THE EFFECTIVENESS OF THE INTERNAL CONTROL SYSTEM IN IMPROVING GOOD UNIVERSITY GOVERNANCE AT THE UNIVERSITY OF NORTH SUMATERA

[1]Ariama Susanti, [2]Deliana Deliana*), [3]Rahmat W Sembiring

[1,2,3] Program Studi Sistem Informasi Akuntansi, Politeknik Negeri Medan

*Email: [1]ariamasusanti@polmed.ac.id; [2]deliana@polmed.ac.id;
[3]rahmatws@polmed.ac.id*

*)Corresponding Author

A b s t r a c t

The aim of this research is to determine the effectiveness of the Internal Control System in accordance with Government Regulation Number 60 of 2008 and the implementation of good governance according to the Directorate of Institutions and Cooperation of the Directorate General of Higher Education, Ministry of Education and Culture. Culture in 2014 and how the effectiveness of the internal control system realizes the implementation of good university governance at the University of North Sumatera. This research was conducted at the University of North Sumatera. Quantitative descriptive method with data collection techniques through distributing questionnaires and interviews with key informants used in this research with descriptive data analysis techniques. This research provides results regarding the effectiveness of the internal control system and the implementation of university governance in the effective or good category. The effectiveness of the internal control system provides support in implementing university governance.

Keywords : *Effectiveness of the internal control system, Good university governance, University governance.*

1.   INTRODUCTION

Universities must be managed well, so that they can carry out their duties optimally. They must be able to face changes of an intense competition. Good university governance is a system to help universities achieve their goals based on governance principles so that stakeholder needs can be met (Risanty & Kesuma, 2019).

Indonesia Corruption Watch (ICW) stated that the education sector was one of the ten most corrupt sectors in 2015-2019, costing the state Rp 41.09 billion. Of the 202 cases of corruption in the world of education, 10 percent or 20 cases occurred in universities with losses of $81.9 billion, such as corruption in the procurement of goods and services, scholarships, research funds and grants (Kompas.com, 2020). OTT at Jakarta State University (UNJ) involves the transfer of funds from the UNJ chancellor's office to officials at the Ministry of Education and Culture. The Corruption Eradication Commission and the Audit Office of the Ministry of Education and Culture found evidence of 1,200 USD and Rp. 27.5 million in alleged illegal payments in the form of THR requests from (Kompas.com, 2020). The Indonesian BPK found approximately 14,501 cases with a value of Rp. 8.37 trillion, The 2021 Semester I Exam Results in the 2021 Semester I Results Review (IHPS), namely Rp. 8.26 trillion (antaranews, 2021).

Based on the phenomenon above, it shows that many cases are caused by the weak of good university governance, which is an important part of improving higher education management effectively and efficiently. According to (Saputra & Nugroho, 2021) governance refers to steps in decision making, and applies at both national and local levels. If the principles of good governance are implemented and according to existing regulations, State Universities (PTN) will achieve their goals, as well as improve the quality of higher education (Suriyani, 2021). The implementation of good university governance makes universities able to face global competition and carry out good management (Putra & Roni, 2021).

Good university governance run well, a control system is needed to be implemented effectively. Higher education institutions are expected to make a positive contribution by implementing governance principles assisted by the internal control unit at the higher education institution itself (Asmawanti S & Aisyah, 2017). The existence of an internal control system is very important for an institution because weak internal control will result in losses, scandals, failures, even bankruptcy or reputation damage (Fathiyah, 2019).

The University of North Sumatera is the largest and oldest university in North Sumatera, founded in 1952. The University of North Sumatera has not yet optimally implemented civil service regulations that are guided by good university governance. The organizational structure is too bureaucratic and lacks flexibility in human resource management and financial management.

Several studies have been conducted on the implementation of internal control systems in state universities. According to (Zamzami & Faiz, 2015), a good internal control system supports good management practices thereby encouraging good university. Other research (Asmawanti S & Aisyah, 2017) on universities in Bengkulu City found that the internal control unit and the implementation of internal control in universities were positively related to the effectiveness and efficiency of implementation and the realization of good governance in universities. This research is also in line with research conducted at Brawijaya University (Saptapradipta, 2013), other research conducted at state universities in Indonesia (Sari et al., 2017) which produced a significant direct relationship between internal control and accountability and research conducted at UIN Raden Fatah Palembang (Suriyani & Zainuddin, 2021) which concludes that an effective internal control system will accelerate the realization of good governance. Research (Juwita et al., 2014) at universities in Bandung City, where the majority of study programs are still accredited C, stated that organizational culture and internal control influence good university governance and organizational performance. In contrast to the research results of (Sahusilawane, 2020) which states that the internal control system does not have a direct effect on organizational performance, on the contrary, commitment within the organization and internal control have a positive but not direct effect on organizational performance, in contrast to the implementation of good corporate governance principles. direct and statistically positive influence on performance organizations. The research results of (Adiko et al., 2019) also state that internal control has no effect on preventing fraud at PT. Inalum, Good corporate governance has no effect on fraud prevention at PT. Inalum. Internal control, auditor ethics, and good corporate governance simultaneously influence fraud prevention at PT. Inalum is only 21.6%.

This research is a development of Zamzami and Faiz's 2015 research with a different research focus and year, where the research was conducted at a State University in 2015 while this research was conducted at the University of North Sumatera in 2022. Previous research did not measure the dimensions of good university governance and only focuses on the dimensions of internal control system effectiveness. This research aims to determine the level of effectiveness of the internal control system and the implementation of good university governance, as well as how effective the internal control system is in realizing the implementation of good university governance at the University of North Sumatera.

