

**THE EFFECT OF REMUNERATION AND LEADERSHIP
GROWING ON THE ACCREDITATION PERFORMANCE OF
DEPARTEMENT AT UIN SUMATERA UTARA MEDAN**

***PENGARUH REMUNERASI DAN KEPEMIMPINAN BERTUMBUH
TERHADAP KINERJA AKREDITASI PROGRAM STUDI DI UIN
SUMATERA UTARA MEDAN***

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Abstract

Higher education accreditation aims as an evaluation of achievement so that the results will be used to improve and improve the previous standards. With the statue of UIN Sumatera Utara Medan as a Public Service Agency, remuneration is something that affects the accreditation performance of its department, as well as leadership growth. This research aims to see the effect of remuneration and leadership growth on the accreditation performance of department at the UIN Sumatera Utara Medan, either partially or simultaneously. With 61 departments owned, it can be taken a sample of 52 respondents. As a result, the remuneration and leadership growth have a significant effect on the accreditation performance of department at the UIN Sumatera Utara Medan, either partially or simultaneously. The coefficient of determination obtained shows that remuneration and leadership growth can explain the effect of 43.4%. The findings obtained are that the department has problems in its accreditation performance. However, many departmental managers can overcome this with various efforts made. Recommendations for the availability of accreditation data with a one-door system, increasing the ability of departmental managers in carrying out their main tasks, the availability of funds and the availability of sufficient human resources.

Keywords : accreditation; highest education; leadership growth; performance; remuneration

Abstrak

Akreditasi perguruan tinggi bertujuan sebagai evaluasi capaian sehingga hasilnya akan digunakan untuk memperbaiki dan meningkatkan standar yang sebelumnya. Dengan status UIN Sumatera Utara Medan sebagai Badan Layanan Umum, maka remunerasi menjadi hal yang mempengaruhi kinerja akreditasi program studinya, begitu juga kepemimpinan bertumbuh. Riset ini bertujuan untuk melihat pengaruh remunerasi dan kepemimpinan bertumbuh terhadap kinerja akreditasi program studi UIN Sumatera Utara Medan baik secara parsial maupun simultan. Dengan 61 program studi yang dimiliki, maka dapat diambil sampel sebanyak 52 responden. Hasilnya remunerasi dan kepemimpinan bertumbuh berpengaruh signifikan terhadap kinerja akreditasi program studi UIN Sumatera Utara Medan baik secara parsial maupun simultan. Nilai koefisien determinasi yang didapatkan memperlihatkan bahwa remunerasi dan kepemimpinan bertumbuh dapat menjelaskan pengaruhnya sebesar 43,4%. Temuan yang didapat adalah

program studi mendapat kendala dalam kinerja akreditasinya. Namun, banyak pengelola program studi yang dapat mengatasinya dengan berbagai upaya yang dilakukan. Rekomendasi ketersediaan data akreditasi dengan sistem satu pintu, meningkatkan kemampuan pengelola program studi dalam melaksanakan tupoksinya, ketersediaan dana dan ketersediaan SDM yang cukup.

Kata kunci: akreditasi; kepemimpinan bertumbuh; kinerja; perguruan tinggi; remunerasi

A. INTRODUCTION

Accreditation is a form of evaluation of the quality of a university or departments that organized by BAN PT or an independent accreditation agency. In the process, accreditation will measure the achievement/fulfillment/exceeding of the national higher education standards and higher education standards that have been set by the relevant universities. The results of the accreditation will be used by universities to improve and improve the previous standards.

In the accreditation process, there are nine criteria used to measure the performance of departments, namely vision and mission, governance system, quality of human resources, infrastructure and finance, curriculum, research and PkM as well as students and alumni. Of course, these nine aspects can be managed properly if the head of the departments has good leadership and managerial abilities (Ginting, 2019). This is reinforced by Rokhman's research which shows how leadership greatly affects the accreditation performance of a university (Rokhman, et. Al, 2020). However, the application of leadership does not guarantee to improve performance as in the research by Yanti where although transformational leadership inspires and motivates lecturers and education staff to achieve better results than planned, it does not affect organizational performance because organizational performance is determined by Lecturer performance where the lecturer's work is independent is more about motivating themselves to carry out their own tasks without being much influenced by their leaders and the lack of communication between leaders and subordinates (Yanti, 2018). Thus, Rokhman provides the concept of leadership growing into something new in leadership that makes the future development direction of a university more focused and clear (Rokhman, et. Al., 2020).

