of *Syari'ah is Zakat and Waqf*

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[26] Presiden Republik Indonesia, "Government Regulation on National Education Standards" (2003).
[27] Presiden Republik Indonesia, "Law on National Education System" (2003); see also Presiden Republik Indonesia, Government Regulation on National Education Standards.
[28] Syam, *Dari Bilik Birokrasi, Esai Agma, Pendidikan Dan Birokrasi, Kementerian Agama*, hlm. 128.
[29] *Ibid.*, hlm. 149.

*department, Syari'ah* Banking Islamic Economy Departement, and Constitutional Law Study department Program. The accreditation from of the Faculty of *Ushuluddin, Adab and Da'wah* is *Akhlak* dan *Tasawuf department,* Arabic Language and Literature department, History of Islamic Culture department, and *Dakwah* Management department. The accreditation from Faculty of *Tarbiyah and Tadris is Raudhatul Athfal Teacher Education department. The accreditation from* Postgraduate Program is Islamic Philosophy department program and Islamic Education Management department program. IAIN Bengkulu has 13 study programs, including 1 doctoral study program have not been accredited and are still in the process preparing accreditation documents.[30]

Regarding the quality of education regarding leadership management, the preparation for accreditation for quality management at IAIN Bengkulu must improve the quality of managing human resources,[31] although the quantitative research on the quality of employees of IAIN Bengkulu shows 88.78% (very excellent). The quality management process in 3 main variables in the assessment of service totality. These three things are service input, service process, and service output. The quality of IAIN Bengkulu is mutually synergistic with needs, which is the compatibility between needs and services for users of educational institutions.[32] Thus, quality does against the satisfaction of the users of higher education services. Users engage on-campus and off-campus. On-campus users are students, lecturers and campus staff. Off-campus users are student organizations, community, related institutions, and university database stations.

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New student admission has served through 3 services model that is National Islamic Religious Higher Education Academic Achievement Selection, Entrance Test for State Islamic Religious Higher Education, and Independent New Student Admission Selection. The three new student recruitment services are online-based.[33] Accreditation preparation such as collecting supporting documents, writing activity supporting documents, form preparation, and potential identification, enriching information on APT instruments, filling in APT forms, scoring and simulating the value of APT forms, and uploading forms at the Online Higher Education Accreditation System has an online program.[34]

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30 "Data from the Academic Section of the IAIN Bengkulu General Administration Bureau for Academic and Student Affairs," hlm. 2018.
31 RA Noe, *Manajemen Sumber Daya Manusia* (Jakarta: Indeks Pendidikan Nasional, 2007), hlm. 36.
32 Abdul Hadis and Nurhayati, *Manajemen Mutu Pendidikan Islam* (Bandung: Alfabeta, 2012), hlm. 2.
33 "Aplikasi Akademik IAIN Bengkulu," n.d., http://siakad.iainbengkulu.ac.id/.
34 "Data from the IAIN Bengkulu Quality Assurance Agency," 2018.

Service management process is an organization's effort to achieve goals through planning, organizing, placement, direction, and control.[35] The process of achieving goals successful [36] does through active management.[37] IAIN Bengkulu's journey during the last 16 years was to improve the quality of infrastructure, the quality of teaching staff, the quality of education personnel, the quality of the learning process, and the quality of graduates. The main priorities for improving quality are in line with the demands of community needs, especially the improvement in the management quality of educators, education personnel, learning, and graduates. IAIN Bengkulu seeks and attempts to improve the quality of the learning process through institutional management theory, and efficient effective services. [38] In attempting to improve management quality and efficient effective services, IAIN Bengkulu has 262 employees; 150 lecturers and 112 staff.[39] Staffs include 1 Head of Bureau, 7 Heads of Divisions, 16 Heads of Subdivisions, and 61 general functional positions and supporting positions.[40] The primary duties of education staff in IAIN Bengkulu are to manage the quality of services to satisfy the needs of the community regarding educational services.[41] The success of IAIN Bengkulu is inevitably related to the leadership theory which influences employees in implementing the visions, missions or management objectives of IAIN Bengkulu.[42] The Rector is the critical driver in university control within the concept of leader and mentor.[43] The rector is the leader of IAIN Bengkulu organization for the achievement of objectives through effective management with the function of planning, organizing, actuating and controlling IAIN Bengkulu's management.[44] The Rector of the IAIN Bengkulu is required to innovate within the area of dynamic community needs that are constantly

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35 Harold Koontz and Cyril O'Donnell, *Principles of Management: An Analysis of Managerial Functions* (New York: McGraw-Hill, 1972), 3; James A. F. Stoner, R. Edward. Freeman, and Daniel R. Gilbert, *Management*. (Pearson, 1996), 5, https://books.google.co.id/books?id=8ZByNZpTRx4C&dq=Stoner,+J.P,+Management&hl=id&sa=X&ved=0ahUKEwjyq9LY_6jfAhWLQo8KHUrYBegQ6AEIMjAB.

36 M.S.P Hasibuan, *Manajemen Dasar, Pengertian Dana Masalah* (Jakarta: Bumi Aksara, 2006), hlm. 1.

37 Zakaria, *Handout Mata Kuliah Manajemen Sumber Daya Manusia* (Bengkulu: Program Studi Magister Administrasi Pendidikan FKIP UNIB, 2010), hlm. 13.

38 A.R. Tilaar, *Manajemen Pendidikan Nasional: Kajian Pendidikan Masa Depan* (Bandung: Rosdakarya, 2008), hlm. 22.

39 "Statistik Institut Agama Islam Negeri (IAIN) Bengkulu," 2015.

40 "Employment Data of the IAIN Bengkulu General Administration Bureau for Academic and Student Affairs," 2018.

41 Edward. Sallis, *Total Quality Management in Education* (Kogan Page, 2002), 30–31, 34, https://books.google.co.id/books/about/Total_Quality_Management_in_Education.html?hl=id&id=o0w9AAAAIAAJ&redir_esc=y.

42 Stephen P. Robbins et al., *Organisational Behaviour* (New Jersey: Pearson Education , 2011), hlm. 19.

43 Badaruddin and Umiarso, *Kepemimpinan Pendidikan Islam* (Jogjakarta: Ar-Ruzz Media, 2012), hlm. 111.

44 Khairiah Khairiah, "Pengaruh Implementasi Kurikulum Berbasis KKNI Terhadap Peningkatan Mutu Pendidikan PTAI," *Nuansa* 8, no. 2 (December 14, 2015), http://ejournal.iainbengkulu.ac.id/index.php/nuansa/article/view/395.

changing and requiring effective management.[45] Service quality of management in planning, organizing, directing, supervising and controlling processes are organizational resources that are demonstrated and applied in achieving the objectives of education quality through accreditation level.

Quality management process of Higher Education Implementation sees the academic quality of lecturers at the Strata 2 and Strata 3 levels. IAIN Bengkulu has 108 lecturers with master's degree and 42 lecturers with a doctoral degree. In detail, based on position, the lecturers consist of 56 expert assistants, 46 lecturers, 51 lecturer coordinators, and 2 professors. IAIN Bengkulu has supporting lecturers working for Bengkulu Province Private Universities. In detail, Nurhadi, M.A is assigned at UMB, Asmara Yumarni, M.Ag is assigned at Unihaz, Drs. H. Sutan Bahari, M.Pd as a supporting lecturer at an Institute of Health Science, Drs. Suhilman Mustofa, M.Pdi as a supporting lecturer at Sapta Bhakti, Ellyana, M.Pdi is professor assistant at Unived, Dr H. Suardi Abbas, SH, MH as a supporting lecturer Nahdatul Ulama Islamic School of Economics.[46]

The Management Process of Academic Quality has in the number of studies at IAIN Bengkulu. Data from individual research in the last 3 years shows that there have been 25 research titles from 25 lecturers for 2013, 34 titles from 34 lecturers in 2014, and 45 research titles from 45 lecturers in 2015. Data on the number of team research in IAIN Bengkulu in the last 3 years shows 10 team research in 2013, 14 in 2014, and 7 in 2015.