2. LITERATURE REVIEW

Internal Control System (SPI)

Based on Government Regulation No. 60 of 2008, the internal control system is a continuous process by the leadership and all employees to provide the highest guarantee so that government agency objectives can be achieved through effective and efficient operations, reliability of financial reports, protection of government assets, and compliance with applicable laws and regulations. The government's internal control system is an adoption of COSO with adjustments according to the needs and characteristics of government in Indonesia. In

line with the opinion of (Hasanah & Fauzi, 2017) the internal control system also provides information to assess the performance of management and the company, and is useful as a planning guide for an integral process of actions and activities carried out by management (executives) and its staff to provide guarantees or confidence adequate for achieving organizational goals. Five components of the internal control system:

1. The control environment is a vital part of the entire control system so that leaders are obliged to create and maintain a control environment that creates positive behavior and is conducive to the implementation of the internal control system (Salam et al., 2017); (Leke et al., 2022). An effective control environment is based on upholding integrity and ethical values, commitment to competence, conducive leadership, accurate delegation of authority and responsibility, human resource development, effective role of APIP, good inter-agency relations.

2. Risk assessment is a mechanism for assessing, identifying, analyzing various internal and external risks related to the goals to be achieved. Leaders are expected to be able to predict significant risks, the possibility of risks occurring and the consequences of identified risks (Fourie & Ackermann, 2013). Risk assessment begins with the process of formulating goals, both agency goals and activity goals. After the objectives are formulated, the process of identifying risks and risk analysis begins. All of these steps will ultimately provide information to leaders, both agency leaders and activity leaders, to take the right approach to minimize the impact of risks (Istiningrum, 2012).

3. Control activities carried out by the leadership are implemented in accordance with the size, complexity and nature of the tasks and functions of the organization. Control activities are evaluated regularly to ensure that they are still appropriate and functioning as expected. (Napitupulu, 2020) states that a regular and comprehensive self-assessment process is carried out to measure the adequacy of governance implementation.

4. Information and Communication is implemented by the leadership by identifying, recording and communicating information activities in the right form and at the right time. An information system that is appropriate to organizational conditions is built to support governance (Napitupulu, 2020).

5. Management implement of monitoring of the internal control system on an ongoing basis, separate evaluations, follow-up on recommendations from audit results and other reviews. (Khairunnisa et al., 2016) argue that control environment and audit risk are important factors that encourage good university governance, because both are indicators in the government's internal control system.

The effectiveness of an internal control system is achieved if its five components are implemented integrally and continuously so that objectives can be achieved. An effective internal control system will prevent and avoid errors, fraud, theft and misappropriation resulting from abuse of authority carried out by power owners (Kalendesang et al., 2017). The main objective of the internal control system is to increase the reliability of company performance by increasing accountability among those who provide information within the organization, where timeliness and improving the quality of financial reporting are positively related to achieving organizational success and achieving revenue goals (Harasheh & Provasi, 2022).

Good University Governance (GUG)

University must be managed as well as possibleto can carry out its functions and be able to compete closely due to the magnitude of global challenges. State universities are expected to protect themselves and their environment against the influence of external environmental values which can be damaged or contain bad things (Lussiana et al., 2019). The concept of governance includes operational practices of government administration based on the principles of good governance, namely the elements of transparency, participation, efficiency, effectiveness, accountability and unity (Cahyono & Indartuti, 2023). According to (Risanty & Kesuma, 2019) good university governance is the management of organizational structures, business processes, programs and activities in plans to achieve higher education goals.

The aim of a well-managed higher education institution is to create a responsible higher education institution. In (Muktiyanto, 2016) research, it was stated that higher education institutions would not be able to achieve their goal of becoming superior according to their vision and mission without implementing the good university governance which are based on the pillars of academic freedom and autonomy.

The good university governance principles according to Directorate of Institution and Cooperation, Directorate General of Higher Education, Mistry of Education and Culture, (2014) consist of:

1. Transparency is implemented through a check and balance mechanism, the senate and faculty control the chancellor and dean. According to (Wida et al., 2017), transparency is providing open, honest and non-discriminatory financial information to the public based on the consideration that the public has the right to know openly and thoroughly about the government's accountability in its management and compliance with laws and regulations.

2. Accountability is the process of being responsible for all PTN implementation towards all stakeholders, both internal and external, especially the general public. Management of funds, both from the government and from the community, must be based on a spirit of accountability (Nurlinda, 2018). The better the recording and control of the quality of financial reports, the more accountability the performance of government agencies will increase (Astuti, 2016).

3. Responsibility is the organization's ability to regulate the extent to which service delivery has been carried out in accordance with the applicable rules or procedures that have been regulated. Responsibility for (Wijatno, 2009) means compliance with laws and regulations and being responsible towards society and the environment for long-term business sustainability.

4. Independence is created with managed professionally without conflicts of interest and pressure that is contrary to statutory regulations and applies healthy organizational principles (Zarkasyi, 2008).

5. Justice towards stakeholders is protected from fraud in the form of personal interests or unhealthy university practices. (Aprilliani, 2015) defines justice as equal fair treatment in fulfilling stakeholder rights arising from applicable agreements and regulations.