To obtain good accreditation, there are many things that universities can do, such as building a good accreditation system (Kamran, 2020), documentation systems (Lubis,

et. al, 2020), intellectual capital, socialization and assistance (Yudiawan, 2019) as well as through improving the welfare of departments managers. The strategy of improving accreditation performance can also be carried out by providing compensation such as remuneration. For departments’s managers, remuneration will be a stimulus for performance improvement. Yunita and Rini's research shows that remuneration has a strong influence on employee performance (Mustikaningsih 2014). This result is also supported by Sessa's research where remuneration can affect employee motivation while improving their performance (Soetisna, 2015). Likewise, Rachmawaty's research shows that the remuneration provided by reorganizing the employee payroll system based on performance appraisal is actually able to increase employee work performance (Rachmawaty, 2010). Therefore, universities must innovate so that employees and departments’s managers continue to maintain high productivity. Human resources that are internal problems of the organization are actually closely related to the wider community as a public service. Remuneration is compensation in the form of awards in financial and non-financial forms based on position, performance, and position. This gift is a form of appreciation for the performance, motivation and commitment of the human resources who work.

UINSU Medan has implemented remuneration in accordance with the Decree of the Minister of Finance Number 23 of 2017 where the provision of this remuneration is one of the bureaucratic reform policies aimed at realizing a clean and good governance UINSU Medan. Departments managers get remuneration based on performance achievements reported every month.

The phenomenon that occurs in the provision of remuneration at UINSU is that there are several departments at UINSU that have better accreditation performance than other departments, but the remuneration obtained by the managers of departments with excellent performance is the same as the remuneration obtained by other departments. both in terms of the number of students, the number of lecturers, alumni and others. This has become a debate whether or not there is a need for differences in remuneration payments based on accreditation performance. Often this becomes a matter of jealousy and lack of motivation for the managers of departments with excellent accreditation performance.

This research is very useful for assessing and analyzing the quantity, quality and efficiency of departments performance. In increasing the productivity and sustainability of UIN North Sumatra Medan as an organization, it is certain that performance optimization is needed. So the question arises in the departments 's accreditation performance assessment system, what exactly are the indicators in the departments, how the influence of leadership grows on the departments 's accreditation performance and what impact this remuneration has on the accreditation performance of departments at UINSU Medan are interesting questions to look for answers.

B. THEORETICAL FRAMEWORK

Accreditation

In the accreditation of higher education, especially departments as part of higher education institutions that directly interact with students, is a comprehensive evaluation and assessment process of the department's commitment to the quality and capacity of tertiary education tridharma to determine the feasibility of its academic program. Furthermore, BAN-PT which has the authority to evaluate and assess and determine the status of the quality rating of departments based on the quality standards that have been set. due to lack of supervision in its management since its inception, many campuses have been deactivated (Sallu, 2016).

Assessment and accreditation instruments must be able to measure the dimensions in tertiary institutions, namely the quality of leadership and governance performance, quality and productivity of outputs (outputs) and outcomes (outcomes), quality of processes and quality of inputs (Sasongko, 2019).

Evaluation and assessment in the context of accreditation of departments is carried out by a team of assessors consisting of peer experts and/or experts who understand the administration of the academic program of the departments. Decisions regarding quality are based on evaluation and assessment of various evidences related to established standards and based on the reasoning and judgment of peer experts. The required evidence includes a written report prepared by an accredited departments, verified and validated through a visit or field assessment by the assessor team to the departments location. Thus, the objectives and benefits of departments's accreditation are as follows:

1. Provide assurance that the accredited departments has met the quality standards set by BAN-PT, so as to be able to provide protection for the community from the implementation of departments that do not meet the standards.
2. Encouraging departments/universities to continuously make improvements and maintain high quality
3. The results of the accreditation can be used as material for consideration in credit transfers, proposals for assistance and allocation of funds, as well as obtaining recognition from the agencies or institutions concerned.

The focus of the assessment determined by BAN-PT includes the commitment of universities to institutional capacity and effectiveness of education which consists of 9 (nine) criteria, namely (1) vision, mission, objectives, and strategy; (2) good governance, management system, and cooperation; (3) students; (4) human resources; (5) finance, facilities and infrastructure; (6) education; (7) research; (8) community service and (9) outcomes and achievements of tridharma.