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The Management Process of Academic Quality of IAIN Bengkulu supports by the number of guest lecturers. In 2014, Prof. Dr M. H. Aslam Islahi from Jawaharlal Nehru University, India was in IAIN Bengkulu for 3 months. IAIN Bengkulu signed an MOU on guest lecturer program in the academic field. Guest lecturers are involved in teaching and learning processes, research, as seminar resource persons, and as journal reviewers. They are reviewers in the process of publishing Madania Journal.

The Management Process of Academic Quality of IAIN Bengkulu takes convener through the implementation of IAIN Bengkulu International Meeting with International Universities. IAIN Bengkulu had international partnerships with 5 countries in 2015, 4 in Asia and 1 in Europe; 10 countries in 2016, with 9 from Asia, and 1 from Australia; 3 countries in 2017 with 2 from Asia and 1 from Europe. In 2018 there are only 2 countries of them are from Asia. For 4 years, IAIN Bengkulu,

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45 *Ibid.*, hlm. 181.

46 "Employment Data of the IAIN Bengkulu General Administration Bureau for Academic and Student Affairs."

assigned in the MOU, carried out 4 activities in the form of international conferences, short courses, practicums, and community services. The conferences have done 17 times involving universities from Asian and European countries. Two of these activities were interesting for they do in Islamic boarding schools in Thailand. Short Courses and Community Services were carried out only with Australian State Universities. Practicums were carried out only with Malaysian state universities. The activities were only represented by 9 people for 4 years including Prof. Dr. H. Rohimin, M.Ag, Prof. Dr. H. Sirajuddin M, M.Ag, MH, Andang Sunarto, Ph.D, Azis Mustasimin, M.Pd, Riswanto, Ph.D, Arif Rahman Hakim, M.Pd, Fauzan, MA, Romi Aditia, M.Pd, and Dr. Qolbi Khairi, M.Ag.[47] The conferences at IAIN Bengkulu welcoming attend Prof. Dr H. Nadirsyah Hosen LLM MA from Wollongong University Australia, Prof. Dr. Azharuddin Sahil, Dr. H. Abdul Halim Bin H. Ismail Ibn Syaid Dinaa Albar from USM Malaysia, Datok Abdul Manap from MMJ Malaysia, Prof. Dr. Saudah from UTM Malaysia, and Prof. Dr. Mulyadi Kartanegara MA from the University of Brunei Darussalam. The International conferences have attended by IAIN Bengkulu include the International Conference on Recent Advances in Mathematics Biology Analysis and Application (ICMBAA), International Conference on Numerical Optimization and Operation Research (ICNOOR), International Conference Technology (ICTEL), International Teaching Practicum (ITP ), International Conference on Science Technology for Sustainability (ICOSTECHS), Seminar on Science and Technology (SNT), International Conference on Islamic Education (ICIE), International Conference on Social Sciences and Humanities II (ICOSAH II), International Conference on Social Sciences (ICESS), and the International Conference on Library and Information Technology (ICOLIT).

The Management Process of Academic Quality of IAIN Bengkulu contributes to the State at the international level. IAIN Bengkulu sent International Speakers to participate in information exchanges. The physical form of the resource for the knowledge exchange is scientific writing published in international journals. An effort in improving the Webometrics is scale uses as a basis for rating universities. The management process of Academic Quality regarding study program covers the average length of study at IAIN Bengkulu for 4 years. The student has Study programs for *Syari'ah* Faculty with a study period of 4.1 years with an average GPA of 3.35, Faculty of *Ushuluddin Adab and Da'wah* 4.1 years with the GPA of 3.33,

[47] "Data from the Sub Division of Cooperation of the General Administration Bureau for Academic and Student Affairs of IAIN Bengkulu," 2018.

Faculty of *Tarbiyah and Tadris* 4.2 years with the GPA of 3.29, Faculty of Islamic Economy and Business 4.1 years with the GPA of 3.35, and a 2-year Postgraduate Program with the GPA of 3.49. There is the manifestation of the graduates on average in the last three years. There have 153 honor graduates in 3 years, 12 in 2015, 65 students in 2016, and 19 students in 2017.[48] The lowest GPA value for 3 years is 2.68 for 2016, 2.51 for 2017, and 2.75 for 2018.

The quality of success of IAIN Bengkulu covers the improvement in academic freedom in teaching, research and scientific publications within established rules. Professors are free to determine the contents of the lecture and publish the results of the study without asking for approval from the stakeholders of IAIN Bengkulu. IAIN Bengkulu has created a conductively academic atmosphere with academic freedom for institutions, centers, and work units of IAIN Bengkulu as a vehicle for learning according to unique characteristics of managers. The transparency of IAIN Bengkulu is a form of motivation and communication to reduce the pattern of academic arrogance in achieving tolerance within a conductively academic environment. Openness facilitates partnerships between staff and lecturers as a team in the development of IAIN Bengkulu in the implementation of its visions, missions, and objectives. Quality of achievement with the spirit of hard work is beneficial for better resource management.

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Another standard tool assessment for the quality of Higher Education rates through its output which has done in the accreditation level and the number of alumni with essential positions at the national level. IAIN Bengkulu Alumni Serving as Governor of Bengkulu is Junaidi Hamsyah, S.Ag, M.Pd, serving as Head of Department is Atisar, S.Ag, M.Pd, serving as Head of Bureau is Dr Hj. Khairiah, M.Pd, and Drs. H. Zahdi, M.Ag, serving as a member of the General Election Committee is Zaini, S.Ag, serving as a member of General Election Supervisory Agency is Sa'adah, M.Ag, serving as a member of the Legislative Assembly is Mardensi, S.Ag, and as the chair of Perindo Party in Bengkulu is Honiarti, S. Ag, M.Pdi.

**Leadership Management in E-Journal Management Process**

According to the head of the research institute and community service, lecturers have not been conducting scientific research and writing optimally. Academic Writing is a problematic issue for the university employment data from the General Administration Bureau for Academic and Student Affairs reporting that

[48] "Employment Data of the IAIN Bengkulu General Administration Bureau for Academic and Student Affairs."

scientific publications are still minimally conducted by lecturers and thus hamper promotion. The data is confirmed by the outcomes of the integrity zone team assistance, the Corruption Free Region Body, and the Clean Serving Bureaucracy Region in August 2016, showing that the visible survey results on the quality of public services are still low with the score of 35.64.

The low quality of scientific publications in IAIN Bengkulu means the absorption of research budget is far from the target. A budget of Rp. 2, 993, 305,000, targeted for scientific journal optimization and operational implementation, have not been utilized 100%. The lack of enthusiasm of lecturers for writing resulted in no Linguists scientific journal in IAIN Bengkulu Publish in 2017. Islamic behavior is which encourages reading and writing. Budget absorption for professor acceleration in 2017 and 2018 in DIPA have absorbed because lecturers are not writing scientific journals maximally. Thus, there have not any additional professors from the existing number of 150 lecturers. IAIN Bengkulu has two professors before 2014.

Regarding punctuality, leaders had disseminated information about the fingerprint. However, it seems that fingerprint system not only for fulfilling the obligation to register but also the staff come in the morning to register, and then leave, and come back again in the afternoon to print their finger before going home. It is as if midday was an opportunity to skip daily work while they have recorded as being present. Service management program of the *Tridarma* of Higher Education seems with inappropriate work commitments. Work Culture requires useful leadership management functions in IAIN Bengkulu.

