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MANAGEMENT OF SCIENTIFIC JOURNALS AT STATE ISLAMIC RELIGIOUS COLLEGE (PTKIN) AND LECTURER CAREER DEVELOPMENT IN NORTH SUMATRA

Yusnaili Budianti[1], Hasan Asari[2], Hafsah[3]
[1,2,3] Universitas Islam Negeri Sumatera Utara

*Correspondence: yusnailibudianti@uinsu.ac.id

ABSTRACK

This study aimed to map journal management issues at State Islamic Religious College (PTKIN) in North Sumatra. It used the descriptive qualitative method, focusing on journal institutions and rankings, financing, coaching activities, and improving lecturer careers. Data were collected using observation, a document study, FGDs with journal managers, lecturers, and structural leaders, and analyzed using an interim analysis from McMillan and Schumacher. The results showed that the scientific journal management at State Islamic University (UIN) in North Sumatra varied, and most did not fulfill the National Journal Accreditation (Arjuna) standards. It has not fully referred to the standard guidelines for journal management, and only 25% have been accredited. Furthermore, budget allocation is limited but improving. There are several coaching activities, including increasing the competence of journal management resources through training and workshops and maximizing the function of the Academic Writing Center (AWC). The coaching activities also include improving lecturer rank database, assistance in writing and publishing articles, socializing techniques for calculating lecturer credit scores, and cooperation between Indonesia's PTKIN and foreign colleges. The journal development activities have not been maximized in supporting lecturer careers. Most lecturers at State Islamic University of North Sumatra have the rank of Lecturer and Head Lecturer and face difficulties advancing their careers. Therefore, it is necessary to formulate effective ways to link journal development and smooth promotion of lecturers.
Keywords: Scientific Journal, State Islamic Religious College, Promotion.

ABSTRAK

Penelitian ini bertujuan untuk memetakan permasalahan manajemen jurnal di Perguruan Tinggi Keagamaan Islam Negeri (PTKIN) di Sumatera Utara. Penelitian ini menggunakan metode kualitatif deskriptif, dengan fokus pada lembaga jurnal dan pemeringkatan, pembiayaan, kegiatan pembinaan, dan peningkatan karir dosen. Pengumpulan data dilakukan dengan observasi, studi dokumen, FGD dengan pengelola jurnal, dosen, dan pimpinan struktural, serta dianalisis dengan teknik analisa dari McMillan dan Schumacher. Hasil penelitian menunjukkan bahwa pengelolaan jurnal ilmiah di Universitas Islam Negeri (UIN) Sumatera Utara bervariasi, dan sebagian besar tidak memenuhi standar Akreditasi Jurnal Nasional (Arjuna). Belum sepenuhnya mengacu pada pedoman standar pengelolaan jurnal, dan baru 25% yang terakreditasi. Selain itu, alokasi anggaran terbatas tetapi membaik. Ada beberapa kegiatan pembinaan, antara lain peningkatan kompetensi sumber daya pengelola jurnal melalui pelatihan dan workshop serta memaksimalkan fungsi *Academic Writing Center* (AWC). Kegiatan pembinaan juga meliputi peningkatan database kepangkatan dosen, pendampingan penulisan dan penerbitan artikel, sosialisasi teknik penghitungan SKS dosen, dan kerjasama antara PTKIN Indonesia dengan perguruan tinggi asing. Kegiatan pengembangan jurnal belum maksimal dalam menunjang karir dosen. Sebagian besar dosen di Universitas Islam Negeri Sumatera Utara berpangkat Dosen dan Lektor Kepala dan menghadapi kesulitan dalam memajukan karir mereka. Oleh karena itu, perlu dirumuskan cara yang efektif untuk menghubungkan pengembangan jurnal dan kelancaran promosi dosen.
Kata Kunci: *Jurnal Ilmiah, PTKIN, Promosi.*

A. INTRODUCTION

Law number 14 of 2005 regulates professional teachers and lecturers. Professional is often associated with teachers, lecturers, and other occupations such as police, army, doctors, and lawyers. This means that lecturers must work professionally, responsibly carrying out the mandated tasks. The three duties of a lecturer are carrying out education, research, and community service (Asari, 2018). Furthermore, education is carried out for students in class or open spaces, while lecturers conduct community service. This study was conducted to contribute to knowledge and development obtained from the location. The results were presented as articles and published in journals consistent with their scientific fields for people to read. This improves lecturer pedagogical, professional, social, and personal competencies. Moreover, the published scientific work is used by lecturers to improve their careers or ranks. In advanced colleges, an adage reading "Publish or Perish" emphasizes how idea publication is the backbone of the professional lecturer's existence.

Colleges facilitate lecturers publishing their scientific works by providing journals relevant to their scientific fields as a communication and socialization forum. They also facilitate academic discussions between lecturers and research teams. Scientific work publication is essential with the requirements for promotion to position levels for functional lecturers, research members, teachers, Civil Servants (*widyaiswara*), engineers, and other functional positions. Furthermore, the maintenance of the honorary allowance for Professors and Head Lector positions according to the Ministerial Regulation of the Research, Technology and Higher Education Number 20 of 2017 requires scientific publication in accredited journals (Mathar, *et.al.*, 2017).