Performance

The achievements achieved by someone are called actual performance or job performance which is usually called performance. An employee who carries out his functions in accordance with the responsibilities given and succeeds in quality and quantity is also called performance. A person's work performance based on the quantity and quality that has been mutually agreed upon is a general understanding of performance. Performance (performance) refers to the level of achievement of the tasks that make up an employee's job. Performance reflects how well employees meet the requirements of a job (Simamora, 2003).

According to Tsui, Anne S., Jone L., Pearce and Lyman W. Porter (1997), employee performance indicators are as follows:

1. Quantity is above average.
2. Better quality than other employees.
3. Efficiency accuracy in doing work.
4. Employee standards that exceed company standards.
5. Knowledge related to work.

6. Punctuality of completing work

According to Moeheriono (2010) the factors that affect employee performance are as follows:

1. Expectations about rewards.
2. encouragement.
3. Ability.
4. Needs and nature.
5. Perception of the task.
6. External and internal rewards.

Remuneration

Remuneration according to Ruky (2006), explains that rewards have a wider scope than wages or salaries. Rewards include all expenses incurred by the organization for its employees and received or enjoyed by employees, either directly, routinely or indirectly (someday). Mondy and Noe, 1993 (in Marwansyah, 2010), also state that remuneration is a form of reward received by an employee for their contribution to the organization.

According to Mondy and Noe (1993), remuneration components can be divided into two, namely:

1. Financial Remuneration, consisting of direct financial remuneration and indirect financial remuneration.
2. Non-financial remuneration, consisting of satisfaction obtained by employees from the work itself and from the work environment.

Remuneration Components according to the Regulation of the Minister of Health of the Republic of Indonesia Number 68 of 2014 concerning Guidelines for the Preparation of the Remuneration System. The remuneration system includes 3 (three) main components, namely:

1. Pay for position
2. Pay for performance
3. Pay for people

Mahmudi (2007), said that the main objectives of the remuneration system are as follows:

1. To attract competent, qualified, and character people to join the organization.
2. To retain people who have excellence, competence, quality and good character who have joined the organization so as not to leave the organization.
3. To keep people in the organization willing to work because inadequate remuneration allows employees to go on strike which is actually very detrimental to the organization.
4. To motivate employees to achieve the best performance.

So that is an important principle in the application of remuneration according to Hasibuan (2007) based on the principle of justice, the principle of feasibility and fairness.

The Growing Leadership

According to Mifta Thoha (2010) leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others as he sees it. The various leadership styles include autocratic, democratic and permissive.

Leadership in higher education is the main capital, so that radical changes can be significant. This refers to the opinion of Sardjono and Syafarudin (2004), most of the leadership factors will determine the success or failure of an organization. Even more extreme, Maxwell (2011) asserts that "Everything rises and falls on leadership".

Rokhman (2016) the existence of the concept of "growing leadership" is something new in leadership. Based on his practical experience, a number of theoretical views are divided into five parts: cultivating leadership seeds, strengthening leadership, increasing communication effectiveness, leading in times of crisis, and preparing the next generation of leadership.

The Growing Leadership means leadership that continues to improve the capacity and quality of himself and those around him (Rokhman, Syaifudin, and Pratama, 2020). The Growing Leadership is symbolized by a tree where a tree can be an appropriate analogy to understand leadership. Anatomically, trees are complex organisms. Not only consists of roots to leaves, flowers and fruit, but there are micro parts in the tree. Each part works so that the tree continues to grow to become a very important part in a complex ecosystem. The definition of "The Growing Leadership" refers to the philosophy of the tree which can be seen in the following figure.

Figure 1. Leadership Grows (Kuswanto, Ismiyati, and Purasari, 2019)



The tree (1) grows the seeds of leadership, (2) strengthens the leadership tree, (3) assembles a network of leadership trees, (4) is strong against storms, (5) sows new leadership shoots, and (6) the character is a good character such as: tall tree. It can be described that the life process of a tree develops in five major stages. Initially the tree was in the form of a seed. Seedlings are growing because the stems, branches, and twigs continue to strengthen. The ability of trees to interact and respond to the environment makes them even bigger. Fourth, the strength of the tree will be tested in times of crisis, experiencing difficult times, and often having to survive the blows. storm. Fifth, trees must grow new shoots to continue their "civilization". So, the five growth leadership strategies can be described in five stages, namely being able to grow leadership seeds, constantly growing in capacity and quality, building communicative networks, being resilient to challenges, as well as being able to create sustainable leadership (Rokhman, 2018).

