Research Management as a Strategy for Strengthening the Research Culture in Islamic Higher Education

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ABSTRACT

The strategic urgency of research management in Islamic higher education often faces structural and cultural challenges that impede academic productivity and the integration of scientific values. This study aims to examine strategies for strengthening the research culture at STAI Ali bin Abi Thalib Surabaya through a management approach based on the POAC functions (Planning, Organizing, Actuating, Controlling). A descriptive qualitative method was employed by conducting in-depth interviews with three key informants who play strategic roles in the campus research management. The data were analyzed by focusing on the current condition of research management, supporting and inhibiting factors, as well as strategies to strengthen research culture. The findings indicate that research management has been directed through the establishment of roadmaps and LPPM policies, although lecturers' writing culture still requires improvement. Supporting factors include funding, training, and publication facilities, while obstacles are found in limited literacy, time constraints, and motivation. Effective strategies consist of strengthening the role of LPPM, providing continuous mentoring, and leadership role-modeling in research and publication. In conclusion, strengthening the research culture requires synergy between structural support, cultural development, and consistent implementation of management functions.

Keywords: Higher Education, POAC, Research Culture, Research Management.

ABSTRAK

Urgensi strategis manajemen penelitian di perguruan tinggi Islam sering kali berbenturan dengan tantangan struktural dan kultural yang menghambat produktivitas akademik serta integrasi nilai-nilai keilmuan. Penelitian ini bertujuan untuk mengkaji strategi penguatan budaya riset di STAI Ali bin Abi Thalib Surabaya melalui pendekatan manajemen berbasis fungsi POAC (Planning, Organizing, Actuating, Controlling). Metode penelitian yang digunakan adalah kualitatif deskriptif dengan teknik wawancara mendalam kepada tiga narasumber yang memiliki peran strategis dalam pengelolaan penelitian di lingkungan kampus. Data kemudian dianalisis dengan menitikberatkan pada kondisi manajemen penelitian, faktor pendukung dan penghambat, serta strategi yang dapat diterapkan untuk memperkuat budaya riset. Hasil penelitian menunjukkan bahwa manajemen penelitian telah memiliki arah melalui penyusunan roadmap dan kebijakan LPPM, meskipun budaya menulis dosen masih perlu ditingkatkan. Faktor pendukung meliputi pendanaan, pelatihan, serta fasilitasi publikasi, sementara hambatan muncul pada keterbatasan literasi, waktu, dan motivasi. Strategi yang efektif adalah penguatan peran LPPM, pendampingan berkelanjutan, serta keteladanan pimpinan dalam penelitian dan publikasi. Kesimpulannya, penguatan budaya riset memerlukan sinergi antara dukungan struktural, pembinaan kultural, dan implementasi fungsi manajemen yang konsisten.

Kata Kunci: Budaya Riset, Pendidikan Tinggi, POAC, Manajemen Penelitian.

INTRODUCTION

Research management is a strategic element in developing the academic quality of higher education institutions, as it functions as a system that regulates planning, implementation, and control, through to the dissemination of faculty research results.[1] In the context of Islamic higher education, research management is not only oriented toward achieving administrative targets and scientific publications,[2] but is also directed to support a scientific vision aligned with Islamic values and contributions to the *ummah* (community).[3] However, in practice, the implementation of research management often does not run optimally,[4] whether in terms of institutional structure, availability of resources, or the strengthening of a research culture among lecturers.[5]

This condition demands an in-depth study of how research management is actually applied,[6] what factors act as inhibitors and supporters in its implementation, and what strategies can be formulated contextually to strengthen the research culture so that research does not stop at a formal obligation, but becomes an integral part of the university's academic ecosystem.[7] In line with the strategic role of research and scientific publication as indicators of academic quality, strengthening research management becomes an aspect that cannot be ignored, especially in Islamic higher education institutions striving to integrate the development of science with Islamic values.[8] Research management functions as a systematic framework that regulates the planning, organizing, implementing, and evaluating of research activities and faculty publications. However, in practice, the implementation of research management often faces various obstacles—structural, cultural, and resource-related—which impact the low productivity and quality of research.[9] This situation requires serious attention to how research management is executed, the factors influencing its success, and the strategic efforts that can be made to build a more productive and sustainable research ecosystem within the Islamic higher education environment.[10]

STAI Ali bin Abi Thalib Surabaya, as an Islamic higher education institution based on the *Ahlus Sunnah wal Jama'ah* manhaj, has a strong commitment to developing a quality research culture, as stated in its vision and mission. STAI Ali bin Abi Thalib Surabaya aims

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[1] Dr. KH. U. Saefullah, M.M.Pd., *Manajemen Pendidikan Islam* (Bandung: Pustaka Setia, 2012), 1.

[2] Vanessa Ratten, "Management: The Case for Definition," *Journal of Management & Organization* 31, no. 3 (2025): 58, https://doi.org/10.1017/jmo.2024.58.

[3] Christopher Wickert et al., "Management Research That Makes a Difference: Broadening the Meaning of Impact," *Journal of Management Studies* 58, no. 2 (2021): 299, https://doi.org/10.1111/joms.12666.

[4] Hamis Suru Majiyd and Saidi Mbalamula Yazidu, "Contextualizing Fayols 14 Principles in Managing School Systems in Tanzania," *International Journal of Educational Administration and Policy Studies* 15, no. 1 (2023): 66, https://doi.org/10.5897/IJEAPS2023.0751.

[5] dr. Hj. Yuspiani, M.Pd., *Manajemen Pendidikan Islam Paradigma, Teori Dan Aplikasinya Di Dunia Industri 5.0* (Makassar, CV. Kencana Jaya, 2023), 2.