The government has made regulations in the 2018 Scientific Journal Accreditation Guidelines issued by the Directorate General of Research and Development Strengthening, Ministry of Research, Technology, and Higher Education. This document contains a step-by-step guide on applying for scientific journal accreditation and an explanation of journal management. Journal accreditation is an official acknowledgment of quality assurance, manuscript screening, and publishing management that fulfills the requirements of Ministerial Regulation of the Research, Technology, and Higher Education Number 20 of 2017.

Data from the past decade shows 300 publishers of online-based scientific journals in Indonesia in 2009, 700 in 2010, 900 in 2011, 1500 in 2012, 4000 in 2013,

2

9240 in 2015, and 16280 in 2016 (Nazaruddin & Antasari, 2021). In April 2017, 267 publishers or 57% of the Nationally accredited scientific journals were within the Ministry of Research, Technology and Higher Education, and 204 publishers or 43% were issued by the Indonesian Institute of Sciences (LIPI) (Kemristekdikti, 2018).

The recent scientific journals have been developed more seriously, and there is an improvement in the accreditation system and criteria. In 2018, the Ministry of Research, Technology and Higher Education issued the 2018 Scientific Journal Accreditation Guidelines determined based on a Ministerial Regulation (Kemristekdikti, 2018). The guidelines describe various aspects for serious consideration by the management for accreditation. It includes naming scientific journals, institutional publishing, editing and management, and the substance of articles published. Additionally, the guidelines include the article's writing style, appearance, periodic publication, dissemination after publication, and disincentives, specifically for violations of academic ethics (Kemristedikti, 2018).

North Sumatra State Islamic University (UIN) Medan, Padangsidimpuan State Islamic University (UIN), Panyabungan State Islamic College (STAIN) in the journal are far from expectations. UIN SU Medan has 73 journals, UIN Padangsidimpuan has 29, and STAIN Panyabungan has 16. However, their quality or ratings are far from expectations. Therefore, the journal's existence at the three PTKIN is not a sufficient forum for lecturers scientific publications to improve their careers.

PTKIN management faces fundamental problems based on observations and studies on scientific journal management. The first common challenge encountered is the institutional status of scientific journals. The journals have not received adequate attention in the PTKIN institutional structure. Field facts show that most scientific journals are attached to and become part of the Study Program. The second problem is the lack of high-quality human resources. Although management requires relatively specific knowledge and expertise, lecturer competence cannot guarantee the right person to become a good journal manager. This means that PTKIN in North Sumatra lacks good performing human resources and scientific journal managers because most have other more important positions. The third problem is budget because scientific journals within PTKIN are not adequately funded. Studies showed that leadership does not adequately fund the development of scientific journals.

3

Furthermore, financial provisions seem underdeveloped to allocate adequate funds. The fourth challenge is the coaching program, where PTKIN has not provided adequate guidance, forcing managers to perform their duties with limited knowledge and skills.

Limited examinations are conducted on the scientific journal management at PTKIN of North Sumatra and its relation to lecturer career development. For instance, the most recent study was conducted by Nazaruddin & Antasari (2021) to analyze the use of benchmarking to improve competitive advantage between Journal Houses within PTKIN. Nazaruddin and Rina's study departed from concerns about the Journal House's contribution to increasing the progress and ranking of journals at UIN Raden Fatah Palembang. It emerged that Journal House should be disbanded because it did not contribute positively to the journal's ranking. However, the findings showed that Nazaruddin and Rina only focused on the link between benchmarking and the development of scientific journal rankings. This means that it did not comprehensively discuss the five focuses as the main topics of this study.

Mathar, *et.al.* (2017) examined the trend of publishing online scientific journals at the Alauddin State Islamic University Makassar. The findings showed that article publishing had shifted from offline to online based on the Open Journal System (OJS). Furthermore, only three journals had the highest citations and h-index in UIN Alauddin Makassar compared to 62 other journals. The study only focused on citations and the shift from offline to online without examining the quality and other aspects as in this study.

Abdal, *et.al.* (2021) examined the OJS management assistance to promote increased accreditation of scientific journals within the Makassar State University. This article is part of the service conducted to improve the management of accredited journals in the Makassar State University area. Although it shares some aspects with this study, Abdal's article does not explain journal management institutions and budgeting. It links scientific publishing with lecturer career paths, though it is not a sufficient, comprehensive reference in this study.

The quality of the scientific journal management at PTKIN impacts lecturer careers or ranks because their articles could be published as a requirement for a promotion. Therefore, this study aimed to analyze issues related to the management of PTKIN scientific journals in North Sumatra. It focused on management institutions, ranking developments, financial budgeting in journal

management, development activities, and journal empowerment. The aim was to improve lecturer career or rank at PTKIN in North Sumatra.