The five ideal concepts are the essence of the concept of the growing leadership that needs to be applied and developed in sowing new shoots for the nation and state. Such leadership strategies are relevant to the actual conditions of Indonesia which is being transformed in the era of disruption and the Industrial Revolution 4.0 (Schwab, 2016, 2017).

C. RESEARCH METHOD

The research method in this study is using quantitative research where in quantitative research the data used are in the form of numbers and analyzed using statistical analysis. And the approach used in this study is an associative approach. The location of this research is UINSU Medan. The data used, namely primary data using a questionnaire. The population in this study based on PDDIKTI data from the Ministry of Education and Culture are all departments with active status at UIN SU Medan, namely 61 departments (pddikti Kemdikbud, 2022). Because 1 department is a professional department, then the population and meet the criteria are 60 departments. The sampling method used is probability sampling (random sample), which is a random sampling technique. Determination of the sample size using a table of the number of samples based on the population by Krejcie and Morgan with the sample in this study was 52 samples. The data management techniques used in this research are checking/editing, marking code/coding and tabulating data.

The data analysis techniques used are descriptive statistics, validity and reliability tests, classical assumption tests and multiple regression analysis with the following equation:

$$Y = + b_1 X_1 + b_2 X_2 + e$$

Where:

Y = UINSU Medan departments accreditation performance

a = constant

b₁= The coefficient of the variable X₁ (remuneration)

b₂= The coefficient of the variable X₂ (the growing leadership)

X₁= Remuneration

X₂= The growing leadership

e = *error term*

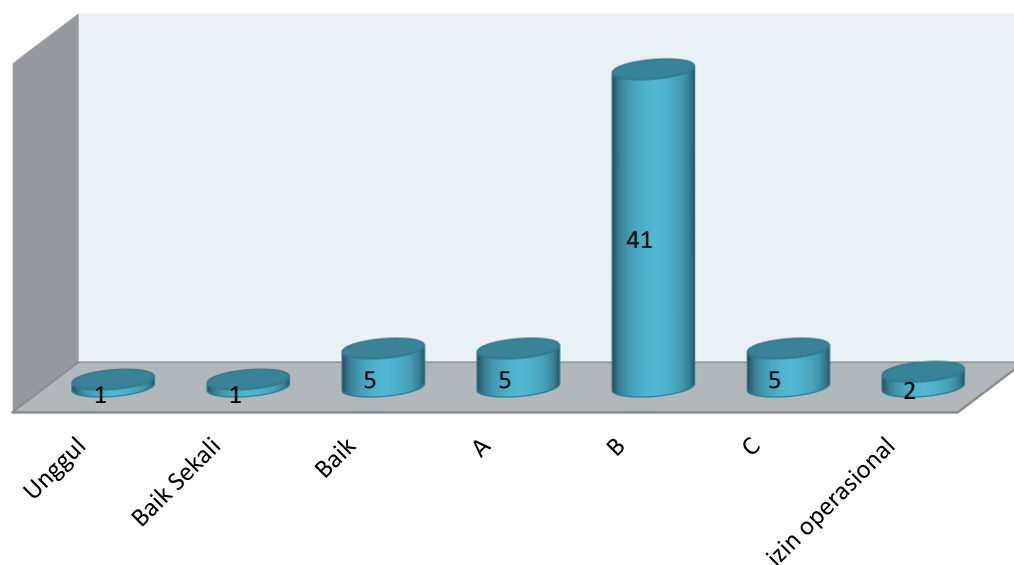
D. RESULTS AND DISCUSSION

RESULT

Development of Accreditation Performance Departments of UIN Sumatera Utara Medan

Accreditation is an evaluation process for the quality of an institution such as a university. Evaluation and assessment in the context of accreditation of departments is carried out by a team of assessors consisting of peer experts and/or experts who understand the administration of the academic program of the departments. Decisions regarding quality are based on evaluation and assessment of various evidences related to established standards and based on reasoning and expert judgment. UIN SU Medan has 9 faculties with 60 active departments and 1 department is a teaching profession department with accreditation data for departments of UINSU Medan which is described as follows.