Journal Management of IAIN Bengkulu has had 22 print and online journals. OJS is an open source product from PKP (Public Knowledge Project) used explicitly by managers of IAIN Bengkulu online journal managers. There are three offline journal portals; Linguistics Journal, *Al Imarah*, and *Al Lughah*. Moraref is an educational portal which mission is to spread knowledge more broadly. IAIN Bengkulu has two indexed journals, Moraref Madania and Manhaj. Sinta is a web-based research information system, a journal to measure the performance of lecturers and researchers initiated by the Ministry of Research and Technology for Higher Education in 2016. The contents of Sinta that have been published electronically already had Google Scholar profile and Scopus preview containing some citations, h-index, i-10 index, proceedings of papers, books, researcher patents, and author profiles of Google Scholar. Madani is the only journal accredited by Sinta Ministery education. For lecturers, Sinta had indexed 55 lecturers who are A. Suradi, Abdul Aziz, Adisel, Ahmad Abas, Ahmad Syarifin, Ahmad Walid, Al Fauzan Amin,

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Andang Sunarto, Armin Tedi, Ashadi Cahyadi, Asiyah, Asnaini, Asniti Karni, Azizah Karyati, Bobbi Aidi Rahman, Buyung Surahman, Dedi Efrizal, Desi Eka Citra, Edi Ansyah, Evan Stiawan, Fatrica Syafri, Fatrima Syafri, Feni Martina, Hengki, Heny Friantari, Herlina, Hermi Patmawati, Imam Mahdi, Intan Permata Sari, Ismail, Japaruddin, Khairiah, Khosi'in, Lucy Audi Tiya, M. Arif Rahman Hakim, Miti Yarmunida, Moh Dahlan, Nadrash, Nelly Marhayani, Nurlaili, Pebri Prandika, Qolbi Khaoiri, Raden Gamal, Reko Serasi, Rini Elvira, Robet Thadi, Rohimin, Sirajuddin , Sutriono, Syamsu Rizal, Toha Andiko, Wenny Aulia Sari, Wira Hadi Kusuma, Yetti Afrida, and Zubaedi.

International Standard of Serial Number (ISSN) is an identification number for periodicals. According to the Chairman of the Scientific Journal Management Consortium of IAIN Bengkulu, IAIN Bengkulu has 6 Journals with print and online ISSNs. They are Madania, Equation, Al Intaj, At-Ta'lim, Baabu Al Ilmi, and Manhaj. The ISSN has granted by the ISDS (International Serial Data System) based in Paris. ISDS delegates the provision of ISSN both regionally and nationally. The regional center for Indonesia is PDII-LIPI Jakarta. IAIN Bengkulu obtains its ISSNs by applying for it from PDII LIPI and paying off the administrative fees by the Government Regulation Number 106 of 2012.

Madania is a Journal of Islamic Studies with E-ISSN 2502-1826 and ISSN 1410-8143. It is a scientific publication media with Islamic science contents. The journal's contents are meant to support the development of Islamic knowledge. The journal is published by IAIN Bengkulu twice a year in June and December. The journal was accredited B on July 3, 2014, indexed by DOAJ (Directory of Open Access Journal) Crossref, Google Scholar, Moraref, ISJD, Open Archives, Academia.edu, Citefactor, OCLC WorldCat, and ISSUU.[49]

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[49] MADANIA: JURNAL KAJIAN KEISLAMAN. ejournal.iainbengkulu.ac.id

Picture 48: The Home Display of Madania Journal

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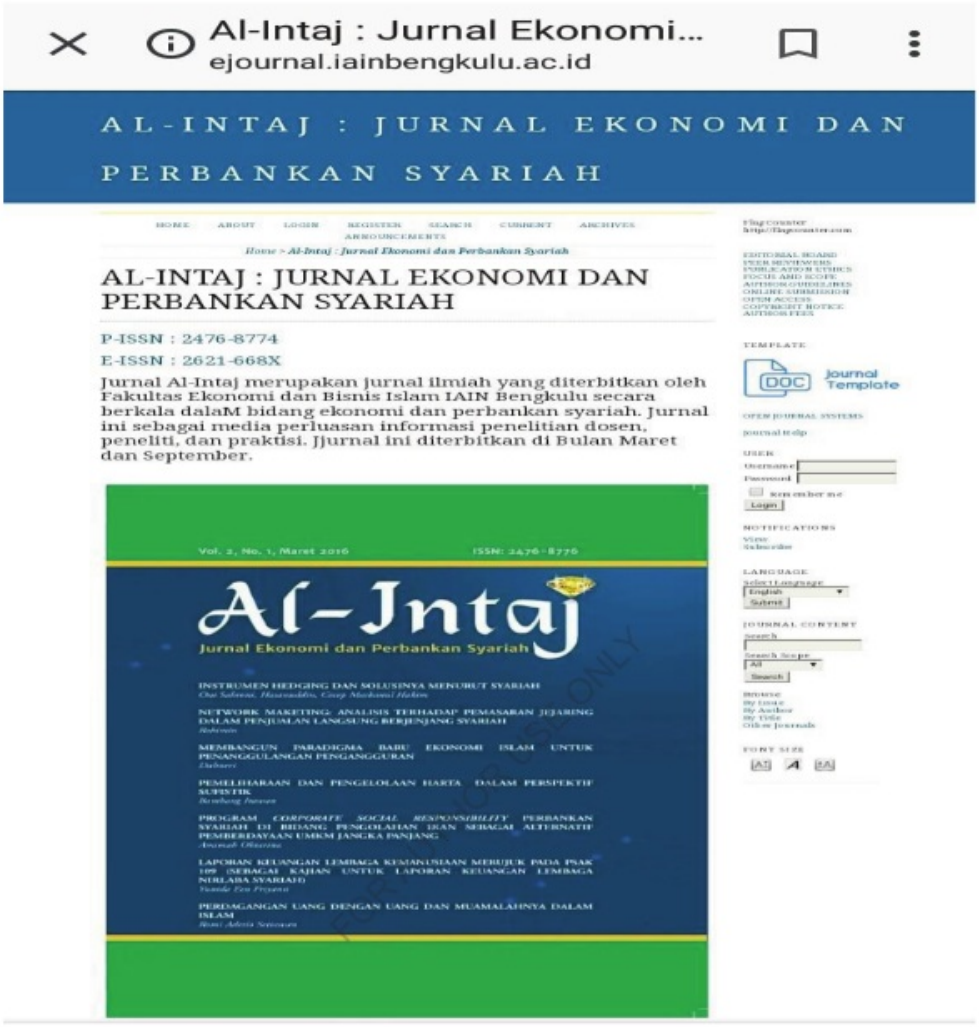
The equation is a journal of Mathematics theory and research with the ISSN 2599-3291 and E-ISSN 2614-3933. The journal contains research outcomes in the field of mathematics education. It issues March and September. This journal is in the process of accreditation submitted to Sinta by the Mathematics study program of the Tarbiyah and Tadris Faculty, IAIN Bengkulu. The journal indexed in Google Scholar, OCLC WorldCat, and ISCJD.[50]

[50] Persamaan Jurnal. ejournal.iainbengkulu.ac.id

Picture 49: The Home Display of Equation Journal

Al Intaj is a *Syari'ah* Economic and Banking journal with ISSN; 2476-8774 and E-ISSN; 2621-668x. The journal is scientific writing published twice a year in March and September under the publication of the Faculty of Islamic Economy and Business. The journal is a media for the promotion of lecturers, researchers, and practitioners in Publications in IAIN Bengkulu.[51]