B. METHOD

This study focused on managing the publication of scientific journals within PTKIN in North Sumatra. Primary data were collected through interviews with participants determined proportionally. The participants comprised the elements of the Leadership or Chair of journal publishing institutions at the University and Faculty levels. Other participants were determined from the Study Program level. They comprised admins, *bestari* partners, the assessment and drafting teams, authors, and managers of scientific journal publications. The criteria for selecting the participants included having been a journal manager for at least two years, as evidenced by a decree on journal management by an authorized official. The selected lecturers have used PTKIN journals for the last three years. Also, they were to be the OJS journal manager actively publishing in the last three years. Data were also collected through a document study of journals and forms, observations, interviews with publishing managers, and Focus Group Discussions (FGD) with journal managers, lecturers, and PTKIN leaders. The data were identified, simplified, verified for validity and reliability, and interpreted (Brannen, 1997; Bungin, 2010). This aimed to create an in-depth understanding of the problem focus before concluding using inductive analysis (Moleong, 2016; Sugiyono, 2016).

C. RESULTS AND DISCUSSION

The analysis and discussion results are presented in sequence according to the investigation problem.

PTKIN in North Sumatra

North Sumatra has three campuses of PTKIN, including UIN SU Medan, IAIN Padangsidimpuan, and STAIN Panyabungan. UIN SU Medan was established on November 19, 1973 and was initially known as IAIN, managing three faculties, including Sharia, *Ushuluddin*, and *Tarbiyah*. IAIN North Sumatra later established the Faculty of Da'wah in 1983. In 2014, it changed its status to UIN SU Medan, with eight faculties. These included Sharia and Law, *Usuluddin* and Islamic Study, *Tarbiyah* and Teacher Training, *Da'wah* and Communication, Economics and Islamic Business, Social Sciences, Science and Technology, and Public Health Faculties as the Postgraduate Program (Fandy, 2000).

IAIN Padangsidimpuan was originally part of IAIN North Sumatra Medan and is commonly referred to as the Tarbiyah Faculty of IAIN North Sumatra Medan in Padangsidimpuan. In line with the policy of Islamic higher education, the *Tarbiyah* Faculty was separated from IAIN North Sumatra Medan in 1997 and became STAIN Padangsidimpuan. Since then, it has become an independent campus and experienced significant institutional developments in 2013. It became IAIN through a Presidential Regulation, though it was only operational in the following year. IAIN Padangsidimpuan manages four faculties in recent developments, including the *Da'wah* and Communication Studies, Sharia and Law, Tarbiyah and Teacher Training, Islamic Economics and Business Faculties, and the Postgraduate Program (Hamonangan, 2019).

STAIN Mandailing Natal Panyabungan is the newest PTKIN in North Sumatra established in 2018. This campus is a change from the Islamic religious college campus managed by the community, formerly known as Madina Islamic College. STAIN Madina Panyabungan is mandated to manage the departments of Tarbiyah and Teacher Training, Islamic Education and Communication, Sharia, Islamic Economics and Business, and *Ushuluddin* and *Adab* (Hamonangan, 2019). Each

PTKIN manages relatively many scientific journals, with UIN SU Medan, IAIN Padangsidimpuan, and STAIN Madina Panyabungan managing 73, 29, and 16 journals, respectively.

Institutional Scientific Journal Management in PTKIN at North Sumatra

The explanation of the journal management institutions is divided into managers' recruitment process, their formal structure and procedures, as well as mechanisms for managing and publishing articles.

Manager Recruitment

The criteria for determining the management of scientific journals within PTKIN in North Sumatra have not been implemented based on the Journal Management Guidelines published by the Ministry of Research and Technology and the Indonesian Institute of Sciences (LIPI). A Focus Group Discussion on July 3, 2021, at the Miyana Hotel, Medan, found that manager appointment refers to structural positions at the Rectorate, Faculty, or Study Program levels. It means that lecturers entrusted with additional duties as administrators are appointed managers because of their position. For instance, a Dean, Deputy Dean, Head of Study Program, and Secretary of Study Program are appointed the chief editors of the journal, even without sufficient

6

experience in that field.

This is also confirmed by interview results that the management is not professional. In line with this, most changes in structural leadership are followed by a change in managers (Mathar, *et.al.*, 2017). Field testing was conducted by randomly checking the journal manager's website. The test showed that most journals included structural officials in their management ranks.

The fact that managers are mostly structural officials has an inherent weakness in priority. However, those becoming structural officers almost cannot give adequate attention to the related management. Only those with high commitment manage their time and contribute substantively in managing scientific journals. In most cases, the management becomes sidelined by the basic tasks of structural positions.

The interviews revealed that this management lacks a clear Standard Operational Procedure (SOP) and has not been well-systemized. This was confirmed by Irwan Padli Nasution, recently entrusted with the position of the Journal House Chair in UIN North Sumatra Medan. The informant stated that the Journal House was intended to be a hub for all scientific journals in the University.

