

THE EFFECT OF STRENGTHENING THE IMPLEMENTATION OF THE TRIDHARMA PERGURUAN TINGGI ON THE SINTA SCORES OF LECTURERS

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Abstract.

This study aims to analyze the effect of the Strengthening the Implementation of Tridharma of Higher Education program on lecturers' SINTA scores, and compare its effectiveness at STAI Al Hamidiyah and STKIP-PGRI Sampang. The SINTA score is an indicator of national research accountability that is important for lecturers' careers and institutional accreditation. This study uses the Wilcoxon test to compare the Sinta Score before and after strengthening the implementation of Tridharma of Higher Education. The results show that there is no effect of strengthening the implementation of Tridharma of Higher Education on lecturers' Sinta scores at STAI Al Hamidiyah Bangkalan because the significant value obtained is 0.068 which is greater than 0.05 while different results for STKIP-PGRI Sampang which indicate an effect of strengthening the implementation of Tridharma of Higher Education on lecturers' Sinta scores. The difference in results between these two universities could be caused by differences in institutional characteristics and academic readiness of each.

Keywords. Tridharma Perguruan Tinggi; Strengthening Implementation; SINTA Score.

Abstrak

Penelitian Penelitian ini bertujuan menganalisis pengaruh program Penguatan Implementasi Tridharma PT terhadap Skor SINTA dosen, serta membandingkan efektivitasnya di STAI Al Hamidiyah dan STKIP-PGRI Sampang. Skor SINTA adalah

indikator akuntabilitas riset nasional yang penting bagi karir dosen dan akreditasi institusi. Penelitian ini menggunakan uji Wilcoxon untuk membandingkan Skor Sinta sebelum dan sesudah penguatan implementasi Tridharma Perguruan Tinggi. Hasilnya menunjukkan bahwa tidak ada pengaruh penguatan implementasi Tridharma Perguruan Tinggi terhadap skor sinta dosen di STAI Al Hamidiyah Bangkalan karena nilai signifikasi yang diperoleh sebesar 0.068 ini lebih besar dari 0.05 sedangkan hasil berbeda untuk di STKIP-PGRI Sampang yang menunjukkan adanya pengaruh penguatan implementasi Tridharma Perguruan Tinggi terhadap skor sinta dosen. Perbedaan hasil antara kedua perguruan tinggi ini bisa disebabkan karena perbedaan karakteristik kelembagaan dan kesiapan akademik masing-masing.

Kata Kunci. Tridharma Perguruan Tinggi; Penguatan Implementasi; Skor SINTA.

INTRODUCTION

University play a fundamental role as pillars of national progress, realized through three main mandates known as the Tridharma (Three Pillars of Excellence): Education and Teaching, Research and Development, and Community Service (Amalia, 2024). In the era of university reform that emphasizes performance-based accountability, the effectiveness of Tridharma implementation is now evaluated objectively and structured, no longer solely qualitatively. In Indonesia, the SINTA (Science and Technology Index) serves as a crucial metric reflecting the research output and academic publications of lecturers. Improvements in lecturers' SINTA scores not only indicate individual quality but collectively contribute to determining the institution's accreditation status, reputation, and competitiveness on the national stage (Rahardja et al., 2019) (Saputra, 2020). Therefore, investigating the driving factors, particularly those related to strengthening the implementation of Tridharma, is a highly relevant and urgent issue to ensure the sustainability of university quality.

Although the Tridharma is an essential mandate, empirical observations show substantial disparities in optimizing its implementation, particularly in private universities at the regional level. Phenomenologically, a significant number of lecturers at private universities face challenges in aligning intensive teaching loads with research and publication expectations in reputable journals (Wahab & Kurniady, 2020). This situation is often exacerbated by limited resources, inadequate incentives, and suboptimal institutional infrastructure support (Rajamanikam, 2024). As a concrete illustration, STAI Al Hamidiyah Bangkalan and STKIP-PGRI Sampang, located in Madura, face specific challenges in increasing lecturer publication productivity in scientific journals, as reflected in their suboptimal average SINTA scores. Initial data indicates that formal compliance in Tridharma reporting has been achieved, but the quality of the resulting output still requires comprehensive and structured intervention.

To address the performance disparity between the formal mandate of Tridharma and the results reflected in the SINTA Score, this study proposes a focus on the aspect of "Strengthening the Implementation of Tridharma" as a core strategy. This strengthening concept goes beyond mere routine implementation, but includes systematic interventions at three levels: Policy, which involves harmonizing

internal regulations with national performance indicators; Institutional Support, through the provision of seed money, intensive mentoring, and facilitating access to reputable journals; and Culture, namely the cultivation of a collaborative, research-based academic culture. This strengthening is anticipated to be a crucial variable that will directly and significantly mediate the increase in the quantity and quality of lecturers' publications, which in turn will boost their SINTA Score.