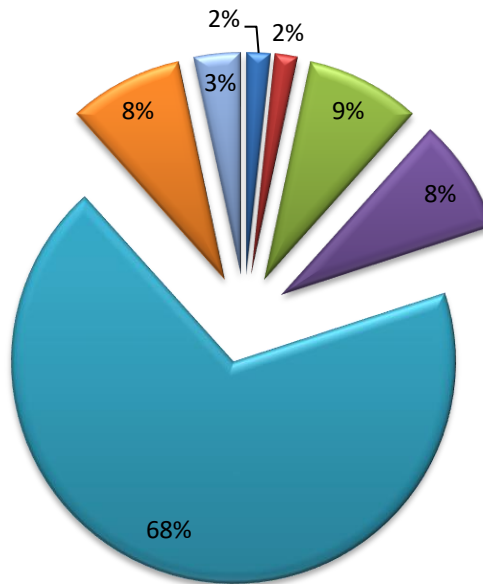
Figure 2. Accreditation Ranking of departmens of UIN SU Medan, 2022



It can be seen that the highest accreditation rating is in the B rank, and the least is in the excellent (unggul) rank.

Figure 3. Percentage of Accreditation Rating of Departments Of UINSU Medan

■ Unggul ■ Baik Sekali ■ Baik ■ A ■ B ■ C ■ izin operasional



It can be seen from these pictures that most of the accreditation performance of departments of UINSU Medan is at level B around 68% but even so, UINSU Medan remains optimistic in improving accreditation performance because UINSU Medan has the status of a general service body and quite diverse leadership styles are expected. will be able to motivate departments managers to provide optimal results.

Statistical Test Results

Based on testing using SPSS, the following output is obtained.

Table 1. Partial Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig,
	B	Std, Error	Beta		
1 (Constant)	9,452	2,368		3,991	0,000
Remunerasi	0,352	0,109	0,367	3,232	0,002
Kepemimpinan Bertumbuh	0,286	0,073	0,442	3,900	0,000

Source: Data processed, 2022.

Based on the value of t-table = 2,00958, it can be seen the following results:

1. The calculated t value for the remuneration variable is $3.232 > t \text{ table} = 2.00958$ with $\text{sig.} = 0.025 < \alpha \text{ level } 0.05$ means that individually the remuneration variable has a significant effect on the accreditation performance of departments of the UIN SU Medan.
2. The calculated t value for the growth leadership variable is $3.900 > t \text{ table} = 2.00958$ with $\text{sig.} = 0.025 < \alpha \text{ level } 0.05$, it means that individually the leadership variable has a significant effect on the accreditation performance of the departments of UIN SU Medan.

For the simultaneous test based on the F table value of 4.04, the SPSS output can be seen in the following table.

Table 2. F - Test Results

	Model	Sum of Squares	df	Mean Square	F	Sig,
1	Regression	65,648	2	32,824	18,793	0,000 ^b
	Residual	85,583	49	1,747		
	Total	151,231	51			
a, Dependent Variable: Kinerja Akreditasi Prodi						
b, Predictors: (Constant), Kepemimpinan Bertumbuh, Remunerasi						

Source: Data processed, 2022.

With the calculated F value of $18.793 >$ from F Table = 4.04 and the F value of $\text{sig. } 0.000 <$ is smaller than alpha 0.05, it means that simultaneously remuneration (X1) and leadership growth (X2) have a significant effect on the accreditation performance of departments of the UIN SU Medan (Y).

The results of the coefficient of determination (R²) can be seen in the following table.

Table 3. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,659 ^a	0,434	0,411	1,32159
a. Predictors: (Constant), Kepemimpinan Bertumbuh, Remunerasi				
b. Dependent Variable: Kinerja Akreditasi Prodi				

Source: Data processed, 2022.

With an R-square value of 0.434 (43.4%) it can be interpreted that remuneration (X1) and the growing leadership (X2) can explain their influence on the accreditation performance of departments of the departments of UINSU Medan (Y) by 43.4% and the rest is influenced other independent variables by 56.6%.

The results of this SPSS output form the following equation.

$$Y = 9,452 + 0,352X1 + 0,286X2$$

The interpretations of the data are as follows:

1. Constant coefficient = 9.452 which is positive, meaning that when remuneration (X1) and leadership grow (X2) is constant and does not change, the accreditation performance of departments of the UINSU Medan (Y) will increase.
2. The remuneration coefficient (X1) = 0.352 is positive, meaning that every increase in remuneration (X1) will increase the accreditation performance of departments of the UINSU Medan (Y). Vice versa, if the remuneration (X1) decreases, it will reduce the accreditation performance of the departments of UINSU Medan (Y).
3. The growing leadership coefficient (X2) = 0.286 is positive, meaning that every increase in leadership growth (X2) will increase the accreditation performance of the departments of UINSU Medan (Y). Vice versa, if leadership grows (X2) decreases it will reduce the accreditation performance of the departments of the UINSU Medan (Y).