The Journal House cannot work effectively due to the following reasons: *First,* Journal houses lack steady institutional power and function as *ad hoc* structural institutions at UIN SU Medan. Although its establishment is an official order from the Ministry of Religion, it is not mentioned in the Ministerial Regulation that stipulates the Statute or Organization and Work Procedure of UIN SU Medan (Nazaruddin & Antasari, 2021). *Second,* Journal House was not given adequate special funding. PTKIN in North Sumatra does not specifically allocate a budget for the Journal House.

Third, the placement of the Journal House management has not been optimal based on competence and experience. Several individuals with long experience and high commitment are not included in the management. For instance, in the case of UIN SU Medan, it was not represented in the management of Miqot: Journal of Islamic Sciences, Journal of Contemporary Islam, and Muslim Societies published in 2018. Miqot is the oldest journal in this UIN environment. Furthermore, Miqot and JCIMS have the best ranking of all scientific journals at UIN SU Medan, with Sinta-2.

Fourth, scientific journals are more tied to the Faculty or Study Program structure. This is due to the establishment of a formal journal by the Faculty through the decision of the Dean. Furthermore, the

7

average scientific journal focuses on one field of science developed by a particular study program. *Fifth,* the scientific journal managers entrusted as structural officials are also a problem. The ad hoc institutional position of Journal House means it has no authority over managers occupying structural positions. Therefore, the highest Journal House only coordinates existing scientific journals.

The FGD results showed that the IT capabilities of journal managers were still inadequate. This is partly the impact of appointing managers based on structural positions rather than special competence in journalism. With digitization and the requirement for an online version of every journal, the managers master IT, specifically those related to its functions. The informant confirmed: A journal management system at UIN SU should be designed and built professionally with policies through the rector's policy uniformity. Furthermore, finances must be budgeted. Due to many problems, each journal manager is looking for a way out to pay reviewers. The author of the submitted article should be recorded by the system. This cannot be handled by journal managers.

Another informant with experience in managing journals at one of the faculties at UIN SU Medan stated: Journal management at UIN SU is not yet professional and qualified. The growth and creation of journals are forced by the Faculty. Managers were forced to use personal money for the costs needed. The Institute for Research and Community Service (LPPM) is forming or recruiting journal volunteers. The informant stated several indicators of professional journal managers, including: The admin must be skilled in IT, and the editor must have the ability and understand IT, passionate or not bored with complicated journal work. Furthermore, In-chip editors have more ability in journaling, with reputable and digitally traceable expertise.

An informant also emphasized natural pleasure or passion as a special character needed to manage scientific journals. Some people call it passion, while others refer to it as sincerity. Journal House of UIN SU Chairperson emphasized that professional journal managers have passion, a strong will, good IT skills, work sincerely, and do not expect anything in return. A senior journal manager with a slightly humorous tone stated that the longest-lasting journal manager is *Orgil* or Journal Madman. They do not want questions regarding funding because they sometimes jointly finance the journal publication. For them, there is a Rector's Decree to work sincerely without strings attached."

The quality journal management at

UIN SU Medan is illustrated by the data collected through the FGD. The management at this university is still far from ideal, as stated by an informant: Our journal was started five years ago and was issued by the Dean's Decree. The journey is far from ideal as not all committees in the decree are working, and not all managers are active and have not conducted any evaluation. Only a few people consistently carry out their job in managing the journal. This journal is published three times a year, and *Alhamdulillah* is still being fulfilled. Sometimes there are submissions from known people who influence the journal manager, meaning it needs firmness. Do not look at the writers, look at what they wrote. Quick response to incoming writing is a commitment by journal managers.

The statement shows that not all journal managers mandated through the decree of the Chancellor and the Dean have worked well, meaning the team formed has not solidified.

Journal Management Structure

The websites of PTKIN journals in North Sumatra show that the journal's management structure varies widely. The samples include:

Miqot: Jurnal Ilmu-ilmu Keislaman [Journal of Islamic Sciences] (UIN SU Medan)
a) Editor-in-Chief (1 person)
b) Managing Editor (1 person)
c) Editors (5 people)
d) Editorial Board (23 people)
e) Section Editor (4 people)
f) Language Advisor (2 people)

Jurnal Sejarah Peradaban Islam **[Journal of the Islamic Civilization History]** (UIN SU Medan)
a) Chief Editor (1 person)
b) Managing Editors (12 people)
c) Copyeditors (2 people)
d) Layout Editors (1 person)
e) Proofreaders (2 people)

Fitrah: Jurnal Kajian Ilmu-ilmu Keislaman **[Journal of the Islamic Science Study]** (IAIN Padangsidimpuan)
a) Editor-in-Chief (1 person)
b) Managing Editor (1 person)
c) Editors (10 people)
d) Arabic Advisory (1 person)
e) English Advisory (1 person)
f) Software and Website Reviu Editor (3 people)