The relationship between Tridharma and lecturer performance has been the focus of exploration in several previous studies. First, research conducted by Liana et al. confirmed that the existence of a performance-based assessment system, including the use of SINTA indicators, encourages higher education institutions to be more serious in building a productive academic ecosystem. The study explained that institutions with research mentoring policies, publication incentives, and strong research collaborations tend to experience significant increases in SINTA scores (Liana et al., 2024). Second, research conducted by Putri Anggreni showed that certification and work motivation have a positive effect on lecturer performance (Anggreni, 2023). Third, Furtasan Ali Yusuf conducted an analysis that revealed a positive influence between organizational culture and lecturer organizational commitment at private universities in Indonesia (Yusuf, 2019).

Although various previous studies have discussed the relationship between the implementation of Tridharma, organizational culture, and lecturer performance, this study has novelties that distinguish it from previous research. First, this study introduces the concept of "Strengthening the Implementation of Tridharma" as a multidimensional variable that simultaneously encompasses aspects of policy, institutional support, and academic culture. This approach differs from previous studies that generally only highlight motivational factors, organizational culture, or lecturer certification partially. Second, this study uses a comparative approach on two private universities in the Madura region that have similar geographic characteristics and academic challenges, but differ in their Tridharma management strategies. Thus, this study not only produces findings regarding the effect of strengthening the implementation of Tridharma on lecturers' SINTA achievement, but also offers a contextual best practice model for the collaborative development of private universities in the region.

Based on a comprehensive literature review, the originality of this study is based on two main contributions. First, the proposed independent variable is Strengthening the Implementation of Tridharma, which represents a multi-dimensional construct of strategic interventions, rather than simply routine implementation evaluation. This approach offers a more prescriptive performance development model. Second, this study adopts a comparative design, comparing two study objects with different typologies but located in a similar geographic context and regional challenges. This comparative focus on STAI Al Hamidiyah Bangkalan and STKIP-PGRI Sampang allows for the identification of effective best practices for improving SINTA Scores in local Private University environments, an area often overlooked in national-scale studies.

The distinctive geographic and socio-economic context of the Madura region makes the findings of this study highly contextually relevant. This study will adopt a quantitative approach with a comparative causality design to test hypotheses regarding the influence of the Strengthening Implementation of Tridharma

variables. Through simultaneous investigations of two institutions, researchers can compare the effectiveness of the strengthening policies implemented by each institution and analyze the extent to which differences or similarities in these policies contribute to variations in SINTA scores among lecturers at both locations. This analysis aims to identify the most efficient and effective strengthening model for private universities with similar characteristics.

The main objective of this study is to examine and empirically elaborate on the magnitude of the impact of Strengthening the Implementation of the Tridharma of University on improving the achievement of the SINTA Index of lecturers at STAI Al Hamidiyah Bangkalan and STKIP-PGRI Sampang Madura. Theoretically, this study is expected to enrich the literature on higher education management, particularly in the development of an index-based lecturer performance measurement model. The practical contribution of this study has substantial significance: serving as a reference for the leaders of both Private Universities in formulating more targeted resource allocation and incentive policies for Tridharma; providing applicable guidance for lecturers to optimize their Tridharma outputs in accordance with SINTA expectations; and presenting empirical data to the Ministry of Education, Culture, Research, and Technology as input in formulating policies for the development and guidance of PTS at the regional level.

RESEARCH METHOD

The data used in this study consists of primary and secondary data that complement each other to support a comprehensive research analysis process. Primary data were obtained by distributing questionnaires using Google Forms to lecturers at STAI Al Hamidiyah Konang Bangkalan and STKIP-PGRI Sampang. The use of Google Forms was chosen because it was considered more effective, efficient, and facilitated the process of collecting data from respondents located in different locations. The primary data was used to determine the condition of the implementation of the Tridharma Perguruan Tinggi carried out by lecturers, as well as to identify appropriate forms of treatment or reinforcement to increase lecturer academic productivity. In addition, primary data was also used to obtain an overview of lecturers' perceptions of institutional support, academic culture, research facilities, and obstacles faced in carrying out educational, research, and community service activities. Meanwhile, secondary data was obtained from the SINTA accounts of the Ministry of Education, Culture, Research, and Technology belonging to each lecturer at STAI Al Hamidiyah Konang Bangkalan and STKIP-PGRI Sampang. The data includes information on SINTA scores, number of publications, citations, h-index, and various other academic indicators relevant to this study. In addition to SINTA, secondary data was also obtained through literature studies by utilizing books, scientific journals, research articles, policy documents, and various other reference sources related to the implementation of the Tridharma of University and improving lecturer performance based on academic indexes.

This study focuses on the application of the Wilcoxon test to assess the impact of the implementation of the strengthening of the Tridharma Perguruan Tinggi on improving the SINTA scores of lecturers at STAI Al Hamidiyah Konang Bangkalan and STKIP-PGRI Sampang. The use of the Wilcoxon test in this study aims

to determine whether there is a difference in the lecturers' SINTA scores before and after the strengthening of the implementation of the Tridharma Perguruan Tinggi. Measurements are carried out by comparing paired data originating from the same respondents in two conditions or two different times, namely before and after the implementation of the Tridharma Perguruan Tinggi. This paired approach is considered relevant because it is able to provide a more objective picture of the changes that occur in each respondent. In this study, strengthening the implementation of the Tridharma includes various strategic efforts, such as increasing institutional support, providing assistance for scientific publications, strengthening academic culture, and facilitating research and community service activities. The Wilcoxon test was chosen because this method is included in nonparametric statistics that do not require normally distributed data. Thus, this method is very suitable for analyzing ordinal research data or data with a relatively limited number of samples. In addition, the Wilcoxon test is also considered capable of providing more flexible and accurate analysis results in measuring changes in scores before and after the treatment given.