6. Quality & relevance assurance is carried out through internal and external quality assurance systems (accreditation). According to Adina in the journal (Fitrah et al., 2018) it is said that overall quality assurance is very important because the aim of education is not just academic, but the whole person is carried out to measure the effectiveness of the academic policies implemented and the quality of the graduates produced. According to research (Seyfried & Pohlenz, 2018) states that the implementation of the quality assurance system stages will be achieved if it is supported by top management and collaborates with other educational institutions.

7. Effectiveness & efficiency implemented through long, medium (Renstra) and annual (RKAT) planning systems. Efficiency and effectiveness ratios can be used to analyze performance in finance. For evaluations, the level of efficiency and effectiveness in achieving the targets of each development program determined for the relevant fiscal year period is calculated (Rahman & Saputra, 2022).

8. Non-profit where the remaining budget for activities cannot be distributed, it must be reinvested to improve the quality and development of higher education.

Effectiveness of the Internal Control System in Implementing Good University Governance

In achieving good governance, education in Indonesia requires national standards that require adjustments to the dynamics and development of science, technology and community life in the interest of improving the quality of education. To realize good governance in government agencies, an internal control system is something that universities must implement. A good control system will guarantee the quality of government as a whole, so that it is hoped that good university governance can be realized (Khairunnisa et al., 2016). Research (Mihaela & Iulian, 2012) which states that corporate governance and internal control cannot be separated. Effectiveness Internal control system aims to provide certainty that all activities can run efficiently and effectively so that it influences the implementation of good university governance. (Napitupulu, 2020) which states that the effectiveness of the internal control system aims to ensure that all activities can run efficiently and effectively so that the internal control system has the effect of increasing the efficiency and effectiveness of governance.

3. RESEARCH METHODS

The object of this research is the effectiveness of the internal control system and the implementation of good university governance and was carried out at the University of North Sumatera in 2022. This research uses a qualitative descriptive research method with case study procedures and the research object is the effectiveness of internal control system and good university governance. This research was conducted at the University of North Sumatera in 2022. According to (Sugiyono, 2017) qualitative methods are used to obtain data that is in-depth and contains meaning which is actual data, therefore qualitative research does not emphasize generalizations, but places more emphasis on meaning.

This research collected primary data using data collection techniques, distributing questionnaires to fifteen respondents and interviews with key informants to find out more in-depth information about dimensions that were in the low category. Interviews were conducted with the Audit and Monitoring Manager, representatives of the Dean of the Faculty and a lecturer at the University of North Sumatera. The Head, Secretary, Members of the Internal Supervisory Section and auditors are parties directly involved in implementing internal control system, representatives of Faculty Deans as the quality control group are parties who play a role in governance and lecturers are parties who experience the benefits of internal control system and the implementation of good university governance. The questionnaire contains thirty one questions related to internal control system and twenty one questions related to good university governance. The questionnaire in this research is not intended as quantitative research but only as a tool to support the results of interviews from key informants. The questionnaire is divided into five scales, namely 1 = very bad, 2 = not good, 3 = quite good, 4 = good, and 5 = very good.

The effectiveness of the internal control system is measured using dimensions referring to (PP No. 60 Tahun 2008). Good university governance is measured according to (Direktorat Kelembagaan dan Kerjasama Ditjen Dikti Kemdikbud, 2014). The dimensions and indicators are as follows.

Table 1. Dimensions and Indicators of effectiveness of the Internal Control System

Dimensions		Indicators
Control Environment	1	Upholding Integrity and Ethical Values
	2	Commitment to Competence
	3	Conducive Leadership
	4	Establishment of an Organizational Structure that Suits Needs
	5	Appropriate Delegation of Authority and Responsibility
	6	Preparation and Implementation of Healthy Policies Regarding Human Resource Development
	7	Realizing the Role of Effective Government Internal Oversight Apparatus
Risk Assessment	1	Establish consistent operational strategies. Implementation of personnel job descriptions and standard operating procedures (SOP)
	2	Establish integrated management strategies and risk assessment plans
	3	Determining goals at the activity level is based on the university's goals and strategic plans
	4	Leadership establishes an integrated management strategy and risk assessment
	5	Risk identification uses adequate mechanisms to recognize risks from external and internal factors
Control Activities	1	Control activities prioritize the main activities of higher education
	2	Policies and procedures are established in writing
	3	Control activities are evaluated regularly to ensure that they are still appropriate and functioning as expected
	4	A review of higher education performance is carried out by comparing performance with established performance benchmarks
	5	Leadership develops human resources by creating job descriptions, recruitment procedures, employee education and training programs, compensation systems,

		employee welfare and facilities programs, employee discipline provisions, performance appraisal systems, and career development plans.
	6	Physical control is carried out over assets where the leadership is obliged to determine, implement and communicate to all employees regarding identification plans, procedures for physical security and recovery plans after a disaster
	7	There is a separation of functions where the leadership must ensure that all main aspects of transactions or events are not controlled by 1 (one) person
	8	Accurate and timely recording of transactions and events is carried out
Information and Communication	1	Leaders identify, record, and communicate information in the right form and time
Monitoring	1	Continuous evaluation is carried out to ensure that internal controls are in place and functioning so as to improve quality assurance and relevance of governance
	2	There are internal control system monitoring activities which are carried out through continuous monitoring, separate evaluations, and follow-up on recommendations from audit results and other reviews.
	3	A separate evaluation can be carried out by internal government oversight officials or external government parties
	4	Leadership evaluates and communicates internal control deficiencies so that improvements can be made to improve quality assurance and governance