Studi Multidisipliner: Jurnal Kajian Keislaman **[Multidisciplinary Studies: Journal of Islamic Studies]** (IAIN Padangsidimpuan)

a) Editor-in-Chief (1 person)

b) Managing Editor (1 person)

c) Editor (6 people)

d) Arabic Advisory (1 person)

Jurnal TILA (Tabiyah Islamiyah lil Athfal) (STAIN Madina)

a) *Penanggung Jawab*/Person in Charge (1 person)

b) *Ketua Penyunting*/Chief Editor (1 person)

c) *Penyunting Pelaksanan*/Implementing Editor (3 people)

The data shows differences in managing scientific journals. These differences are seen in several ways: First, some journals have a management structure with six positions, such as the case of Miqot at UIN SU Medan and Fitrah at IAIN Padangsidimpuan. Moreover, other scientific journals have a management structure with only two positions, such as Query at UIN SU Medan, or three positions in TILA at STAIN Madina. Second, the number of individuals managing journals varies. For instance, *Miqot* has 36 managers, while TILA has only four. Third, most scientific journals use the Indonesian language to refer to the management positions, such as *Penanggung Jawab* or *Ketua Penyunting* (the Person in Charge or the Chief Editor). However, others use English for this

purpose, such as Editor-in-Chief or Section Editor.

Journal Publishing Process

The article to be published is first submitted to the admin before the Editor-In-Chief reads to ensure it is consistent with the theme and subject. A reviewer then reads and sends the article back to the manager before submitting it to the journal writer for correction according to the reviewer's improvement notes. The writer then sends the corrected article to the manager before sending it to the reviewer for re-correction. When it is worthy for publication according to the Editor-in-Chief, the admin sends it to the layout editor to adjust the envelope style, correct it, assign the publication number, and the journal await publishing.

Based on the statement of a journal manager at UIN SU, the steps for publishing a scientific paper are article collection, selection, submission to reviewers, layout and style of the enclosure, as well as publishing. Most periodical scientific journals are published twice a year during the January-June and July-December periods.

Study Program managers stated that it had not been managed using the SOP. According to one participant, journal publishing lacks an SOP, and each journal is published according to the

10

environmental style determined through the management meeting. *Miqot* journal compiled a Publishing SOP in 2010, but it has not been updated, though several new provisions regarding journaling have been stipulated. Therefore, the SOP contents are no longer fully reliable.

Most journals within PTKIN in North Sumatra include a guide for authors on their respective websites. The guide helps prospective writers learn the focus of the desired theme, publishing schedule, article review system, environmental style, publishing ethics, and costs. Most unaccredited journals were written by authors from their universities, while those outside the university wrote 16 journals at UIN SUthat entered Sinta. Based on the interviews with participants, lecturers at UIN SU wrote 10% to 15% of articles in one publication, while 85% to 90% of articles were writers taken from outside the university. Checks of the latest editions of several journals show that the average percentage of internal authors is low, with some containing 100% articles from outside the university.

Scientific Journal Accreditation Ranking

UIN campusses throughout North Sumatra promote scientific journals to apply for accreditation to Arjuna and increase the ranking of those already accredited. Most scientific journals are responding to the latest requirements for applying for accreditation. In its development, several journals have been accredited, though with different rankings. Of the 73 journals managed at UIN SU, 16 or 21.9% have been accredited, while 57 journals or 78.08% have not been accredited at Sinta. There are 2 journals or 2.7% at the Sinta-2 rank, 4 or 5.4% at the Sinta-3, 4 or 5.4% at the Sinta-4, 2 or 2.7 % on the Sinta-5, and 2 or 2.7% on the Sinta-6. At IAIN Padangsidimpuan, of 29 journals, 14 or 48.3% are accredited, while 15 or 51.7% have not been accredited at Sinta. There are 2 journals or 6.9% at the Sinta-3 rank, 5 or 17.3% at the Sinta-4, 6 or 20.7% at the Sinta-5, and 1 or 3. 4% at the Sinta-6. However, there are no accredited scientific journals out of the 16 at STAIN Panyabungan.

Journal Management Fund Budgeting

The funding used in managing scientific journals at UIN SU is very diverse. There is no standardized funding system for the 73 scientific journals at UIN SU Medan. The FGD at the Miyana Hotel Medan revealed that some of the journals managed by UIN SU were given a publishing fee of Rp. 10,000,000 once or twice a year. Some journals managed by study programs do not receive funding from universities, forcing authors to cover the operating costs. This is usually referred

to as Article Processing Cost (APC) in journalism circles.

Several informants working as journal managers shared their experiences related to financing as follows:

1) The financing of journals at UIN SU Medan is not clear, and there is no adequate policy standard from the leadership. In this case, the Chancellor follows all scientific journals in the region.

2) Due to the importance of journals, the Faculty and Study Programs established scientific journals and found ways to finance International Standard for Serial Number (ISSN), operations, and reviewers. Some receive funding assistance from students and article contributors.