The data processing in this study was conducted using SPSS version 27 analysis software to simplify statistics and improve the accuracy of research results. SPSS was chosen because it has comprehensive data analysis capabilities and is widely used in quantitative research in the educational and social fields. In the analysis process, primary attention was paid to the statistical results of the Wilcoxon test, especially the Z value and Asymp. Sig. (2-tailed) which became the basis for making research decisions. The Z value was used to see the direction and major changes that occurred between the scores before and after strengthening the implementation of Tridharma, while the Asymp. Sig. (2-tailed) value was used to determine the level of significance of the differences between the two data. The research results were then interpreted based on the significance value obtained. If the p-value < 0.005 , it can be concluded that there is a significant difference between the scores of SINTA lecturers before and after strengthening the implementation of Tridharma Perguruan Tinggi. Conversely, if the p-value > 0.005 , it can be concluded that there is no significant difference between the two conditions. Through this analysis stage, the research is expected to be able to provide an empirical picture of the effectiveness of strengthening the implementation of Tridharma in improving the academic achievements of lecturers, especially in the SINTA score indicator in the Private Higher Education environment.

RESULTS AND DISCUSSION

The results of this study are the answer to the problem formulation as well as testing of the previously established hypotheses. The study, conducted at STAI Al Hamidiyah Bangkalan and STKIP-PGRI Sampang, aims to determine the effect of strengthening the implementation of the Tridharma Perguruan Tinggi on improving lecturers' SINTA scores. Based on the results of the data analysis that has been carried out, several findings were obtained that indicate changes in lecturers' academic abilities after strengthening the implementation of the Tridharma Perguruan Tinggi. The detailed research results are presented as follows:

1. Sinta score of lecturers at STAI Al Hamidiyah Bangkalan before strengthening the implementation of the Tridharma Perguruan Tinggi

Based on the results of research conducted at STAI Al Hamidiyah Bangkalan, the condition of lecturers' SINTA scores before the strengthening of the implementation of the Tridharma Perguruan Tinggi showed that the level of productivity of lecturers' research and scientific publications was still relatively low. This is evident from the data obtained from 13 lecturers who were respondents in this study. Most lecturers still do not have scientific publication achievements indexed in the SINTA system, so the scores obtained are still in the low category. Of the total respondents, as many as 10 lecturers or approximately 76.9% were recorded as having a SINTA score of zero (0). This condition indicates that the majority of lecturers are not yet active in producing indexed scientific publications or still face various obstacles in their research activities and academic publications. Meanwhile, only 3 lecturers or 23.1% have a SINTA score above zero.

This situation can be caused by several factors that influence the low productivity of research and scientific publications among lecturers at STAI Al Hamidiyah Bangkalan. First, the culture of research and scientific publications is still minimal among lecturers at religious-based higher education institutions such as STAI Al Hamidiyah. Most lecturers tend to focus more on implementing traditional, socio-religious-based teaching and community service activities, such as religious study groups, student guidance, religious lectures, and various community activities in mosques and Islamic boarding schools. These activities do have high service value, but have not been fully directed into scientific works or academic publications that can be indexed in the SINTA system. Second, limited research support facilities and infrastructure are also quite influential factors. These limitations include access to reputable scientific journals, minimal research funding, minimal mentoring in writing scientific articles, and less than optimal research methodology training for lecturers. This condition causes some lecturers to experience difficulties in producing scientific works that meet national and international publication standards. Third, motivational factors and academic incentives also contribute to the low achievement of lecturers' SINTA scores. In the university environment, scientific publications have not yet been fully utilized as a primary indicator in assessing lecturers' performance or promoting them, resulting in relatively low motivation to actively conduct research and publish. Furthermore, the absence of a robust reward system for productive lecturers has prevented the development of a research-based academic culture. This condition aligns with research by Furtasan Ali Yusuf, which confirms that improvements to the institutional system as part of strengthening the implementation of the Tridharma have a significant impact on increasing lecturers' commitment, which ultimately influences the quality and productivity of lecturers' academic output (Yusuf, 2019).

The data prior to the implementation of the Tridharma Perguruan Tinggi illustrates the starting point (baseline) of the empirical conditions that serve as the basis for the implementation of the Tridharma strengthening program at STAI Al Hamidiyah Bangkalan. The low SINTA scores of most lecturers indicate that research productivity and scientific publications still need to be systematically and sustainably improved. This condition is an indicator that more targeted institutional

interventions are needed and that lecturers' academic capacity is increased so that they are able to produce quality and indexed scientific works. Forms of intervention that can be carried out include training in writing and publishing scientific articles, the formation of research lecturer groups, intensive mentoring in compiling articles for reputable journals, and developing research collaborations between universities and institutions with other research. In addition, providing research facilities, access to scientific journals, and providing academic motivation and incentives are also important parts of strengthening the implementation of the Tridharma Perguruan Tinggi. These various efforts are needed so that the implementation of Tridharma, especially in the aspects of research and scientific publications, can run more optimally, effectively, and sustainably so that it can make a real contribution to improving lecturers' SINTA scores in the future. Thus, the Tridharma of Higher Education is not only implemented as a formal obligation of lecturers, but also as an academic framework that emphasizes the integration between the processes of production, dissemination, and utilization of knowledge to support the development of the quality of higher education and the improvement of the academic competitiveness of lecturers (Mahyuddin K. M. Nasution, 2023).