[51]Al-intaj: Jurnal Ekonomi. ejournal.iainbengkulu.ac.id




Picture 50: The Home Display of Al-Intaj Journal

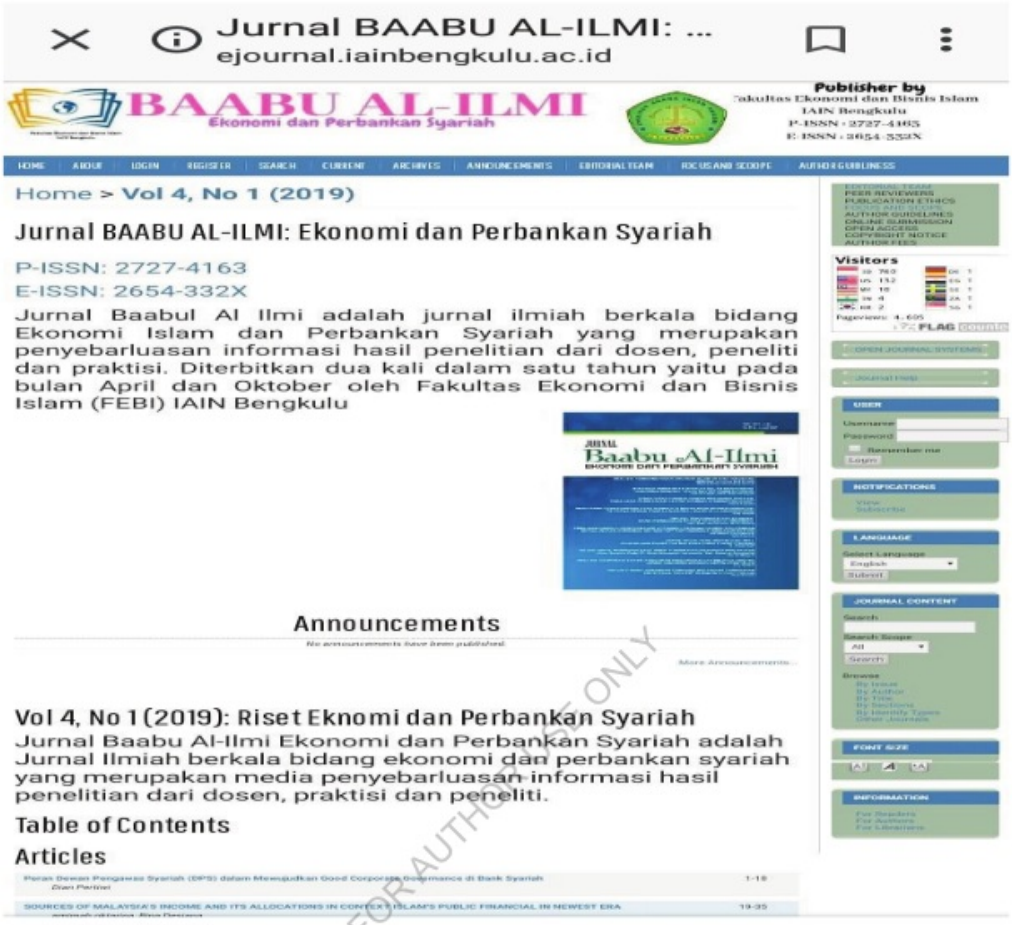
At-Ta'lim is a Journal of Information Media on Islamic Education. This journal has the ISSN 1693-2161 and E-ISSN 2621-1955. The journal contains articles on Islamic education. It issues every June and December. This journal is in the process of accreditation. It Google Scholar, Open Archives, and OCLC WorldCat have an index.[52]

[52]AT-TA'LIM: Jurnal Media Informasi Pendidikan Islam. ejournal.iainbengkulu.ac.id

Picture 51: The Home Display of Journal At-Ta'lim

Baabu Al Ilmi is a journal of Islamic Economics and Banking. The journal's ISSN number is 2727-4163 and 2654-332X for e-ISSN. It is a periodic scientific paper of Islamic economy and banking created for the publication of research reports written by lecturers, researchers, and practitioners. This journal is published in April and October by the Faculty of Islamic Economy and Business. This journal is still in the process of accreditation and index.[53]

[53]E-Journal IAIN Bengkulu, ejournal.iainbengkulu.ac.id




Picture 52: The Home Display of Journal Baabu Al-Ilmi

Manhaj is a journal of Research and Community Service. This journal has the ISSN numbers 1693-2196 and 2620-6463. It issues on April, August, and December by the Institute of Research and Community Service. IAIN Bengkulu publishes explicitly papers written by lecturers and students of the Social and Religious Science Program. This journal is in the process of accreditation and index by Google Scholar, Mendeley, Open Archives, OCLC WorldCat, Academia.edu, and Moraref.[54]

[54] MANHAJ: Jurnal Penelitian dan Pengabdian Masyarakat. ejournal.iainbengkulu.ac.id

Picture 53: The Home Display of Journal Manhaj

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There are 14 journals with only printed ISSN: Nuansa, Imtiyaz, Qiyas, Tsaqofah and Tarikh, Al Maktabah, Mizani, Syi'ar, El Afkar, Linguist, Manthiq, An Nizom, Al Bahtsu, Al Imarah, and Al Fitrah. The Rector of the IAIN Bengkulu ordered the Open Journal System manager to request online ISSNs for journals that have been published and already have printed ISSN so that one journal will have two standardized serial numbers. Five journals of IAIN Bengkulu are in line for e-ISSN.

Nuansa is a journal of Islamic and Community Studies. The journal manages with OJS by the postgraduate program of IAIN Bengkulu as a media for scientific publications with the contents of Islamic values. The main aim of this journal is to support the development of Islamic education. The problems faced by the journal manager in managing this journal include paper collection and the limitations in the quality and quantity of human resources. The journal takes funding with DIPA IAIN Bengkulu. In 2018, Nuansa has online Proses on OJS and issues on June and December. It is in the process of obtaining its e-ISSN and accreditation and is in the

line for indexing by Google Scholar, Academia.edu, Open Archives, Mendeley, OCLC WorldCat, and Moraref.[55]

Picture 54: The Home Display of Journal Nuansa

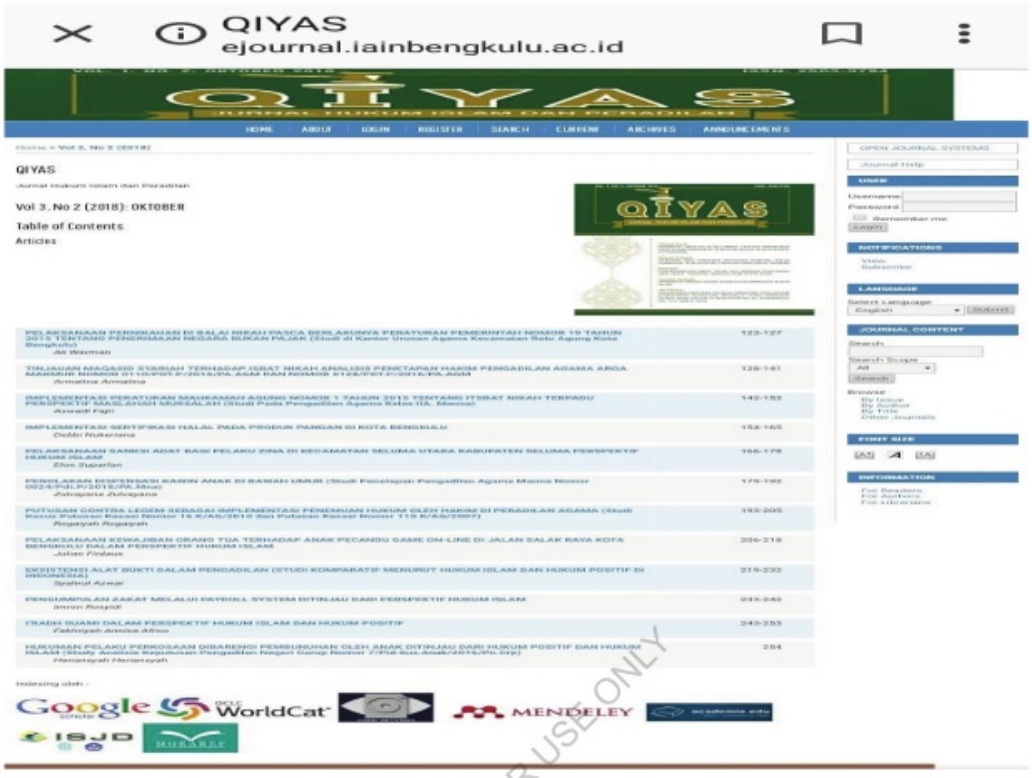
Imtiyaz is a journal of Education and Arabic Language. The Journal has registered with the ISSN number 2599-0659. The journal published by the Arabic Language Department, Faculty of Teacher Training and Education. The problems faced by the journal manager in managing this journal include the limitation of Arabic patterned papers and infrastructure such as laptops, computers, and printers. This journal is still under the same management with the Arabic Department. Imtiyaz issues in June and December. It is still in the waiting list for online ISSN, accreditation, and index by Google Scholar.[56]