3) The absence of funds to support journal operations results in ineffective management. The IT system management needs attention because journaling policies require submitting writing, administrative processing, substance reviews, improvement processes, and publications to be recorded online. This process requires an operator working full time and financially supporting the campus.

The unavailability of funds to support scientific journals is the main cause of not developing journals. Some journals managed by the study program could not survive, as revealed by an informant in the FGD: Journals in the faculty are suspended because they become active when many are promoted. Other universities budgeted funds for journal management. The management faculty receive nothing, but the officials receive, even without working. Therefore, there needs to be a budget.

One manager of Miqot journal, the oldest and highest-ranked journal at UIN SU Medan, stated that only Journal Madman is comfortable managing journals at this university. In this case, madman means people enjoy managing journals as a passion and work without expecting money in return. The informant stated that sometimes they are protested by their wives because they spend much time on journals that do not make money. The informants agree that UIN SU Medan has not given adequate funding for the management of scientific journals. Unfortunately, this study did obtain real data from the Finance Department related to this journal.

The financing of scientific journals at IAIN Padangsidimpuan is relatively well-systemized. The budget allocation in the last four years reached IDR 824,759,000, with IDR 80,500,000 in 2018, IDR 287,807,000 in 2019, IDR 176,650,000 in 2020, and IDR

12

279,800,000 in 2021. This confirms that IAIN Padangsidimpuan finances scientific journals and has a clear budget every year. The budgeted amount fluctuates, with a significant increase in 2019, while the number of journals to be financed also keeps increasing. The information obtained shows that the growth of journals at IAIN Padangsidimpuan has been high in recent years. In 2019, the campus only managed 18 journals, which increased to 29 in 2021. Therefore, IDR 287,807,000 was distributed evenly to 18 journals in 2019, meaning the cost per journal was IDR 15,989,277. In 2021, IDR 279,800,000 was distributed to 29 journals, with the cost per journal being IDR 9,648,275. Therefore, there has been a decrease in the journal management funds on this campus.

As a young campus established in 2018, scientific journals have not become a top priority at STAIN Madina. However, with limited financial capacity, the campus leadership has provided financial support to the journal. Each established journal is supported by initial funding for the ISSN management of IDR 400,000. Furthermore, the campus provides printing fees of IDR 1,000,000 for each edition. Since most of the scientific journals at STAIN Madina Panyabungan were only established in 2020, they only published their first edition during the study period.

Scientific Journal Development Activities

PTKIN Scientific Journal development activities in North Sumatra have been carried out through various strategies.

Information update on journalism regulations and standards

There have been systematic efforts by the Indonesian government through the Ministry of Education, Culture, Research, and Technology to improve the quality of scientific journals. This policy is partly motivated by the country's low competitiveness in research and scientific publications. Therefore, several rules and regulations that govern the standards of journals have been drawn up. These standards include the substantive quality and management of articles published in scientific journals.

Various journaling regulations are available on the Ministry of Education, Culture, Research, and Technology websites. PTKIN in North Sumatra journal managers could rely on these pages provided they access them regularly. However, this includes complaints from several informants that journal managers do not follow applicable regulations. Journaling information is also updated by administrators and lecturers. In WhatsApp Group, lecturers often post new information concerning journaling regulations.

Socialization of journalism rules and standards

Updating is continued with the socialization of the rules and regulations to journal managers and lecturers in PTKIN in North Sumatra. Accurate and up-to-date information regarding various journalism aspects is necessary to improve the quality of the journal, the scientific substance, and the management. Lecturers also need the same information to produce written works that fulfill the criteria for publication in standardized scientific journals.

The material socialized is the standard value of scientific journal accreditation, which includes journal naming with 11 as the highest score, publisher institution with a score of 4, and editor and publication management with a score of 17. Other aspects are article substance with a score of 39, writing style with a score of 12, appearance with a score of 8, periodicity with a score of 6, and dissemination with a score of 11. Based on these aspects, the final grades of scientific journals and their rankings are very good when the total is 85+, good when the value is 70-85, and not accredited for a score less than 70.

Socialization was conducted by several parties, with the main agent being the Journal House, specifically expected to function as the center for managing scientific journals at each PTKIN campus.

The socialization of journaling regulations is conducted by more senior and accredited journals, specifically Miqot journal at UIN SU Medan. Some managers often provide socialization of regulations to their juniors. It is also carried out by the Study Program Management Unit within the respective unit.

Journalism technical guidance

Journal House also conducts technical guidance on management using sources within and outside PTKIN. Among the technical guidance conducted are: (1) ISSN Management; (2) OJS Management; (3) The use of Plagiarism Checker using the Turnitin application; (4) Use of the Mendeley reference app; (5) Writing articles for reputable scientific journals; (6) Journal administration management (7) Script editing; (8) Digital Object Identifier (DOI) Management.