2. Sinta score of STKIP-PGRI Sampang lecturers before strengthening the implementation of Tridharma Perguruan Tinggi

Based on observations made by researchers before the strengthening of the implementation of the Tridharma Perguruan Tinggi at STKIP-PGRI Sampang, it was found that the productivity of research and scientific publications of lecturers in general showed very varied conditions. This variation is seen from the differences in SINTA scores between lecturers, ranging from lecturers who do not have a SINTA score at all to lecturers who already have quite high scores. This condition indicates the absence of academic productivity within the STKIP-PGRI Sampang lecturer environment, especially in the field of research and scientific publications. Of the total of 12 lecturers who were the subjects of the study, there were 2 lecturers or around 16% who had SINTA scores above 100, which indicates a very good level of research productivity and scientific publications. In addition, there were 5 lecturers or around 42% who had SINTA scores above zero but still below 100, which indicates that these lecturers have started to be active in research activities and scientific publications even though their academic achievements still need to be improved. Meanwhile, as many as 5 other lecturers or around 42% do not have a SINTA score at all or are still at a score of zero.

The high variation in SINTA scores among lecturers indicates that research performance and scientific publications at STKIP-PGRI Sampang are still heterogeneous or uneven. This condition is evident in the significant difference between lecturers who have a high and sustained scientific publication achievement and lecturers who have not had any SINTA-indexed publications at all. Some lecturers have demonstrated good academic productivity through active involvement in research, scientific journal publications, and contributions to other academic activities, while others are still not optimal in implementing the research aspect of the Tridharma Perguruan Tinggi. These differences in ability can be influenced by various factors, such as academic experience, level of mastery of research methodology, ability to write scientific articles, and the workload of each

lecturer. In addition, research competence and involvement in scientific activities are also important factors that influence lecturer publication productivity. Lecturers who have longer research experience and higher academic positions, such as associate professors, tend to have better publication productivity because they are accustomed to conducting research and have a wider academic network. On the other hand, young lecturers who have just started their academic careers are generally still at the stage of developing research competencies and adapting to the demands of scientific publication, so their SINTA scores are relatively lower.

Thus, the SINTA score before strengthening the implementation of the Tridharma Perguruan Tinggi at STKIP-PGRI Sampang can be interpreted as a fairly strong initial academic capital in supporting the development of a research culture and scientific publications of lecturers. This is evident from the presence of several lecturers who have achieved high SINTA scores and demonstrated good academic productivity in the fields of research and scientific publications. This condition indicates that the institution has the potential and commitment to implementing the Tridharma Perguruan Tinggi, especially in the research aspect. However, this achievement is still not evenly distributed among all lecturers, so a more targeted and sustainable strengthening strategy is needed. These efforts can be carried out through intensive academic training, mentoring in writing and publishing scientific articles, training in research methodology, and increasing research cooperation and collaboration across study programs and between universities. In addition, the development of a research-based academic culture also needs to be continuously improved so that all lecturers have the same motivation and ability to produce quality scientific work. This is in line with the opinion of Leonardo Davidsi Sipayung, et.al, who stated that research activities and scientific publications are academic activities that must be carried out continuously as part of the implementation of the Tridharma Perguruan Tinggi. (Sipayung et al., 2025).

3. The influence of strengthening the implementation of the Tridharma Perguruan Tinggi on the Sinta scores of lecturers at STAI Al Hamidiyah Bangkalan

Based on research conducted at STAI Al Hamidiyah Bangkalan, the author collected data through a questionnaire instrument and provided treatment in the form of strengthening the implementation of the Tridharma Perguruan Tinggi to determine changes in lecturers' SINTA scores before and after the treatment was given. The data obtained were then analyzed using descriptive statistical tests to describe the general condition of the data, both before and after the strengthening of the implementation of the Tridharma Perguruan Tinggi was carried out. The following are the results of the descriptive statistical analysis test in this study.

Table C.1: Descriptive Statistics

	N	Mean	Std. Deviation	Minimu m	Maximum
Before	13	.4615	.96742	.00	3.00
After	13	4.0000	10.45626	.00	38.00

Based on the results of descriptive statistical analysis, it is known that the SINTA score before treatment had a minimum value of 0, which was owned by 10 lecturers, while the maximum value of 3 was owned by one of the lecturers with the highest publication achievement in the initial conditions of the study. The mean value of the SINTA score before treatment was 0.4615 with a standard deviation of 0.96742. These results indicate that most lecturers still had low scientific publication productivity before the strengthening of the implementation of the Tridharma Perguruan Tinggi.