[55] NUANSA: Jurnal Studi Islam dan Kemasyarakatan. ejournal.iainbengkulu.ac.id
[56]Imtiyaz: Jurnal Pendidikan dan Bahasa Arab. ejournal.iainbengkulu.ac.id

Picture 55: The Home Display of Journal Imtiyaz

Qiyas is a journal of Islamic Law and Justice. This journal has the ISSN number 2503-3794. Qiyas published the Faculty of Syari'ah. This journal has an authority to decide the procedures for writing articles. The problems faced by the journal's manager is the lack of papers written by lecturers mainly because the lecturers are not familiar with internet applications. Most of the authors do not have a Google Scholar account. Besides, the journal is not managed by an expert but by an ordinary worker that takes this job as a side-job. On June and December, Qiyas publish on article issue. It is in line for e-ISSN, accreditation and index by Google Scholar, Academia.edu, Open Archives, Mendeley, OCLC WorldCat, ISJD, and Moraref.[57]

[57]Qiyas: Jurnal Hukum Islam Dan Peradilan. ejournal.iainbengkulu.ac.id




Picture 56: The Home Display of Qiyas Journal

Tsaqofah & Tarikh is a journal of Islamic History and Culture. The journal has registered with the ISSN number 2528-732x. Tsaqofah & Tarikh focuses on perfecting three forms, namely ideas, social systems and the existence of things. It distinguishes the study of Islamic history into the original history and reflective history. Based on the results of interviews with the journal manager of Tsaqofah and Tarikh, the journal manager has not been able to focus on managing the journals because they are still working on other things such as compiling the curriculum of Indonesian National Qualifications Framework, accreditation forms and realizing DIPA projects, keeping the managers from optimally managing the journal. This journal has accommodated by OJS and is in the process of accreditation. It indexed by Google Scholar, Moraref, Crossref, Open Archives, Akademia.edu, CiteFactor, and OCLC WorldCat.[58]

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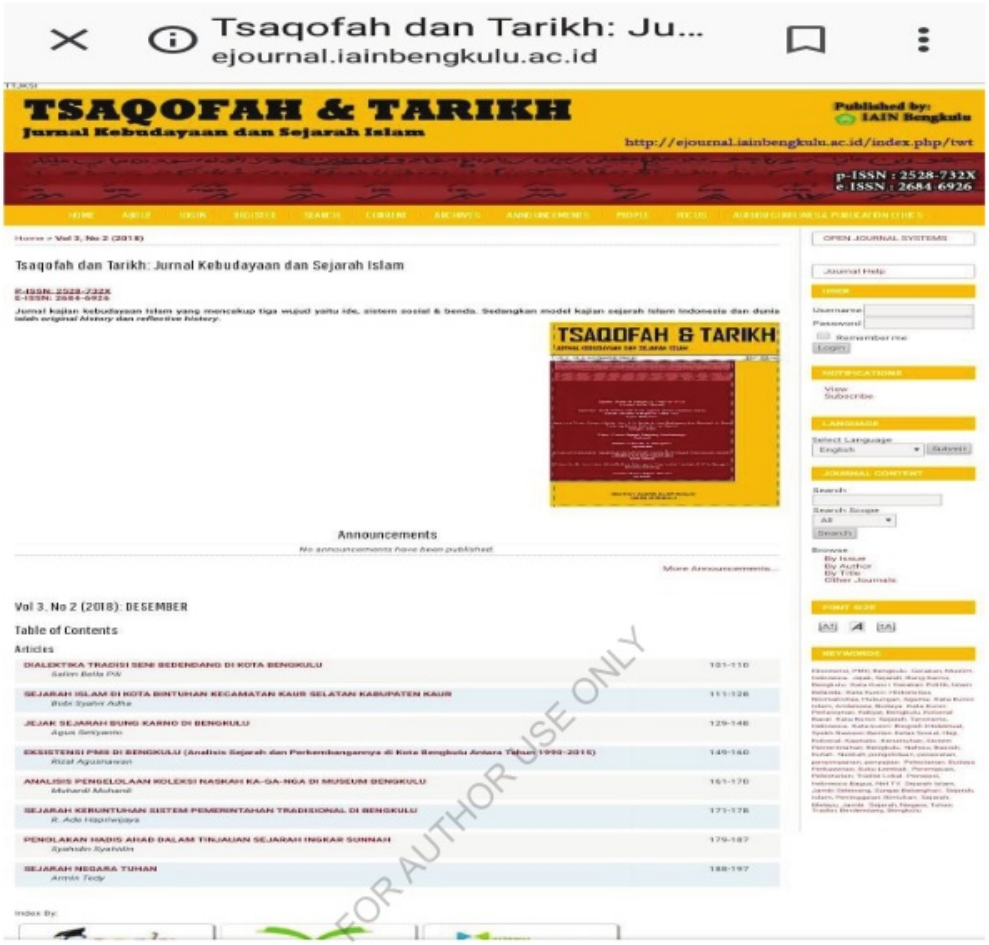
[58]Tsaqofah & Tarikh: Jurnal Kebudayaan Dan Sejarah Islam. ejournal.iainbengkulu.ac.id




Picture 57: The Home Display of Tsaqofah and Tarikh Journal

Al Maktabah is a journal of Science and Library Studies. This journal has the ISSN number 2502-9355. The main library of IAIN Bengkulu manages the journal. According to the journal manager when interviewed, this journal is published in June and December and funded by DIPA IAIN Bengkulu. The problems faced in managing this journal are the lack of human resources, both regarding quantity and quality (they have only two active managers), difficulties in paper collection, the lack of infrastructure such as laptops and internet connection problem. This journal has been platformed by OJS in 2018 and indexed by Google Scholar. It is in line for accreditation.[59]

[59] Al Maktabah: Jurnal Kajian Ilmu Dan Perpustakaan. ejournal.iainbengkulu.ac.id