Technical guidance is also conducted to increase lecturer capacity to write scientific articles. In line with this, UIN SU recently established a special institution called the Academic Writing Center (AWC) to perform this function. Referring to the Chancellor's Decree on the establishment of AWC, the agency's four main tasks include: Providing information and consulting services regarding developing scientific writing and publishing standards (Tilaar, 2006).

Providing guidance and assistance in scientific writing for the academic community. Assisting the academic community in publishing scientific papers in line with applicable academic standards. Helping to foster a culture of scientific writing among the academic community. The AWC Institute is managed by several lecturers at UIN SU Medan, highly concerned with research and publishing scientific papers in journals. Some administrators have published their articles in reputable international scientific journals indexed by Scopus. This institution has carried out several activities assigned by the Chancellor.

Awards

PTKIN in North Sumatra has a program to provide incentives or rewards to journal managers or lecturers that publish their articles in reputable journals. Similarly, UIN SU Medan has the policy to financially reward those penetrating reputable journals. This policy was implemented in 2018, and several lecturers received rewards from the campus, though it did not continue in the following years. The current leadership has re-introduced the same thing, but it does not seem easy due to the fund availability. Since the Pandemic period, a policy has been streamlining the PTKIN budget termed budget refocusing. Therefore, campuses are asked to focus on the main activities on the Tridharma of Higher Education, implying the reduction of incentive funds.

IAIN Padangsidimpuan had a policy of giving honoraria to contributors or journal article writers to increase the flow of manuscripts entering the Journal Admin. However, this policy is not supported by financial provisions and must be discontinued. One problem of scientific journals, specifically those still building their reputation, is the lack of manuscripts. Prospective authors often prioritize established journals as a place to publish their writings.

STAIN Madina Panyabungan still lacks an award program in scientific journals. At this young campus, journals are only in the early stages of establishment with no incentive or award program. With an average of only one or two editions, the journals within STAIN Madina Panyabungan are not ready for evaluation. The operational strategies implemented by PTKIN in North Sumatra to improve the journal quality are:

1) Building an understanding of the journal's importance for a PTKIN and lecturer career advancement.
2) Strengthening the commitment of journal managers.
3) Changing the journal governance paradigm from the old pattern to Electronic Accreditation.

4) Improving understanding and compliance with the journaling rules.

5) Promoting scientific journals to apply for electronic-based accreditation through Arjuna.

6) Promoting accredited journals (Sinta) to improve their rankings.

7) Promoting managers to register journals with global indexing institutions and cooperate with professional associations.

8) Utilizing personal networks of journal managers and leaders to invite quality writers.

9) Benchmarking to scientific journals with higher ranking and reputation.

10) Holding seminars, workshops, or conferences that produce quality articles for publishing in journals.

The Chancellor of UIN SU Medan has established a performance and achievement contract in the journal field with all Faculty Deans and Postgraduate Directors to ensure this target is achieved. This is necessary because most journals are managed by Study Programs.

Scientific Journal in Lecturer Promotion

Scientific journals have relevance to the increase in lecturer functional rank. The functional career is determined by lecturer success in research with the results published in reputable scientific journals. In this situation, the development of scientific journals also determines the smooth career of their lecturers. Scientific journals managed have not facilitated publication obligations. This is because some lecturers require publication in reputable international journals. Although some PTKIN journals have reached the Sinta-2 rank, their capacity is insufficient.

Table 1. Data on Functional Positions and Publication Specifications for Promotion

No	Lecturer Functional Position	Group	Lecturer Frequency	Percentage %	Journal Required
1	Expert Assistant	III b	68	15,7%	Sinta-6
2	Lecturer	III c and III d	125	28,8%	Sinta-5, and 4
3	Head Lecturer	IV a, IV b, and IV c	214	49,4%	Sinta-2 and Scopus
4	Professor	IV d, IV e	26	6 %	Sinta-2 and Scopus
	Total		433		

Based on the total journals at PTKIN in North Sumatra, the two journals ranked Sinta-2 are Miqot: Journal of Islamic Sciences and Journal of Contemporary Islam and Muslim Societies. The journals managed at PTKIN North Sumatra accommodate the scientific work of lecturers with expert assistant positions and increase them to the lector position.

Most lecturers have the position of Head Lecturer, meaning that the journals at PTKIN have not served the needs of lecturers' scientific work in increasing the rank from Lector to Head Lector. PTKIN in North Sumatra, no Scopus International journal is able to increase the rank from

Head Lecturer to Professor level. The FGD results showed that lecturers were assisted in fulfilling the Credit Number Calculation (PAK) for promotion from III/b to III/d (Expert Assistant to Lector), but for promotion to the Head Lector position (class IV/a, IV/ b IV/c). Furthermore, journals managed by universities have not helped lecturers, specifically those aspiring to increase their career ranks for Professors (IV/d and IV/e). This was stated by one informant ranking in career path IV/c.