Meanwhile, after being given treatment, the maximum SINTA score increased to 38, obtained by one of the respondent lecturers, while the minimum score remained at 0, still owned by 9 lecturers. The mean SINTA score after being given treatment increased to 4.0000 with a standard deviation of 10.45626. The increase in the average value indicates that strengthening the implementation of the Tridharma Perguruan Tinggi has a positive impact on increasing the lecturer's SINTA score, although the increase is still relatively limited with an average difference of 3.5385. In addition, the increase in the standard deviation value after treatment indicates a greater variation in SINTA score achievement between lecturers, where some lecturers experienced a significant increase, while others still did not experience significant changes.

Table C.2: Ranks

		N	Mean Rank	Sum of Ranks
After - Before	Negative Ranks	0 ^a	.00	.00
	Positive Ranks	4 ^b	2.50	10.00
	Ties	9 ^c		
	Total	13		

- a. After < Before
- b. After > Before
- c. After = Before

Based on the Ranks output table in the Wilcoxon Signed Rank Test, it is known that there are no negative rank values in the SINTA score before and after the treatment. This is indicated by a negative rank value of 0, which means that no lecturer experienced a decrease in the SINTA score after the strengthening of the implementation of the Tridharma Perguruan Tinggi. In other words, the treatment given did not cause a decrease in academic ability in the research respondents. Furthermore, there are positive rank values in 4 samples, which indicate that there are 4 lecturers who experienced an increase in the SINTA score after being given treatment. The mean rank value of 2.50 with a sum of ranks of 10.00 indicates that the increase in the SINTA score that occurred in the four lecturers has a fairly positive level of change after the strengthening of the implementation of the Tridharma Perguruan Tinggi. Meanwhile, the tie value of 9 indicates that there are 9 lecturers who have the same SINTA score between before and after the treatment, so there is no change in the score.

The assessment criteria in the Wilcoxon Signed Rank Test are: if the significance value is <0.05 , the hypothesis is accepted; if the significance value is >0.05 , the hypothesis is rejected. The Wilcoxon Signed Rank Test was chosen in this study because the results of the normality test indicated that the research data were not normally distributed, so analysis using nonparametric statistics was deemed more appropriate. The following are the results of the Wilcoxon Signed Rank Test:

Table C.3: Test Statistics^a

Sesudah - Sebelum

Z	-1.826 ^b
Asymp. Sig. (2-tailed)	.068

- a. Wilcoxon Signed Ranks Test
- b. Based on negative ranks.

Based on the results of the Wilcoxon Signed Rank Test, the calculated Z value was -1.826 with an Asymp. Sig. (2-tailed) value of 0.068. When compared with the decision-making criteria, the significance value of 0.068 is greater than 0.05. Thus, the hypothesis stating that there is an influence of strengthening the implementation of the Tridharma Perguruan Tinggi on the SINTA scores of lecturers at STAI Al Hamidiyah Bangkalan is rejected. These results indicate that statistically strengthening the implementation of the Tridharma Perguruan Tinggi has not had a significant influence on increasing the SINTA scores of lecturers during the research period.

This situation can be explained from several aspects. First, in terms of program implementation, the empowerment of the Tridharma Perguruan Tinggi at STAI Al Hamidiyah is still in the initial stage. The program is still limited to training activities, socialization, and explanations of understanding the importance of research and scientific publications, so it has not yet reached the stage of intensive training or ongoing publication mentoring. Second, from the human resources aspect, the majority of lecturers still face obstacles in mastering research methodology, the ability to write scientific articles, and academic publication literacy. Based on observations, only a small number of lecturers have experience in publishing articles in reputable journals or journals indexed by SINTA. These limited capabilities have resulted in the implementation of Tridharma strengthening being unable to produce a significant increase in SINTA scores in a relatively short time. Third, from an institutional perspective, STAI Al Hamidiyah as a religious-based higher education institution has so far focused more on teaching activities and religious guidance, while research and scientific publications have not been a top priority in the lecturer performance assessment system. Fourth, from a managerial perspective, the institution also does not yet have a planned and sustainable research strengthening strategy, such as a research incentive system, inter-university research collaboration program, and a publication support team that can assist lecturers in the process of submitting articles to SINTA or Scopus indexed journals.

Although the statistical impact of strengthening the implementation of the Tridharma Perguruan Tinggi has not shown significant results, this study still shows

positive indications of increasing academic awareness among some lecturers to start engaging in research activities and scientific publications. This is evident from the fact that several lecturers have begun actively participating in research training activities, writing scientific articles, and understanding the importance of academic publications in lecturer career development. The implementation of the Tridharma program has not been able to optimally increase research productivity and scientific publications due to relatively limited research time, so the program's impact has not been fully seen in improving lecturers' SINTA scores. Furthermore, some lecturers have only just begun to realize the importance of research and scientific publications as part of professional development and academic promotion. The results of this study align with Syahril and Hasan's research, which states that training in Google Scholar and SINTA management is a strategic step in improving the quality of education, strengthening lecturers' scientific contributions, and supporting the development of science and community service (Syahril, 2024). The training program has a positive influence on increasing work motivation and individual performance (Kusumawati et al., 2025). In the context of this research, training and strengthening the implementation of the Tridharma Perguruan Tinggi can be understood as a form of academic stimulation that encourages the growth of lecturers' motivation to be more active in conducting research and scientific publications. Although the impact is not significant in the short term, the training process plays a role in building awareness, increasing academic self-confidence, and gradually fostering a research culture within the university environment. The success of strengthening the implementation of the Tridharma depends not only on the final result in the form of an increase in SINTA scores, but also on the process of developing sustainable motivation and academic culture among lecturers.