Source: PP No. 60 of 2008

Table 2. Dimensions and Indicators of Good University Governance

Dimensions		Indicators
Transparency	1	*Checks and balances* to avoid conflicts of interest and multiple positions
	2	The Academic Senate oversees the Rector and the Dean
Accountability	1	The mission and goals of the university are in accordance with and in line with the mandate of the government (community) and the implementing agency.
	2	Operational permits for tertiary institutions and implementation of study programs are always taken care of
	3	Quality Assurance System is running well
	4	Achievement of each performance indicator promised in the Strategic Plan and Work Plan and Budget
	5	The Internal Supervisory Board is under the Rector and functions to supervise university management
	6	The financial management and accounting system implemented by the university can be audited
	7	Availability of financial annual reports audited by public accountants, as well as academic annual reports. Both were announced to the public
Responsibility	1	Annual financial reports audited by public accountants and academic annual reports are announced to the public
	2	Availability of clear *standard operating procedures and job descriptions*
Independence	1	The government or the non-profit legal entity that owns it may not interfere in the college's decision-making process
	2	Higher education is not an extension of the bureaucracy
Fairness	1	Officers and employees are appointed based on *track record* and competence
	2	Employee management is based on the right *merit system concept*
Quality Assurance and Relevance	1	Implementation of an internal quality assurance system and external accreditation to guarantee the quality of the university
	2	Lecturers have professional certification
	3	Students provide *feedback*/input on the management of university

	4	Implementation of *tracer studies* to support quality assurance and relevance
	5	Conducted a survey for customer satisfaction
Effectiveness and Efficiency	1	Achievement of long-term, medium-term planning (Strategic Plan), and annual planning system (Annual Activity Plan and Budget)
Nonprofit	1	Universities must reinvest all remaining budget from activities carried out to improve the quality and development of the university

Source: (Directorate of Institutions and Cooperation of the Directorate General of Higher Education 2014)

Data analysis use descriptive data analysis techniques. The steps for analyzing data are: a) researchers collect data according to the object of research, b) classify data based on the score range, c) calculate the lowest and highest scores, d) add up the scores of each question and make a percentage, e) and determine the score category, f) analyze the results of interviews with the results of the questionnaire, g) make conclusions and provide suggestions. How to determine the highest, and lowest scores and assessment category guidelines.

$$\text{Minimum Score} = \frac{\text{Minimum Score}}{\text{Maximum Score}} x100\% = \frac{1}{5} x100\% = 20\%$$

$$\text{Maximum Score} = \frac{\text{Maximum Score}}{\text{Maximum Score}} x100\% = \frac{5}{5} x100\% = 100\%$$

$$\textit{Intervals (\%)} = \text{Maximum Score} - \text{Minimum Score} = 100\% - 20\% = 80\%$$

$$\textit{Interval Length (\%)} = \frac{\text{Interval}}{\text{Category}} x100\% = \frac{80\%}{5} x100\% = 16\%$$

The results will be tabulated according to the score range, while interviews are conducted to obtain information that requires detailed and broader explanation which will then be analyzed to draw conclusions.

Table 3. Guidelines Category Mark Answer Respondents to Internal Control System Effectiveness and Good University Governance

Description/Intervals	Category
20%-35.99%	Bad/Very Ineffective
36%-51.99%	Not Good/Not Effective
52%-67.99%	Good Enough/Effective Enough
68%-83.99%	Good/Effective
84%-100%	Very Good/Very Effective

Source : (Sugiyono 2016)

4. RESULT AND DISCUSSION

Result

The results of this study are:

Table 4. Recapitulation of Respondents' Responses Regarding the Effectiveness of Internal Control System and Good University Governance

No	Dimentions	Average	%	Category
1	Control Environment	4,11	82,67%	good
2	Risk Assessment	3,69	73,87%	good
3	Control Activities	4,03	80,67%	good
4	Information and Communication	4,07	81,33%	good
5	Monitoring	4,12	82,33%	good
Internal Control System Effectiveness		**4,00**	**80,09%**	**good**
1	Transparency	3,97	79,33%	good
2	Accountability	4,37	87,43%	very good
3	Responsibility (Responsibility)	3,87	77,33%	good
4	Independence (In Decision Making)	4,17	83,33%	good
5	Fairness (Fair)	3,80	76,00%	good
6	Quality & Relevance Assurance	4,25	85,07%	very good
7	Effectiveness & Efficiency	4,13	82,67%	good
8	Nonprofit	4,00	80,00%	good
Good University Governance Effectiveness		**4,07**	**81,40%**	**good**

Source: Data Processed, 2022.

Based on the table above, internal control system has been running effectively and the implementation of good university governance has been realized (good).

DISCUSSION

The internal control system at the University of North Sumatera has been effective with a percentage of respondent results of 80.09%.

a) The control environment at the University of North Sumatera is in the "good" category with a percentage of 80.89%. This is reflected in the rules of behavior, example by leadership, enforcing appropriate discipline for deviations, eliminating policies that encourage unethical behavior. Upholding integrity and ethical values is fundamental in supporting the sustainability of effective control environment.

b) Risk assessment is in the "good" category with a percentage of 73.87%. This is reflected in the leadership having set higher education goals, consistent with government (community) mandates, creating consistent action strategies, implementing personnel job descriptions and (SOP), integrated management strategies and risk assessment plans and risk identification from within and outside. The risk assessment indicator received the lowest score of the five indicators of the effectiveness of the internal control system so it needs to receive more attention from the leadership. The indicators that need to be improved are the integrated management strategy and assessment plan so that risks can be assessed through the management control system. Another indicator that must be improved is the formation of a consistent operational strategy through the implementation of personnel job descriptions and standard operating procedures (SOP) that are easy for each personnel to understand due to the organizational structure being too large and bureaucratic. SOPs should also be made simpler so that long-winded bureaucracy can be cut. The integrated management strategy and risk assessment plan have not been able to provide the best contribution to governance and leaders must be more consistent in assessing existing risks.