Picture 58: The Home Display of Almaktabah journal

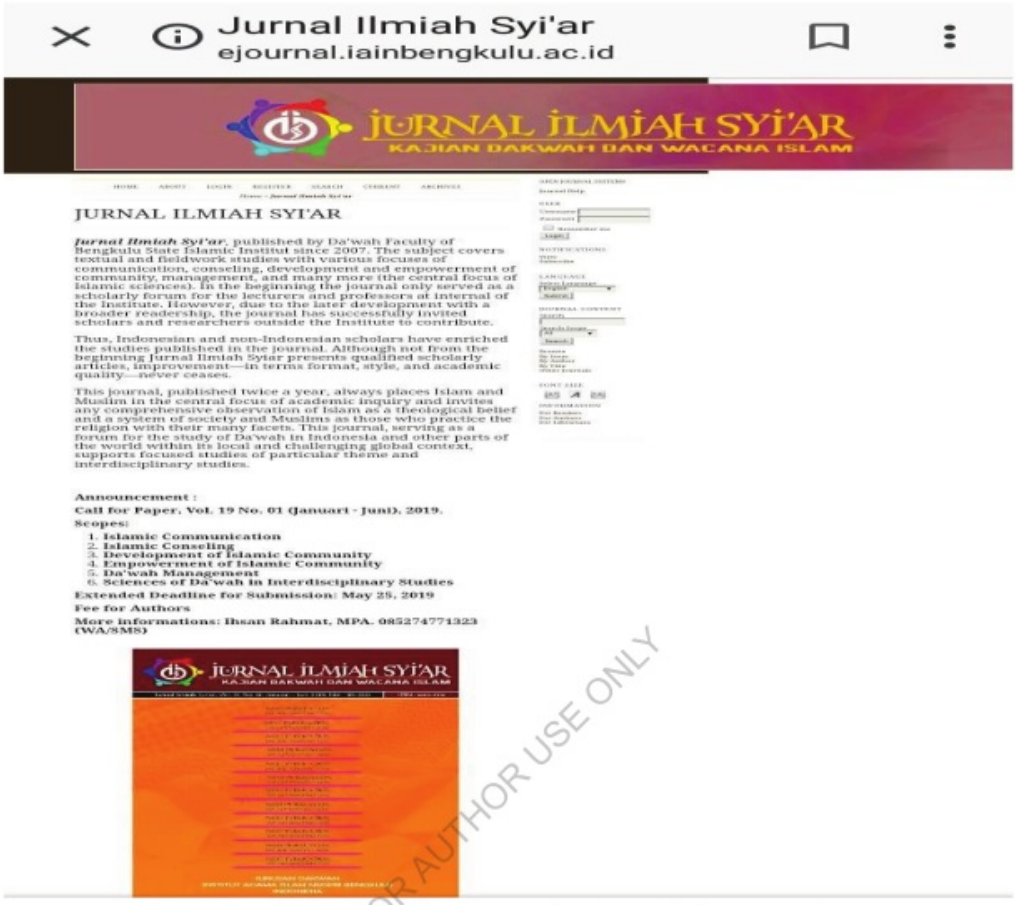
Mizani is a scientific journal of Law, Economic, and Religion. According to the manager of Mizani, this journal established in 2014, and its printed ISSN number is 2355-5173. It publishes by the Syari'ah Faculty. The problems faced in managing this journal is the lack of human resources. The journal manager has not been able to focus working on the journal because they are still working on the accreditation forms for the department as well as realizing DIPA projects. There are also problems with internet connection. However, the journal manager still tries to manage OJS articles and process the request for e-ISSN and accreditation. Google Scholar and ISJD index this journal.[60]

[60] Jurnal Ilmiah Mizani: Wacana Hukum, Ekonomi dan Keagamaan. ejournal.iainbengkulu.ac.id

Picture 59: The Home Display of Journal Imtiyaz

Syiar is a journal of Da'wah Studies and Islamic Discourse. It publishes by the Department of Da'wah, Faculty of Islamic Education and Da'wah. Syiar established in 2007, and its ISSN number is 1693-2714. Syiar scientific journals have issued in February and August. This journal provides empirical research reports and reflective-theoretical essays written by academics and practitioners in the field of Islamic communication and broadcasting, Islamic counseling and da'wah. It writes from a broad perspective in order to develop new theories and concepts. The problems faced in managing this journal are the limitation of human resources and the unavailability of affiliate accounts (email ac.id). The journal is in line for ISSN and e-ISSN and index by Google Scholar, OCLC WorldCat, Academia.edu, ISJD.[61]

[61] Jurnal Ilmiah Syia'AR: Kajian Ilmu Dakwah dan Wacana Keislaman. ejournal.iainbengkulu.ac.id




Picture 60: The Home Display of Syiar Journal

El Afkar is a journal of Islamic Views and Hadith Interpretation. Based on the results of interviews conducted by journalists, El Afkar is Islamic ideas and views for lecturers at IAIN Bengkulu. This journal has signs, ideas, and views which are the core identity of Ushululuddin that specifically discuss Islamic thoughts and philosophy. El-Afkar published by the Faculty of Islamic Education and Da'wah. This journal established in 2015, and its ISSN number is 2502-9355. Problems faced in managing this journal include the internet network problems, the lack of the author's interest, and the limitation of the budget for reviewers and the unavailability of a room for the journal manager. El Afkar is waiting for ISSN, e-ISSN and OJS processing. Google Scholar indexes this journal.[62]

[62] El-Afkar: Jurnal Pemikiran Keislaman dan Tafsir Hadist. ejournal.iainbengkulu.ac.id

Picture 61: The Home Display of El Afkar Journal

Linguist is a journal of language teaching and literary work. According to the manager, the journal takes on managing under the English Education Department, Faculty of Teacher Training and Education. It established in 2014 with ISSN number 2355-2069. This journal is funded by DIPA IAIN Bengkulu which consequently gives DIPA a full authority in deciding the person in charge, editor, secretary, editor, graphic designer, and scriptwriter for the journal. Managers not being able to focus on managing it and the lack of patterned papers are still the problem face. As a result, in 2017 this journal cannot be published. Linguist is in the process of obtaining its ISSN, e-ISSN, OJS article processing, and index.[63]

[63] Linguist: Jurnal Linguistik dan Pengajaran Bahasa. ejournal.iainbengkulu.ac.id

Picture 62: The Home Display of Linguist Journal

Manthiq is a journal of Religious Philosophy and Islamic Ideas that is managed by the Philosophy Department of IAIN Bengkulu postgraduate program. This journal was established in 2016 and has the ISSN number of 2527-3337. Based on the results of the interview with the journal manager, Manthiq is waiting for its e-ISSN and OJS (manuscript collection, editing layout, printed article, and OJS article processing). This journal is self-funded by students. This journal was established primarily for the needs of final paper projects of IAIN Bengkulu's postgraduate students. This journal lacks managers - this journal is managed by only one manager who has multiple jobs - there are also problems with internet network and unavailability of laptops and room for journal managers. Google Scholar and academia.edu index this journal.[64]

[64] Manthiq: Jurnal Filsafat Agama dan Pemikiran Islam. ejournal.iainbengkulu.ac.id

Picture 63: The Home Display of Manthiq Journal

An Nizom is a journal of education management research. This journal published by the Department of Islamic Education Management of IAIN Bengkulu Postgraduate Program. An Nizom established in 2015 with an ISSN number of 2528-732X. In 2018, this journal began to be processed in OJS and is in the process of for obtaining e-ISSN. The problems faced in managing this journal are the lack of human resources, lack of budget (the journal does not fund by DIPA of IAIN Bengkulu, so it is still self-funded by students in the Department of Islamic Education Management), difficulty in collecting standardized references, problems with internet network and the unavailability of tool to manage the journal. The journal indexed by Google Scholar and academia.edu.[65]

[65] An-Nizom: Jurnal Penelitian Manajemen Pendidikan. ejournal.iainbengkulu.ac.id

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Picture 64: The Home Display of Annizom Journal

Al Bahtsu is a journal of Islamic Education Research. Based on interviews with the managers of Al Bahtsu, the journal published under the Islamic Studies Program of IAIN Bengkulu Postgraduate Program. The journal established in 2015, and 2018, it began pioneering articles for OJS. The journal's ISSN number is 2527-6875. The source of funding for Al Bahstu is students of the Islamic Education Department. The problems faced in managing this journal are lack of human resources and budget constraints for knowledgeable partners, editors, layout and journal printing and online journal publishing. This journal is waiting for its ISSN, e-ISSN, accreditation, and index by Google Scholar, and ISJD.[66]

[66] Al-Bahtsu: Jurnal Penelitian Pendidikan Islam. ejournal.iainbengkulu.ac.id

Picture 65: The Home Display of Al-Bahtsu Journal

Al Imarah is a journal of Islamic Governance and Politics that is managed by the Syari'ah Faculty of IAIN Bengkulu. It established in 2016. This journal's ISSN number is 2541-0067. In 2018, it began to purpose proses in the OJS. Al Imarah is in line for its e-ISSN and index. The journal manager mentions the obstacles faced in managing this journal, namely lack of human resources, both in quantity and quality which keeps them from working optimally, budget constraints for reviewers, editors, and layouts as well as problems with internet connection.