DISCUSSION

The Effect of Remuneration on the Accreditation Performance of Departments of UIN Sumatera Utara Medan

The results of the analysis of this study indicate that remuneration has a positive and significant effect on the accreditation performance of departments of departments of UINSU Medan. This illustrates that the higher the remuneration, the higher the accreditation performance of departments of UINSU Medan. This result is in accordance with research by Mustikaningsih and Handayani (2014), Putra, et al (2014) and Siregar (2019) which states that remuneration has a significant effect on performance. Remuneration itself is a reward with a wider scope than wages or salaries, which includes expenses incurred issued by the organization to its employees and accepted or enjoyed by employees, either directly, routinely or indirectly (Ruky, 2006:9). Mondy and Noe (1993:394), also stated that remuneration as a form of reward received by an employee It can be said that remuneration is an important instrument in improving the accreditation performance of departments of UINSU Medan.

The Effect of Growing Leadership on the Accreditation Performance of the departements of UIN Sumatera Utara Medan

The results of the analysis of this study indicate that leadership growth has a positive and significant impact on the accreditation performance of the departments of UINSU Medan. This illustrates that the higher the growing leadership one has, the higher the accreditation performance of the departments of UINSU Medan will be. These results are in accordance with the research of Kule, Gunawan, Hasmin (2018), Mustikaningsih and Handayani (2014), Putra et al (2014) and Siregar (2019) which states that leadership has a significant effect on performance. These results are also supported by research (Kuswanto, et. al., 2019) who reported the results that this Growing Leadership Model provides an alternative relevant leadership model that is inspired by the tree philosophy, where with this growth leadership, higher education leaders are more fluent in making and developing the vision of the college they are leading and creating a sense of optimism and enthusiasm. to move forward more and more, where Rokhman (2020) stated in his research that the tree (1) grows seeds of leadership, (2) strengthens the leadership tree, (3) assembles a network of leadership trees, (4) is strong against storms, and (5) Sowing

new leadership shoots. Character in leadership grows, namely growing leadership seeds, which include understand humanity and leadership.

Obstacles Faced in The Departments’s Accreditation Performance

Although there are several departments that have minor problems because they are new departments and are doing accreditation for the first time, there are still many departments of UINSU Medan that have obstacles in the accreditation performance of their departments. Based on the results of interviews with several departments managers, some of UINSU Medan's departments have good work quality, are motivated, innovative and enthusiastic in doing accreditation, but not a few are less enthusiastic in doing accreditation of their departments.

There are several findings of obstacles faced by departments in the performance of departments’s accreditation, namely:

1. Limited availability of incomplete data and supporting documents for accreditation

Data is an important thing in conducting departments’s accreditation performance. The availability of these data and documents is required for filling out the departments performance report. The departments performance can be seen based on available data and documents. There are several departments at UINSU Medan that are still having problems with collecting data and documents.

2. Limited availability of funds for several departments

Funding is one of the important components in education, research, community service, human resource development, investment in facilities and infrastructure investment and other things that support the accreditation of the departments of UINSU Medan. Although there are some departments that have sufficient funds available for departments’s activities, however, there are still some departments that have limited availability of funds so that activities that support this accreditation are limited.

3. Limited availability of human resources in departements and faculties

Human resources are one of the factors in carrying out activities in the departments. There are some departments that have sufficient human resources, but many

departments have limited human resources in carrying out the activities in the departments.

4. Limited facilities and infrastructure that support the performance of the departments

Supporting facilities and infrastructure are definitely needed in accreditation performance. It was found that some departments have adequate facilities and infrastructure, but many departments still have limited facilities and infrastructure so that the accreditation performance of departments is also limited and constrained.

5. Limited communication and coordination within the departments and management of faculty

Communication and coordination are important in the performance of accreditation. There are some departments and UPPS managers who have good communication and coordination. However, the findings also show that many departments and UPPS are still lacking in terms of communication and coordination so that accreditation performance becomes constrained and limited.