c) Control activities is in the "good" category with a percentage of 80.67%. This is reflected in the prioritization of control in the main activities of university, policies and procedures are set in writing, regular evaluation of control activities is carried out, reviews of higher education performance by comparing performance with performance benchmarks, development of human resources, physical control of assets, separation a function where the leadership must ensure that all main aspects of transactions or events are not controlled by 1 (one) person so that there is a check & balance mechanism, accurate and timely recording of transactions.

d) Information and communication is in the "good" category with a percentage of 81.33%. This is reflected in the identification, recording and communicating of information in the right form and time. University of North Sumatera already has information and communication in the form of a budget system, financial administration and accounting which is used for processing transactions for both receipts and expenditures, information system processing in the form of a budget application, namely SIMRKA (Information System for managing work plans and budgets at University of North Sumatera).

e) Monitoring is in the "good" category with a percentage of 82.33% which is reflected in the implementation of continuous monitoring, separate evaluations, and follow-up on recommendations from audit results and other reviews. Separate evaluations can be carried out by APIP or external government parties so as to increase accountability for the accounting system and financial management, leadership evaluates and communicates internal control deficiencies so that improvements can be made to improve quality assurance and governance.

Implementation of good university governance at the University of North Sumatera with a percentage of 81.40%, which means that University of North Sumatera's governance is categorized as "good".

a) Transparency is at 79.33% in the "good" category. Checks and balances mechanism is implemented to prevent the emergence of conflicts of interest and the occurrence of concurrent positions where the Academic Senate plays a role in controlling the Chancellor and Dean through academic monitoring and evaluation activities as well as financial technical monitoring and evaluation.

b) Accountability is at 87.43% in the "very good" category. The accountability dimension is the highest value of the eight good university governance indicators. This is reflected in the implementation of accountability through the availability of higher education missions and objectives that are in line with government (community) mandates, the existence of permits for the establishment of higher education institutions and the implementation of study programs, the functioning of the Quality Control Unit (SPM) well, and the performance indicators promised in the Strategic Plan & RKA, the audit unit (SPI)

under the Chancellor is able to carry out its duties well, an auditable accounting and financial management system has been implemented, annual academic and financial reports are announced to the public which have previously been audited by public accountants.

c) Responsibility is at 77.33% in the "good" category. This is reflected in its implementation through the description of the position, function, duties, responsibilities and authority of each element of the organization; There are complete and clear personnel job descriptions and SOPs in the statute. Responsibility must be increased through improving and explaining the position, function and responsibility and authority of each element of the organization to each element so that they are able to understand the problems that exist within the organization.

d) Independence is at 83.33% in the "good" category. This is reflected in the decision making of higher education institutions separately from the government, higher education institutions are not an extension of the bureaucracy.

e) Fairness is at 76.00% in the "good" category. This is reflected in the appointment of university employees and officials based on competency and track record, the implementation of a merit system (incentives and dis-incentives). Justice received the lowest score from the eight good university governance indicators. Therefore, improvements need to be made in the appointment of employees and officials based on competency and track record so that the justice felt by all employees is increased.

f) Quality assurance and relevance is at 85.07% in the "very good" category. This is reflected in the internal quality assurance system (SPM) and external (study program accreditation), there is professional certification for lecturers, feedback is provided to students, tracer studies are carried out (graduates), user surveys are carried out on an ongoing basis. This indicator received the highest score of the eight good university governance indicators. This is achieved because North of Sumatera University realizes the importance of improving quality and relevance so that graduates have knowledge and abilities that are in line with the rapid development of science and technology so they can work in the world of business and industry according to their field of work. North of Sumatera University implemented internal quality assurance for academic evaluation and received a superior rating for institutional accreditation.

g) Effectiveness and efficiency is at 82.67% in the "good" category. This is reflected in the achievement of targets in the long, medium (Renstra) and annual (RKAT) planning systems. Several things are being implemented, namely mapping the need for lecture rooms, preparing schedules, and centralized use of space due to the lack of facilities and infrastructure in the form of lecture buildings so that the Bekala Campus Development is targeted, the ratio of teaching staff to students.

h) Non-profit is at 80.00% in the "good" category. Non-profit is implemented through reinvesting the remaining activity budget to improve the quality and development of higher education. The results of the interview with the Deputy Dean of the Faculty stated that North of Sumatera University still returns funds if there are remaining funds to the state treasury, therefore budget absorption must be maximized so that it can be used to improve the quality and development of itself.

Based on the results of the descriptive analysis above, it can be concluded that the effectiveness of internal control system influences the implementation of good university governance. This is proven by research results which show that the effectiveness of internal control system is in the "effective" category with a percentage of 80,09% and the implementation of good university governance is in the "good" category with a percentage of 81,40%. The results of this research are in line with and support the research of Saptapradipta, (2013); Juwita, et al (2014); Zamzami (2015); Asmawanti & Aisyah (2017); Suriyani & Zainuddin (2021) stated that the effectiveness of the internal control system plays a role in implementing good university governance. The effectiveness of internal control system aims to provide certainty that all activities can run efficiently and effectively so that it influences the implementation of good university governance.