The informant wishes to propose to professors that the journals managed at PTKIN cannot assist lecturers in publishing their scientific works, expressed as follows:

> "*It was very helpful for my lecturer promotion when I was promoted to IV/c, which should have gone up to IV/b because the journal could jump to IV/c. The increase in III/b or III/d [our journal] is helpful but still difficult for professors. Many friends struggle to reach Scopus as a professor requirement. I try to write a journal in line with my course or expertise*".

A lecturer managing journals in the study program at the faculty also stated that writings are good and qualified. This was revealed by the manager in one of the study programs:

> "*When we ask about the quality of lecturer writing, it is not the same as lecturer but the journal manager. I manage journals not accredited by Sinta. The writings of lecturers from within and outside the Mathematics Study Program [UIN SU Medan] are good because scientific writing training is often held. Our lecturers are generally good at writing, that is why Axiom could be promoted to Sinta-3. We need to establish a network with friends from countries such as China, Thailand, and Singapore for improvement*".

Another informant stated that the journals within PTKIN were sufficient for a promotion to the rank of Lecturer. However, the existing journals cannot sufficiently support Head Lector and Professor promotion. No journal at PTKIN in North Sumatra has achieved the Sinta-1 rank or indexed in Scopus or the Web of Science (WoS). Furthermore, articles in the journals are an absolute requirement for promotion to Head Lecturer and Professor.

Scientific journals were not an important part of PTKIN in North Sumatra until the 2000s. Although some journals were published before the 2000s, the nuances are more accurately referred to as

office bulletins. Furthermore, the articles published are not selected using high scientific writing criteria. Significant changes began to occur in the late 1990s.

Institutional scientific journals are receiving serious attention due to advances in science, increasing studies (Asari, 2018: 76-77), and requirements for promotion of PTKIN lecturers' functional positions (Abdal, *et.al.*, 2021). These factors significantly improve the substantive quality of journals published at PTKIN in North Sumatra.

Journal managers are also experiencing progress that leads to professionalization, with a uniform journal management structure. Although there are variations, there is a clear substance, where they are increasingly characterized by scientific journals. This is due to a combination of academic needs and management guidelines continuously issued by the Director-General of Higher Education.

Continuous evaluation through SINTA opens a healthy competition that motivates the journal development at PTKIN. In this study, the total scientific journals successfully accredited are still small, though the trend is changing positively. The slow development of journal accreditation is influenced by the limited managers' commitment and competence. This ranking issue requires a comprehensive and systemic approach (Serenko, 2010). PTKIN in North Sumatra lacks a systematic recruitment system for journal managers. The strong tendency to appoint structural officials, specifically from the Study Programs, makes journaling an additional task. This practice causes a lack of stability in the scientific journal Management Team because it must follow a structural management change. Furthermore, it lacks a standard system to improve managerial competence. Therefore, even when managers have a good commitment to the journal, referred to Madman, the rate of their competence development is not as expected.

There is a tendency to improve scientific journal budgeting, though this is most prominent at IAIN Padangsidimpuan. The ranking effectiveness is largely determined by the competence and professionalism of journal managers. Therefore, there is an interest in directing a certain portion of the journal's budget to establish a standard system for recruitment and coaching. In this case, one of the most important criteria to address is the journal's independence from the campus's structural position. The management requires a full-time commitment and certain competencies not automatically mastered by all lecturers.

Various coaching activities and technical guidance in journaling have been

conducted by PTKIN throughout North Sumatra, with results reflected in the growing number of accredited journals. However, the results achieved have not fully fulfilled the needs of lecturers for reputable scientific journals' publication. Two Sinta-2 accredited journals at three PTKINs are far from adequate. The extent to which this is related to the issue of a lecturer's career is a separate issue. In the guide about lecturer credit scores, scientific articles published outside are valued more than those published in the institution's journal.

Efforts to connect PTKIN lecturers throughout North Sumatra to reputable journals abroad are limited. Although personal networks of leaders and senior lecturers with more experience have been utilized, they have not shown the expected results. The Academic Writing Center (AWC) of UIN North Sumatra Medan stated that the pioneering efforts should be awaited for their future effectiveness.

D. CONCLUSION

Based on the results described above and the discussion that the scientific journal management at State Islamic University (UIN) in North Sumatra varied, and most did not fulfill the National Journal Accreditation (Arjuna) standards. It has not fully referred to the standard guidelines for journal management, and only 25% have been accredited. Furthermore, budget allocation is limited but improving. There are several coaching activities, including increasing the competence of journal management resources through training and workshops and maximizing the function of the Academic Writing Center (AWC). The coaching activities also include improving lecturer rank database, assistance in writing and publishing articles, socializing techniques for calculating lecturer credit scores, and cooperation between Indonesia's PTKIN and foreign colleges. The journal development activities have not been maximized in supporting lecturer careers. Most lecturers at State Islamic University of North Sumatra have the rank of Lecturer and Head Lecturer and face difficulties advancing their careers. Therefore, it is necessary to formulate effective ways to link journal development and smooth promotion of lecturers.

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19

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