4. The influence of strengthening the implementation of the Tridharma Perguruan Tinggi on the Sinta scores of lecturers at STKIP-PGRI Sampang

The research conducted at STKIP-PGRI Sampang, obtained data through a questionnaire instrument and provided treatment in the form of strengthening the implementation of the Tridharma Perguruan Tinggi to determine changes in lecturers' SINTA scores before and after the treatment was given. The data obtained were then analyzed using descriptive statistical tests to provide a general overview of the condition of the research data. The descriptive statistical tests used in this study include minimum values, maximum values, mean values, and standard deviations. The following are the results of the descriptive statistical analysis tests in this study.

Table C.4: Descriptive Statistics

	N	Mean	Std. Deviation	Minimum	Maximum
Before	12	52.6667	108.21555	.00	362.00
After	12	56.6667	110.94662	.00	365.00

Hasil The results of the descriptive statistical analysis show that the SINTA score of lecturers before being given treatment had a minimum value of 0, which

was owned by 5 lecturers. This condition indicates that there are still lecturers who do not have scientific publications indexed in the SINTA system before the strengthening of the implementation of the Tridarma Perguruan Tinggi. Meanwhile, the maximum value of the SINTA score before treatment reached 362, indicating that there are lecturers with a very high level of productivity in research and scientific publications. The average value (mean) of the SINTA score before treatment was 52.6667 with a standard deviation of 108.21555. This average value indicates that in general the productivity of scientific publications of lecturers at STKIP-PGRI Sampang is already in the fairly good category compared to conditions at several other private universities. However, the high standard deviation value indicates a significant difference or variation in the achievement of SINTA scores between lecturers. This means that there is synchronization of academic productivity between lecturers who are very active in research and scientific publications and lecturers who do not have any indexed publications at all.

Meanwhile, after being given treatment in the form of strengthening the implementation of the Tridarma Perguruan Tinggi, the results of descriptive statistical analysis showed an increase in the SINTA scores of lecturers at STKIP-PGRI Sampang. The maximum SINTA score after treatment increased to 365, obtained by one of the lecturers with the highest publication productivity. Meanwhile, the minimum score remained at 0, owned by 4 lecturers. This condition indicates that there are still some lecturers who have not experienced changes in their SINTA scores after the treatment was given. The average (mean) SINTA score after treatment increased to 56.6667 with a standard deviation of 110.94662. The increase in the average value indicates that strengthening the implementation of the Tridarma Perguruan Tinggi has a positive impact on increasing the SINTA scores of lecturers, although the increase is still relatively small, namely 3.9997. In addition, the high standard deviation value indicates that the variation in SINTA score achievement between lecturers is still quite large, where some lecturers experienced a fairly good increase in their scores, while others have not experienced significant changes.

Table C.5: Ranks

		N	Mean Rank	Sum of Ranks
After - Before	Negative Ranks	0 ^a	.00	.00
	Positive Ranks	8 ^b	4.50	36.00
	Ties	4 ^c		
	Total	12		

Based on the Ranks output table in the Wilcoxon Signed Rank Test, it is known that there are no negative rank values in the SINTA score before and after treatment. This indicates that no lecturers experienced a decrease in SINTA scores after being given reinforcement of the implementation of the Tridharma Perguruan Tinggi. Furthermore, there are positive rank values of 8 samples, which means that there are 8 lecturers who experienced an increase in SINTA scores after the

treatment was given. The mean rank value of 4.50 with a sum of rank of 36.00 indicates that the increase in SINTA scores in lecturers who experienced changes has a fairly good level of improvement. Meanwhile, the Ties value of 4 indicates that there are 4 lecturers who have the same SINTA score between before and after treatment, so there is no change in value.

The assessment criteria in the Wilcoxon Signed Rank Test are: if the significance value is <0.05 , the hypothesis is accepted; if the significance value is >0.05 , the hypothesis is rejected. The Wilcoxon Signed Rank Test was used in this study because the results of the normality test indicated that the research data were not normally distributed, so nonparametric statistical analysis was deemed more appropriate. The following are the results of the Wilcoxon Signed Rank Test:

Table C.6: Test Statistics^a

Sesudah - Sebelum

Z	-2.527 ^b
Asymp. Sig. (2-tailed)	.012

a. Wilcoxon Signed Ranks Test

b. Based on negative ranks.

Based on the results of the Wilcoxon Signed Rank Test, the calculated Z value was -2.527 with an Asymp. Sig. (2-tailed) value of 0.012. When compared with the decision-making criteria, the significance value of 0.012 is smaller than 0.05. Thus, the hypothesis stating that there is an influence of strengthening the implementation of the Tridharma Perguruan Tinggi on the SINTA lecturer score at STKIP-PGRI Sampang is declared accepted.