5.   CONCLUSION

From the results of the analysis and discussion, it was concluded that the SPIP which was implemented by North Sumatera University was effective in its five components. Implementation of the eight good university governance principles has also been good. The effectiveness of internal control system supports the implementation of good university governance. When internal control system is running well, the aim of achieving efficient and effective activities, reliable financial reports, asset security, compliance with laws and regulations can increase the implementation of good university governance. The limitation of this research is

the small number of respondents because it was only conducted at North of Sumatera University. It is hoped that future researchers can increase the scope of research in order to obtain maximum results. Leaders should pay more attention to the risk assessment by increasing risk identification, carrying out risk evaluations, self-assessments periodically, thoroughly and as often as possible on matters that could threaten performance. In the good university governance principle, leaders must pay attention to the principle of justice in appointing employees and officials based on competency and track record.

6. BIBLIOGRAPHY

Adiko, R., Astuty, W., & Hafsah. (2019). PENGARUH PENGENDALIAN INTERN, ETIKA AUDITOR, DAN GOOD CORPORATE GOVERNANCE TERHADAP PENCEGAHAN FRAUD PT. INALUM. *JAKK (JURNAL AKUNTANSI DAN KEUANGAN KONTEMPORER*, *2*(1).

Anggraini, S. D. (2019). Eksistensi Perguruan Tinggi Negeri Badan Hukum Terhadap Penyelenggaraan Pendidikan Tinggi. *Hukum Dan Keadilan*, *Volume 6 Nomor 2*(September 2019), 33–52.

Anggriawan, F., & Nurkholis. (2014). Good Corporate Governance in the Public Service Agency (Case Study at University of Brawijaya Malang). *Jurnal Mahasiswa FEB*, *2 No. 2*.

antaranews. (2021). *BPK paparkan hasil pemeriksaan keuangan K/L semester I 2021*. Https://Antaranews.Com/Berita/2570097.

Aprilliani, D. (2015). PENERAPAN PRINSIP KEADILAN DALAM GOOD CORPORATE GOVERNANCE TERHADAP PEMENUHAN HAK-HAK PEMEGANG SAHAM MINORITAS. *Jurnal Ilmu Hukum Legal Opinion*, *3*.

Armel, G. Y. R. (2017). Pengaruh Kompetensi Sumber Daya Manusia, Penerapan Standar Akuntansi Pemerintahan, Pemanfaatan Teknologi Informasi Dan Sistem Pengendalian Internal Terhadap Kualitas Laporan Keuangan Pemerintah Daerah. *JOM Fekon*, *4*(Februari 2017), 105–119.

Asmawanti S, D., & Aisyah, S. (2017). Peran Satuan Pengawasan Intern Dan Penerapan Pengendalian Internal Terhadap Pencapaian Good University Governance Pada Perguruan Tinggi Di Kota Bengkulu. *Jurnal Akuntansi*, *7*(2). https://doi.org/10.33369/j.akuntansi.7.2.101-118

Astuti, Y. (2016). *Pengaruh Sistem Pengendalian Intern Terhadap Kualitas Laporan Keuangan Implikasinya Terhadap Akuntabilitas Kinerja Instansi Pemerintah (Survei Pada Dinas Kota Bandung)*.

Ayu, P. (2012). Pengaruh Sistem Pengendalian Internal dan Audit Internal terhadap Pelaksanaan Good Corporate Governance (Penelitian pada BUMN dan BUMD se-Kota Bandung). *E-Jurnal Universitas Swadaya Gunung Jati*.

BPKP (2010).

Cahyono, P., & Indartuti. (2023). PENERAPAN PRINSIP-PRINSIP GOOD GOVERNANCE: Suatu Studi Tentang SILOKDES di Desa Mancon Kecamatan Wilangan Kabupaten Nganjuk. *PRAJA Observer: Jurnal Penelitian Administrasi Publik* , *3*(01), 56–61.

Chen, Y. (2021). The Impact of Responsibility Delegation on Policy and Practice Implementation: A Contingency Approach. *Public Performance and Management Review*, *44*(4), 842–867. https://doi.org/10.1080/15309576.2021.1918188

Directorate of Institutions and Cooperation of the Directorate General of Higher Education, M. of E. and C. (2014). *Good University Governance (GUG)*. https://luk.staff.ugm.ac.id/atur/statuta/latih/2013/02GovernancePerguruanTinggi.pdf

Direktorat Kelembagaan dan Kerjasama Ditjen Dikti Kemdikbud. (2014). *Good University Governance (GUG)*.

Fadhli, M. (2020). Sistem Penjaminan Mutu Internal Dan Eksternal Pada Lembaga Pendidikan Tinggi. *Al-Tanzim: Jurnal Manajemen Pendidikan Islam*, *04 No. 02*(2020), 171–183.

Fathiyah, F. (2019). Optimalisasi Peran Sistem Pengendalian Intern dalam Mencegah Terjadinya Penyelewengan Kas dan Aset pada Lembaga Pendidikan Non Pemerintah (Swasta). *J-MAS (Jurnal Manajemen Dan Sains)*, *4*(1), 163. https://doi.org/10.33087/jmas.v4i1.84

Fitrah, M., Ruslan, & Hendra. (2018). URGENSI SISTEM PENJAMINAN MUTU INTERNAL TERHADAP PENINGKATAN MUTU PERGURUAN TINGGI. *JURNAL PENJAMINAN MUTU LEMBAGA PENJAMINAN MUTU INSTITUT HINDU DHARMA NEGERI DENPASAR*, *4*(1), 76–86.