6. Limited time management and time discipline

Time management and time discipline are important for accreditation performance. There are some departments that have time management and discipline towards time, but many departments also have limitations in time management.

The Departments's Management Efforts in Improving Accreditation Performance

This research shows that there are several things that have been done in improving the accreditation performance of the departments of UIN SU Medan.

1. Increasing Understanding of Accreditation to improve the Quality of Work of the Departments of UINSU Medan

Quality the perfection of the task to the skills and abilities of employees and the perception of employees towards the quality of the work produced is a measure of the quality of work. According to Marcana in Rao (2013:11) mentions that work quality is a form of behavior or activity that is carried out in accordance with expectations and needs

or goals that are achieved effectively and efficiently. There are 4 indicators of work quality according to Hasibuan (2008: 95), namely self-potential, optimal work results, work processes and enthusiasm. Improving the quality of work is important to support the accreditation performance of the departments of UINSU Medan. Departments’s managers still need activities to understand and share about accreditation so that departments’s managers can improve the quality of their work, especially in terms of accreditation of the departments of UINSU Medan such as activities to compile LEDs and LKPS.

2. Increased quantity of work

The amount expressed in units and the cycle of completed activity is the resulting amount expressed in quantity. Work quantity is the amount or number that has been set by the company to be achieved within a predetermined time. The measurement of the performance of department’s managers can be seen from the quantity of work completed within a certain time. With this quantity, departments’s managers have the ability or trust to carry out various activities. there is a need to increase the quantity of work of departments’s managers in working on accreditation of the departments of UINSU Medan in accordance with the SOP and tasks given and in accordance with the deadlines given so that the performance of departments’s accreditation is better.

3. Necessity of efficient time management

Time Management is the planning, organizing, mobilizing and monitoring of productivity of time. because time is a limited resource so it must be managed efficiently and effectively and utilized as well as possible. It aims to achieve the target within the set time. Completing activities on time and maximizing the time available with other activities will make time more efficient.

4. Necessity of good work effectiveness

Effectiveness affects performance productivity, especially in the departments of UINSU Medan. So in increasing the results of each unit in the use of resources by maximizing the level of resource use of UINSU Medan as a university, such as in the form of manpower, funds, human resources, and existing facilities. The effectiveness of

work in the departments can be said to be a measure and ability in carrying out tupoksi, work programs and missions in the department of UINSU Medan in accordance with the targets (quantity, quality and time) that have been set. The effectiveness of work in the departments can be in the form of a relationship between the number of alumni who are closer to the goal, the greater the contribution (contribution) of output to the achievement of goals, the more effective the organization, program or activity in the department of UINSU Medan. Effectiveness is needed so that accreditation performance can run well such as always communicating, coordinating and discussing with the team, experts, and leaders for every activity related to accreditation. And it is necessary to consult with department of that have compiled LEDs and LKPS where this will certainly make the performance of departments for accreditation even more effective.

5. Necessity of Commitment

Commitment is an attitude and behavior so the emphasis is on implementation. While performance is a result, its place is in achievement and proof of work. The level at which an employee who can carry out his work functions and responsibilities to the agency or company is called commitment. Therefore commitment is a possibility for performance. Good, bad or bad work results will depend on the process, depend on the treatment of the work and depend on the work attitude (Wahyudi and Salam, 2020). It can be said that it is necessary to form a commitment to faculty managers and department's managers in order to form good coordination and cooperation so that accreditation performance increases. The role of leaders here is also important to build a shared commitment to increased accreditation.

E. CONCLUSION

Based on the results of this research, remuneration and leadership growth have a significant effect on the accreditation performance of the department of UIN Sumatera Utara Medan, both partially and simultaneously. The value of the coefficient of determination of 43.4% shows that remuneration and leadership growth can explain its effect on the accreditation performance of the department of UINSU Medan of 43.4%. The obstacles obtained as research findings are limited availability of complete data and supporting documents, limited availability of funds, limited human resources, limited

infrastructure, limited communication and coordination as well as limited time management and time discipline. So to overcome this, department’s managers make efforts such as increasing understanding of accreditation, increasing the quantity of work, managing efficient and effective time management, increasing work productivity more effectively and making joint commitments. The recommendations of this research are the availability of accreditation data with a one-stop system, the ability of department’s managers to carry out their goals, the availability of funds and the availability of sufficient human resources.

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