These results indicate that the implementation of the strengthening of the Tridharma Perguruan Tinggi program at STKIP-PGRI Sampang has successfully encouraged the majority of lecturers to increase their academic productivity, particularly in the aspects of research and scientific publications. Based on the results of the rank test, there were 8 lecturers or 66.7% who experienced an increase in SINTA scores after being given treatment, while 4 lecturers or 33.3% had scores that remained the same or did not change. In addition, no lecturers experienced a decrease in SINTA scores after the strengthening of the Tridharma implementation program was carried out. This condition indicates that the implemented strengthening program was able to have a positive impact on improving lecturers' academic abilities, particularly in encouraging lecturer involvement in research activities and scientific publications. These results also indicate that the implementation of the Tridharma Perguruan Tinggi at STKIP-PGRI Sampang has been running relatively effectively and sustainably, particularly in the field of research and scientific publications. This success is supported by several important factors, including proactive policy institutions in supporting research activities through the provision of internal grant funds, the formation of lecturer research groups, and the implementation of reputable scientific article writing training. In addition, the active role of the Lembaga Penelitian dan Pengabdian kepada Masyarakat (LPPM) is also a crucial factor in overseeing the implementation of the Tridharma through research monitoring activities, mentoring scientific publications, and facilitating seminars on

lecturers' research results. The high motivation of lecturers in improving their academic careers and supporting institutional accreditation through SINTA-indexed scientific publications also contributes to the increase in SINTA lecturer scores at STKIP-PGRI Sampang.

In terms of the implementation of the Tridharma Perguruan Tinggi, the results of this study indicate that strengthening the research sector has a direct impact on improving lecturer performance indicators based on SINTA. Research activities carried out by lecturers not only produce scientific papers and academic publications, but also expand the network of cooperation and research collaboration between universities. In addition, community service activities that synergize with research results also strengthen scientific publications based on the application of science in society. This condition indicates a fairly good synergy between the implementation of education and teaching, research, and community service as part of the implementation of the Tridharma Perguruan Tinggi. However, the results also show that there are still four lecturers who have not experienced an increase in SINTA scores after the treatment was given. This may be influenced by several factors, such as limited time for research and publication, the high burden of academic administration, and obstacles in the process of publishing articles in reputable journals. However, in general, the increase in SINTA scores for most lecturers indicates that the strengthening of the Tridharma implementation program has succeeded in fostering a research culture and increasing lecturers' academic enthusiasm in producing scientific works.

Thus, it can be concluded that strengthening the implementation of the Tridharma Perguruan Tinggi has a significant impact on improving lecturers' SINTA scores at STKIP-PGRI Sampang. The results of this study prove that the research development strategies implemented by the institution, such as scientific publication training, research incentive systems, academic mentoring, and research collaboration, are able to significantly increase lecturers' research productivity and scientific publications. This success can be used as a model for sustainable research performance-based lecturer training and can also serve as an example of good practice for other universities, especially in the Madura region. The results of this study are also in line with the research of Semara et al., who stated that SINTA verifier training provides significant benefits for the academic community because it can increase lecturers' knowledge regarding SINTA management, support lecturer performance improvement through periodic evaluation and monitoring, and assist lecturers in updating academic data accurately and completely, thereby impacting the quality and performance of higher education (Semara et al., 2024).

5. Differences in the results of strengthening the implementation of the Tridharma Perguruan Tinggi on the Sinta scores of lecturers at STAI Al Hamidiyah Bangkalan and STKIP-PGRI Sampang

The results of the study indicate a significant difference in the impact of the implementation of the Tridharma Perguruan Tinggi on the lecturers' SINTA scores at the two institutions that were the objects of the study. Based on the statistical data obtained, STAI Al Hamidiyah Bangkalan experienced a relatively small and statistically insignificant increase in SINTA scores after strengthening the

implementation of the Tridharma Perguruan Tinggi. In contrast, STKIP-PGRI Sampang showed a significant increase in SINTA scores after the treatment was given. The difference in results indicates that the effectiveness of the empowerment program for the implementation of the Tridharma Perguruan Tinggi is greatly influenced by the conditions and characteristics of each institution. In other words, the success of achieving the Tridharma implementation is not only determined by the existence of the program or treatment provided, but is also influenced by academic readiness, research culture, and institutional systems that support lecturers' research activities and scientific publications.

The difference in results between the two universities can be explained by differences in institutional characteristics and academic readiness of each institution. STAI Al Hamidiyah Bangkalan, as a religious-based university, still focuses more on teaching and community service activities based on Islamic boarding school values and religious guidance. In this context, aspects of research and scientific publication have not been a top priority in the development of lecturers' careers or academic performance assessment systems. Furthermore, the culture of research and scientific publication within the lecturer environment has not been optimally developed, so the impact of strengthening the implementation of Tridharma has not been able to produce a significant increase in SINTA scores in a short time. In contrast, STKIP-PGRI Sampang, as an educational institution for educational personnel, has a stronger research tradition and an academic culture that is more supportive of the productivity of lecturers' scientific publications. The demand for scientific publications to support accreditation institutions, lecturer functional position promotions, and academic career development makes lecturers more responsive to the implementation of the Tridharma Perguruan Tinggi program. Therefore, the impact of the treatment given at STKIP-PGRI Sampang appears to be faster and more significant than at STAI Al Hamidiyah Bangkalan.