Fourie, H., & Ackermann, C. (2013). THE IMPACT OF COSO CONTROL COMPONENTS ON INTERNAL CONTROL EFFECTIVENESS: AN INTERNAL AUDIT PERSPECTIVE. *Journal of Economic and Financial Sciences | JEF*, *6*(2), 495–518.

Harasheh, M., & Provasi, R. (2022). *A need for assurance: Do internal control systems in environmental, social, and governance factors?*

Hasanah, N., & Fauzi, A. (2017). *Akuntansi Pemerintahan*. Penerbit In Media.

Hindriani, N., Hanafi, I., & Domai, T. (2012). Sistem Pengendalian Intern Pemerintah (SPIP) Dalam Perencanaan dan Pelaksanaan Anggaran di Daerah (Studi Pada Dinas Kesehatan Kabupaten Madiun). *Wacana*, *Vol. 15, No. 3*, 1–9.

Istiningrum, A. A. (2012). Implementasi Penilaian Risiko Dalam Menunjang Pencapaian Tujuan Instansi Pendidikan. *Jurnal Pendidikan Akuntansi Indonesia*, *9*(2). https://doi.org/10.21831/jpai.v9i2.963

Johari, J., & Yahya, K. K. (2019). Organizational Structure, Work Involvement, and Job Performance of Public Servants. *International Journal of Public Administration*, *42*(8), 654–663. https://doi.org/10.1080/01900692.2018.1498106

Juwita, S., Fadilah, S., & Nurhayati. (2014). Pemikiran Mewujudkan Good University Governance (Gug) Di Perguruan Tinggi Islam. *Prosiding Penelitian Sivitas Akademika Unisba (Sosial Dan Humaniora)*, 125–132.

Kalendesang, A. K., Lambey, L., & Budiarso, N. S. (2017). Analisis Efektivitas Sistem Pengendalian Internal Persediaan Barang Dagang Pada Supermarket Paragon Mart Tahuna. *GOING CONCERN : JURNAL RISET AKUNTANSI*, *12*(2). https://doi.org/10.32400/gc.12.2.17443.2017

Khairunnisa, N., Rasuli, M., & Ratnawati, V. (2016). Peran Satuan Pengawasan Internal Dan Dewan Pengawas Terhadap Terwujudnya Good University Governance Dengan Control Environment Dan Audit Risk Sebagai Variabel Moderating (Studi Empiris Pada Perguruan Tinggi Satker Badan Layanan Umum Diindonesia). *JURNAL EKONOMI*, *Volume 24*(Nomor 3 September 2016), 107–123.

Leke, A. A. C. M., Irawati, R. I., & Candradewini, C. (2022). Analisis Lingkungan Pengendalian dalam Pelaksanaan SPIP di Inspektorat Kabulaten Nagekeo. *Owner*, *6*(1), 136–146. https://doi.org/10.33395/owner.v6i1.540

Lussiana, Mildawati, T., & Fidiana. (2019). Dekonstruksi Konsep Good University Governance Dalam Pelaksanaan Anggaran Perguruan Tinggi Negeri Badan Hukum. *Jurnal Ekonomi, Manajemen Dan Akuntansi*, *22 No. 2*, 85–98.

Mardiasmo. (2009). *Akuntansi Sektor Publik*. Andi.

Mihaela, D., & Iulian, S. (2012). Internal control and the impact on corporate governance, in Romanian listed companies. *Innovation and Sustainable Competitive Advantage: From Regional Development to World Economies - Proceedings of the 18th International Business Information Management Association Conference*, *3*. https://doi.org/10.5171/2012.676810

Muktiyanto, A. (2016). Good University Governance Dan Kinerja Perguruan Tinggi . *Institusi Pendidikan Tinggi Di Era Digital: Pemikiran, Permodelan Dan Praktek Baik*, 45–66.

Napitupulu, I. H. (2020). Internal Control, Manager's Competency, Management Accounting Information Systems and Good Corporate Governance: Evidence from Rural Banks in Indonesia. *Global Business Review*. https://doi.org/10.1177/0972150920919845

Nurlinda. (2018). Akuntabilitas Pengelolaan Keuangan Desa. *JURNAL RISET AKUNTANSI & KEUANGAN*, *6 (1)*, 1705–1714.

PP No. 60 Tahun 2008.

Pujiono, D. S., Sukarno, H., & Puspitasari, N. (2016). Pengarun Sistem Pengendalian Intern Terhadap Pengelolaan Keuangan Daerah Serta Kinerja Pemerintah Daerah (Studi di Provinsi Maluku Utara). *Jurnal Bisnis Dan Manajemen*, *10*(1).

Putra, A. I. P., & Roni, M. (2021). Good Governance Dalam Lingkungan Pendidikan Tinggi (Good University Governance). *Al-Idarah: Jurnal Kependidikan Islam*, *11*.

Rachmawati, D. S. (2017). Pengaruh Aktivitas Pengendalian, Informasi Dan Komunikasi Terhadap Kualitas Sistem Informasi Akuntansi Dan Dampaknya Terhadap Kualitas Laporan Keuangan (Studi Kasus Pada Badan Pemeriksa Keuangan Republik Indonesia). *PROFITA*, *10 No. 3*(Desember 2017), 426–437.