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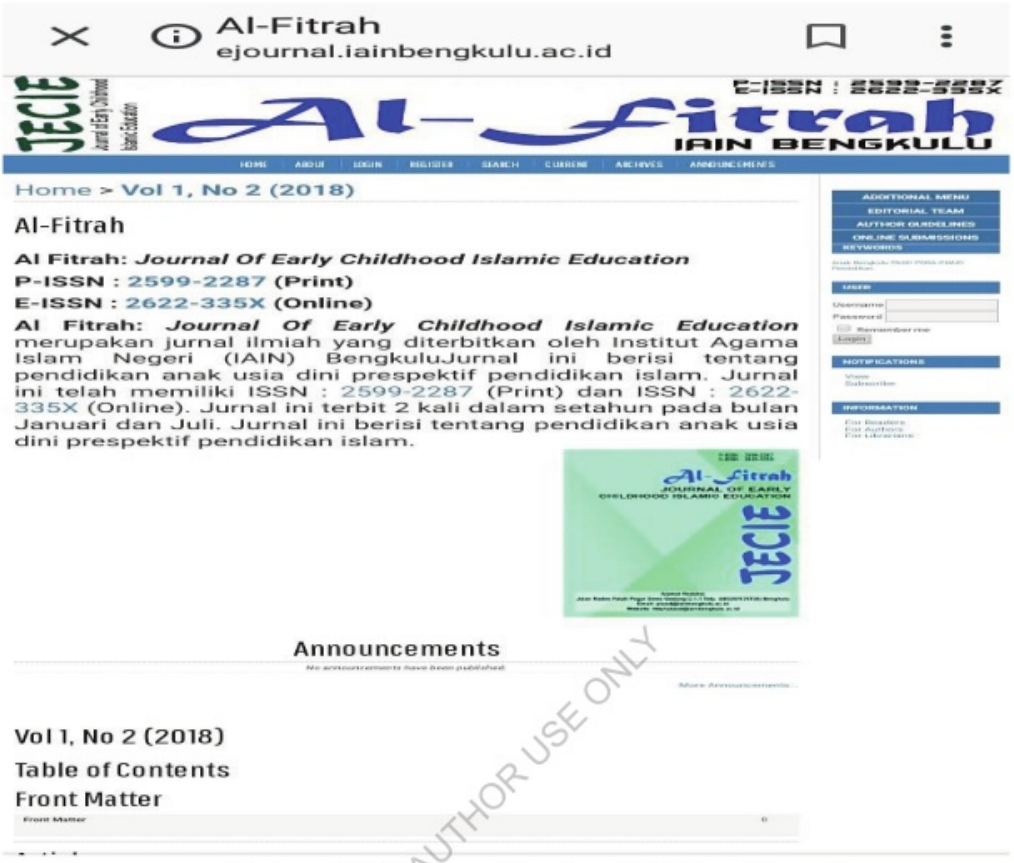
Picture 66: The Home Display of Al-Imarah Journal

Al Fitrah is a journal of Early Childhood Islamic Education. This journal is managed by IAIN Bengkulu Primary School Department which was established in 2017 and has the ISSN number 2599-2287. It is in the process of platforming its articles into the OJS and requesting e-ISSN. This journal indexed by Google Scholar, OCLC WorldCat, and ISJD. The problems faced in managing this journal include internet connection problems, as well as lack of human resources and papers.




Picture 67: The Home Display of Al-Fitrah Journal

Two journals do not have ISSN and e-ISSN number yet, and both journals are in the process of requesting ISSN and e-ISSN from PDII-LIPI. The obstacles faced in managing these two journals are related to ISSN, internet connection problems, and lack of human resources. The management of a journal is not optimal. With managing, the journal is weak responsible for its busy on other activities such as curriculum development for Community Service Program, accreditation forms, DIPA activities, and the implementation of other tertiary educational institutions. It is that the journal management is a side job.

Al Lughah is the journal of Language Development Center. The journal takes managing by the Center for Language, Islamic Studies and Culture. The journal funds the DIPA of IAIN Bengkulu. It is published twice a year, in July and December. Based on interviews with the manager of Al Lughah journal, this journal is in the process of requesting an ISSN number and indexing. The problems faced are the difficulties in collecting articles, problems with internet connection, the infrastructure that is not yet available such as computers for the journal manager.

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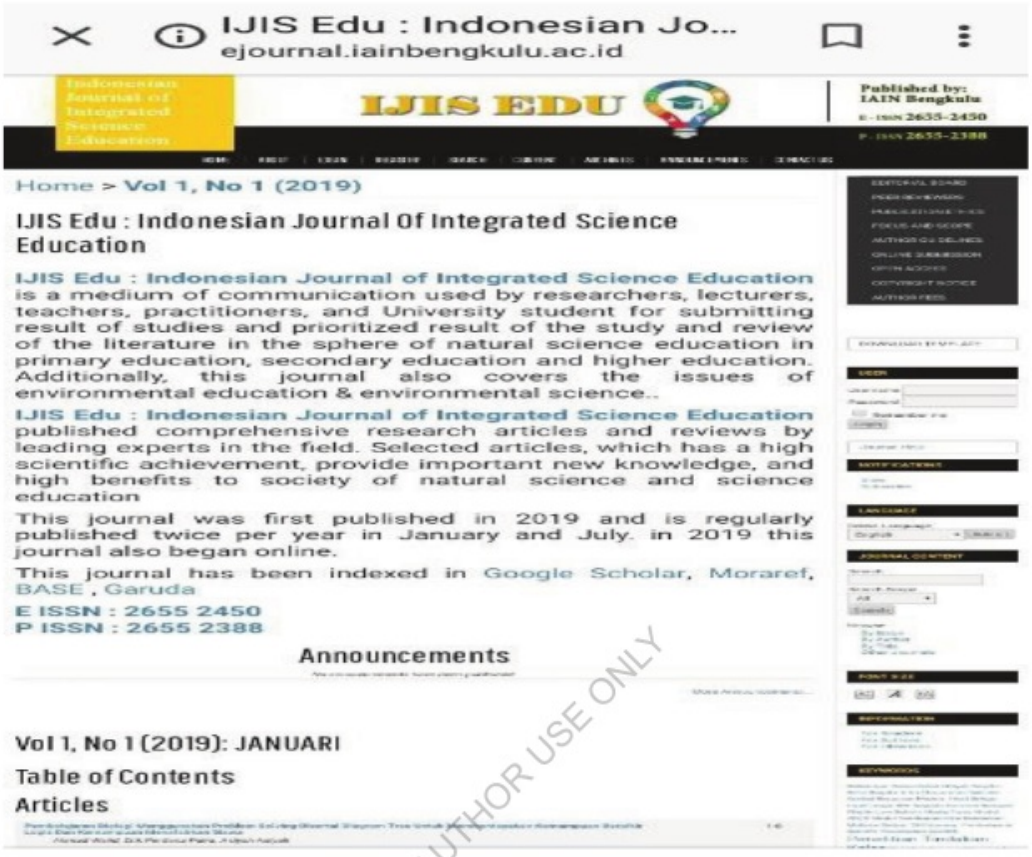
Picture 68: The Home Display of Al-Lughah Journal

Indonesian Integrated Science is an integrated science journal. According to an interview, the manager of JSTI stated that this journal focuses on research and studies in the field of natural science education. The journal integrally constructs science. This journal manages the Science Department, Faculty of Teacher Training and Education. The journal publishes in April that process of obtaining its ISSN, e-ISSN, and intents in OJS. This journal has indexed by Google Scholar. The problems faced include the difficulty in collecting references, internet connection problems and lack of budget for knowledgeable partners.