Theoretically, the results of this study support the view that the effectiveness of the implementation of the Tridharma Perguruan Tinggi is greatly influenced by the readiness of human resources, academic culture, and institutional support for research activities and scientific publications. Universities with structured research management, a good publication mentoring system, and strong institutional support tend to show more significant improvements in research performance as reflected in the increase in lecturers' SINTA scores. Therefore, to increase the effectiveness of strengthening the implementation of Tridharma in institutions such as STAI Al Hamidiyah Bangkalan, a more systematic and sustainable institutional strategy is needed, such as research methodology training, mentoring in writing scientific articles, providing publication incentives, and developing collaboration between universities to expand academic networks and increase lecturers' scientific productivity. The results of this study are also in line with June Irene's research which states that higher education policies in improving lecturer professionalism need to be able to anticipate current academic developments, so that institutions are required to be more responsive in supporting lecturers' research activities and publication of scientific works. This is due to differences in supporting and inhibiting factors in strategies to improve lecturers' abilities in writing scientific papers which are influenced by the conditions and policies of each higher education institution (Irene, 2023). Furthermore, the findings of this study can also be linked to the theory

that explains that organizational culture plays a crucial role in shaping work behavior, motivation, and the effectiveness of human resource performance in an institution (Manumanoso Prasetyo & Rahmatullah, 2024). In the context of a religious-based higher education institution such as STAI Al Hamidiyah Bangkalan, an organizational culture that is still strongly oriented towards teaching and community service activities based on Islamic boarding schools (pesantren) has resulted in under-development of research and scientific publication activities. Conversely, institutions that successfully build an academic culture based on research, collaboration, and innovation tend to be more capable of improving lecturer productivity and the quality of overall institutional performance. Therefore, strengthening the implementation of the Tridharma Perguruan Tinggi requires not only policy and facility support but also a transformation of organizational culture that encourages the growth of a spirit of research, scientific publications, and sustainable academic development.

CONCLUSION

Research on the effect of strengthening the implementation of the Tridharma Perguruan Tinggi on the SINTA scores of lecturers at STAI Al Hamidiyah Bangkalan and STKIP-PGRI Sampang, it can be concluded that the academic conditions of the two universities show different characteristics in the implementation of lecturers' research and scientific publications. At STAI Al Hamidiyah Bangkalan, the majority of lecturers or 76.9% do not have a SINTA score, with an average value of only 0.46 and the highest score of 3. This condition indicates that the productivity of lecturers' research and scientific publications is still relatively low and the research culture has not developed optimally in the higher education environment. The results of statistical tests also show that strengthening the implementation of the Tridharma Perguruan Tinggi has not had a significant effect on increasing lecturers' SINTA scores at STAI Al Hamidiyah Bangkalan. This is caused by several factors, such as limited research time, less than optimal scientific publication assistance, and the still low awareness of some lecturers regarding the importance of research and scientific publications in developing academic careers.

Meanwhile, conditions at STKIP-PGRI Sampang showed relatively better results. Lecturers at the college had a fairly wide variation in SINTA scores, ranging from 0 to 362, with an average score of 52.67. Although there are still around 41.7% of lecturers who do not have a SINTA score, the implementation of research activities and scientific publications at STKIP-PGRI Sampang has been running better than at STAI Al Hamidiyah Bangkalan. The results of the study showed that there was a significant difference between lecturers' SINTA scores before and after strengthening the implementation of the Tridharma Perguruan Tinggi. Several lecturers who previously had low or even zero scores began to obtain new SINTA scores after strengthening the implementation of Tridharma and the data synchronization process in the SINTA and GARUDA systems. This condition indicates that strengthening the implementation program of Tridharma Perguruan Tinggi has a positive impact on increasing the productivity of research and scientific publications of lecturers at STKIP-PGRI Sampang.

In general, a comparison between the two universities shows that STKIP-PGRI Sampang has a more developed culture of research and scientific publications than STAI Al Hamidiyah Bangkalan. The results of this study also indicate that the low SINTA scores of lecturers are closely related to limited institutional support, low motivation for scientific publication, understanding of training and mentoring for scientific writing, and differences in policies and organizational culture in each institution. Therefore, both universities still need to strengthen the implementation of the Tridharma Perguruan Tinggi, especially in the aspects of research and scientific publications, in order to improve the quality of lecturer performance and the reputation of the institution in a sustainable manner.

Based on the research results, it is recommended that universities increase institutional support for research activities and scientific publications by providing research methodology training, mentoring in writing scientific articles, providing publication incentives, and developing research collaborations between universities. Furthermore, it is necessary to continuously strengthen a research-based academic culture so that lecturers are more motivated to actively produce scientific works indexed by SINTA and other reputable journals. For further research, it is recommended to conduct research with a longer period of time and involve a wider number of respondents to provide a more comprehensive picture of the effectiveness of strengthening the implementation of the Tridharma Perguruan Tinggi on improving lecturers' SINTA scores.

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