Rahman, A., & Saputra, F. (2022). Efisiensi dan efektivitas dalam pengelolaan keuangan daerah Kabupaten Cilacap. *Humanika, Kajian Ilmiah Mata Kuliah Umum*, *22*(2), 117–126.

Reza Aditya, O., & Surjono, W. (2017). Pengaruh Sistem Pengendalian Intern Terhadap Kualitas Laporan Keuangan. *SIKAP*, *2*(1), 49–62. http://jurnal.usbypkp.ac.id/index.php/sikap

Risanty, R., & Kesuma, S. A. (2019). Good university governance: experience from Indonesian university. *Jurnal Perspektif Pembiayaan Dan Pembangunan Daerah*, *6*(4). https://doi.org/10.22437/ppd.v6i4.6195

Sahusilawane. (2020). The Effect of Information Technology, Organizational Commitment, Internal Control and Good Corporate Governance Principles on Organizational Performance. *International Journal of Social Science and Business*, *4*(2), 197–210.

Salam, Z. A., Tugiman, H., & Dedik N.Y. (2017). Analisis Unsur Lingkungan Pengendalian Pada Sistem Pengendalian Intern Pemerintah (Spip) Di Kabupaten Takalar. *E-Proceeding of Management : Vol.4, No.2 Agustus 2017* , *Vol. 4 No. 3*(2 Agustus 2017), 1516–1520.

Saptapradipta, P. (2013). Pengaruh Audit Internal dan Pengendalian Internal Terhadap Pelaksanaan Good Governance (Studi pada Badan Layanan Umum Universitas Brawijaya Malang). *Jurnal Ilmiah Mahasiswa FEB*, *2*(2).

Saputra, N., & Nugroho, R. (2021). GOOD GOVERNANCE PADA PELAYANAN PUBLIK: SEBUAH USULAN MODEL PENGEMBANGAN BERBASIS PERILAKU. *Jurnal MSDA (Manajemen Sumber Daya Aparatur)*, *9*(1), 11–26.

Sari, N., Ghozali, I., & Achmad, T. (2017). The Effect Of Internal Audit And Internal Control System on Public Accountability: The Emperical Study In Indonesia State Universities. *International Journal of Civil Engineering and Technology (IJCIET)*, *Volume 8*(9, September 2017), 157–166.

Sedarmayanti. (2016). Sedarmayanti. 2016. Manajemen Sumber Daya Manusia Reformasi Birokrasi Dan Manajemen Pegawai Negeri Sipil. Bandung: PT. Refika Aditama. In *Refika Aditama*.

Seyfried, M., & Pohlenz, P. (2018). Assessing quality assurance in higher education: quality managers' perceptions of effectiveness. *European Journal of Higher Education*, *8*(3), 258–271.

Sugiyono. (2016). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Alfabeta.

Sugiyono. (2017). *Metode Penelitian Kuantitatif, Kualitatif dan R&D* (Cetakan ke 25). CV. Alfabeta.

Suriyani, & Zainuddin. (2021). Pengaruh Satuan Pengawasan Internal (SPI) Dan Penerapan Internal Control Terhadap Pencapaian Good University Governance (GUG) Pada Universitas Islam Negeri Raden Fatah Palembang. *JIBM*, *4*(1).

Surya Negara, I. G. B., Susetyo, D., Kadir, S. A., & Yuliana, S. (2018). International Journal of Economics and Financial Issues Effect of Commitment, Internal Audit, and Financial Management on Local Government Performance in South Sumatera. *International Journal of Economics and Financial Issues*, *8*(4), 327–334. http:www.econjournals.com

Syaifullah, M. (2016). Kualitas Sistem Informasi Akuntansi. *JURNAL RISET AKUNTANSI DAN BISNIS*, *10*(2).

Tefa, G. (2019). Pengembangan Sumber Daya Aparatur Inspektorat Daerah Dalam Meningkatkan Fungsi Pengawasan Internal Pemerintahan Daerah Di Kabupaten Manggarai Provinsi Nusa Tenggara Timur. *Jurnal MSDA*, *Vol. 7*(Desember 2019), 91–101.

usu.ac.id. (2022). *usu.ac.id*.

Wida, S., Supatmoko, D., & Kurrohman, T. (2017). Akuntabilitas Pengelolaan Alokasi Dana Desa (ADD) di Desa – Desa Kecamatan Rogojampi Kabupaten Banyuwangi. *E-Journal Ekonomi Bisnis Dan Akuntansi*, *IV*(2), 148–152.

Wijatno, S. (2009). *Pengelolaan Perguruan Tinggi Secara Efisien, Efektif dan Ekonomis untuk Meningkatkan Penyelenggaraan Pendidikan dan Mutu Lulusan*. Salemba Empat.

Yulianty, P., & Jufri, A. (2020). Perdebatan Empiris : Prinsip Metode Kualitatif dan Kuantitatif Untuk Penelitian Sosial Ekonomi. *Jurnal Manajemen Dan Akuntansi* , *Vol 15 No 2*(Juli-Desember 2020).

Zamzami, F., & Faiz, I. A. (2015). Evaluasi Implementasi Sistem Pengendalian Internal: Studi Kasus pada Sebuah Perguruan Tinggi Negeri. *Jurnal Akuntansi Multiparadigma*. https://doi.org/10.18202/jamal.2015.04.6003

Zarkasyi, W. (2008). *Good Coorporate Governance (Pada Badan Usaha Manufaktur, Perbankan Dan Jasa Keuangan Lainnya)*. Penerbit Alfabeta.