Picture 69: The Home Display of IJIS Edu Journal

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From the 22 journals, 6 journals have both printed and online ISSN, 14 journals only have printed ISSN, and 2 journals do not have printed or online ISSN. Regarding the success of printed and online e-journals is the task of journal management not only from the commitment of leaders but also management program be done. The rector of IAIN Bengkulu holds a role in encouraging journal managers, both lecturer and student managers to publish study findings and scientific works in web-based national and international indexed journals. The rector sent managing lecturers to participate in the AICIS conference in Lampung and Palu to overcome the problem of article crisis in journal management. The rector created an acceleration program for professors with the basis of the scientific works of prospective professors, and promotion without scientific work. The rector as the leader uses his power to direct activities amongst subordinates in achieving goals effectively. The rector utilizes his functional power through policies implemented by LPPM, the AUAK Bureau about planning and finance centered on the program.

Leaders should possess the appropriate knowledge and skills that will assist in achieving the goals of a program.[67] In 2017, the rector of IAIN Bengkulu gave the opportunity for three young lecturers to take a short course, involved in community service, and join a journal writing training in Western Sydney University Australia. The journal has managing within commitment, enthusiasm, integrity, toughness, fairness, warmth, humility and confidence. The rector escalates the employees' personality in managing the institution. Leaders with good] leadership management [skill] has a work ethic that is easily understood by their subordinates.[68] In 2017 and 2018, IAIN Bengkulu has conducted 5 OJS training sessions. The journal managers have not worked optimally to improve the quality of the journals. The number of human resources available for managing the journals is still inadequate since the journal managers take this job as a side job. The activities are probably the reason for official lecturer duty. The responsibility of the lecturers is research and serve the community, not to manage journals. As a result, IAIN Bengkulu has only one journal accredited B, 6 journals with ISSN and e-ISSN numbers, 14 journals with ISNN numbers, 2 journals with NISSN and e-ISSN, and 21 accredited journals.

**Institutional Leadership Management of IAIN Bengkulu's Partnerships**

A partnership is a joint venture between individuals or groups for specific purposes. The leadership management of IAIN Bengkulu has International, National, and Regional Partnerships.

IAIN Bengkulu has partnered with Al Nehru University of India in an international conference in India attended by Prof. Dr H. Sirajuddin M, M.Ag, MH and Andang Sunarto, PhD in the ICMBAA. They presented a paper entitled Caputo's Implicit Solution of Time-Fractional Diffusion Equation Using Half-Sweep AOR Iteration. The paper publishes in the Global Journal of Pure and Applied Mathematics. IAIN Bengkulu delegates conducted a comparative study about international journal writing indexed by Scopus and exchange information about academic matters. Academic Skill for Writing is beneficial for lecturers to expand their insight into academic. IAIN Bengkulu collaborated with Jawaharlal Nehru University New Delhi India in English Studies and Arabic Studies. India brings Prof. Aslam Islahi as a guest-lecturer at IAIN Bengkulu. The teaching and learning process was carried out for three months. The result of this partnership is an increase in

[67]Neil Thomas, *The John Adair Handbook Of Management and Leadership*, (London: British Library, 2004), h. 120-121.

[68]Sotomo dan Fuad Ali Budiman, *Pengaruh Kepemimpinan dan Etos Kerja Islami Terhadap Kinerja Karyawan di Koperasi Jasa Keuangan Syari'ah Baitul Mal Wat Tamwil di Kecamatan Rembang*, Jurnal Analisis Manajemen, Vol. 4 No. 1 Desember 2009, h. 11

language skills and international insight of the academic community of IAIN Bengkulu.

IAIN Bengkulu collaborated with the Saints University of Malaysia in the SNT International conference attended by Andang Sunarto, PhD who presented a paper entitled Sor method for the implicit finite difference solution of time-fractional diffusion equations. This partnership continued to an information exchange program held by BORNEO SCIENCE journal (The Journal of Science & Technology) in ICOSAH II Oum Seremban Negeri Sembilan Malaysia which was attended by Azis Mustasimin, M.Pd, and Riswanto, PhD. Other partnerships are the International Teaching Practicum (ITP) and ICIE which was attended by Prof. Dr H. Sirajuddin M, M.Ag, MH.

IAIN Bengkulu applies with the University of Kebangsaan Malaysia and the Utama University of Malaysia to exchange information through international conferences. The partner attends Prof. Dr. Ismail Bin Mohd into the International Conference on Mathematics, Statistics and Computer Science (ICMSCS). Prof. Dr. Saudah. Take place at the International Conference on Science, Islamic, Economic and Finance (ICSIEF). The partnership supports a human resources development program for IAIN Bengkulu lecturer. The program follows Ismail, who is pursuing his doctoral degree at the University of Kebangsaan Malaysia.

IAIN Bengkulu collaborated with the University of Thailand in a human resource development project by signing an MOU with the Shongkla Islamic Boarding School. Thailand gave the opportunity for apprenticeship students of IAIN Bengkulu to serve and study as well as to teach and recite the Quran to the children of the Thai community. At the end of the project, the students publish a report writing to a journal published.

IAIN Bengkulu collaborated with Wollongong University Australia in a three-month short course program whereby delegates were involved in several programs including community service, international standard scientific writing promotion, and human resource development for postgraduate lecturers. IAIN Bengkulu sends Romi Aditia as a delegate.

Leadership management, in the area of partnership, affects the development quality of higher education institutions. Managers or employees are responsible for planning, implementing and supervising in order to achieve the goals of institutional credibility standards. IAIN Bengkulu has a Quality Assurance Agency such as SAPTO to maintain the quality of university accreditation in every activity. A healthy institution has well-organized leadership management operating by the institution's

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work patterns. Leadership management has principles and practices of empowerment, trust, ease of work, ease of access in achieving educational quality. IAIN Bengkulu empowers and trusts overseas cooperation units, ASEAN study centers, Scientific Journal Management Consortium, and Repositories (scientific papers) to improve quality and webometrics ranking.

The leadership management of the IAIN Bengkulu is empowered by aspiration, spirit and creative moral in achieving the goals of a higher education institution. The rector and the leaders of IAIN Bengkulu provide budget and motivation support for those who are capable, full of ideas and innovation in managing planning, budgeting, organizing, controlling, and problem-solving. The stakeholder of IAIN Bengkulu leads to better educational management of IAIN Bengkulu.

## 5 Conclusion

Based on the results of data analysis and statistics in this paper is that led management directly affects the accreditation quality of IAIN Bengkulu. Four main variables in quantitative and qualitative research namely webometric programs, accreditation achievements, e-journal programs, and collaborative programs reveal that employees' working performance is at the value of 88, 78% (more Excellent) and 11, 22% (Excellent). The values provide information about IAIN Bengkulu's rating within State Islamic Higher Education environment through webometric rating, partnership institutions, and e-journals that have provided services with appropriate management. The results show that IAIN Bengkulu has been providing appropriate services with nearly ideal working performance.

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