[6] Asni Asni and Dini Chairunnisa, *The Role of POAC Management Functions in Enhancing the Quality of Counseling Guidance Services for Students in Schools in Indonesia*, n.d., 95.

[7] Muhamad Faiz et al., "Implementasi POAC dalam Manajemen Pendidikan Modern," *Reflection : Islamic Education Journal* 1, no. 4 (2024): 33, https://doi.org/10.61132/reflection.v1i4.157.

[8] Senat Universitas Indonesia, *Peraturan Pembudayaan Riset* (Jakarta, Universitas Indonesia, 2017), 4.

[9] M. Zainal Abidin et al., *Kebijakan dan strategi peningkatan mutu penelitian dan publikasi ilmiah dosen pada 3 (tiga) perguruan tinggi keagamaan Islam negeri (PTKIN) di Kalimantan*, Cet. 1, with Antasari Press (Antasari Press, 2021).

[10] M Fadli, Hasan Asari, and Amiruddin Siahaan, *Manajemen Perencanaan Budaya Akademik Institut Agama Islam Negeri Langsa Aceh Indonesia*, 2023.

not only to produce graduates with a solid understanding of Islam but also to encourage the development of scientific research that can provide broad benefits to the Muslim community. However, like other Islamic higher education institutions, STAI Ali bin Abi Thalib Surabaya still faces various challenges in research management, particularly in aspects spanning planning, implementation, to the dissemination of research results.

The main challenge faced is how to create an academic environment conducive to research. A lack of resources, both in terms of facilities and research funding, often becomes an obstacle to increasing faculty research productivity. Furthermore, an optimal incentive system has not yet been established, which serves as a factor hindering faculty involvement in research. Several studies indicate that higher education institutions with clear incentive policies regarding awards for scientific publications are able to significantly increase research productivity.[11]

One of the frequently encountered problems is the low productivity of faculty research, both in terms of the quantity of research conducted and the quality of the resulting scientific publications. Based on internal reports from the Center for Research and Community Service (LPPM) of STAI Ali bin Abi Thalib Surabaya, the number of faculty research papers published in national or international journals is still relatively low compared to research standards at other universities. This can be caused by several factors, including minimal research facilities and a lack of optimal mentoring and training systems for lecturers to improve their research capacity and scientific publication skills.[12]

Limited access to reputable scientific journals, minimal collaboration between institutions, and a weak research culture remain major challenges in improving the quality of research in Islamic higher education. Universities with extensive academic networks and strong collaboration systems are proven to be more productive in producing high-quality scientific publications.[13] Therefore, the development of research networks with domestic and foreign institutions needs to be strengthened, accompanied by efforts to foster a research culture that treats research as an integral part of academic activity rather than a mere administrative obligation. To achieve this, universities need a comprehensive strategy through institutional policies, research funding support, and reward systems for faculty who excel in research and scientific publication.[14]

Consequently, strengthening research culture cannot only be achieved through formal policies but also through efforts to encourage the intrinsic motivation of faculty to be active in research. Academic leadership factors and an environment that supports research also play an important role in building a sustainable research culture.[15] Studies show that

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[11] Abidin et al., *Kebijakan dan strategi peningkatan mutu penelitian dan publikasi ilmiah dosen pada 3 (tiga) perguruan tinggi keagamaan Islam negeri (PTKIN) di Kalimantan*, 78.

[12] Lembaga Penelitian dan Pengabdian Masyarakat, *Panduan Penelitian 2024* (STAI Ali bin Abi Thalib Surabaya, 2024).

[13] Saddam Husain and Andi Eki Dwi Wahyuni, "Kebijakan Pendidikan pada Perguruan Tinggi Islam: Tranformasi STAIN dan IAIN Menjadi UIN," *Jurnal Pendidikan Kreatif* 4, no. 1 (2023): 19, https://doi.org/10.24252/jpk.v4i1.39074.

[14] Sarah Dina et al., "Manajemen Strategik Pengembangan Budaya Akademik Perguruan Tinggi Keagamaan Islam Negeri di Era Digital," *Munaddhomah: Jurnal Manajemen Pendidikan Islam* 4, no. 3 (2023): 7, https://doi.org/10.31538/munaddhomah.v4i3.482.

[15] Mohammad Affan and Zaki Ulien Nuha, "The Islamic Regret Minimization Framework: A Decision-Making

visionary academic leadership[16] with a high commitment to research can increase faculty engagement in research and scientific publication.[17]

This research is relevant to several previous studies discussing the strengthening of research culture in higher education institutions. Research by Farida et al. shows that the application of lean tools has a positive impact on the research culture and performance of faculty in private universities in Jakarta, with research culture acting as the main mediator.[18] The similarity with this study lies in the focus on improving faculty research performance through effective management; however, it differs in approach and context, as previous research was quantitative and conducted in general universities, whereas this study is qualitative and focuses on an Islamic higher education institution based on Salafi dawah.

Additionally, research by Munawaroh et al. highlights the formation of research culture among madrasah students through a collaborative educational ecosystem.[19] Its relevance to this study lies in the focus on developing research culture in Islamic educational institutions, although the context differs—the previous research focused on the madrasah level, while this study focuses on higher education. Thus, this research fills a literary gap regarding research management in Islamic campuses based on Salafi dawah, such as STAI Ali bin Abi Thalib Surabaya, and offers strategies for strengthening research culture aligned with Islamic vision and modern institutional challenges.

Strengthening research culture in Islamic higher education requires systematic and structured research management through strategies such as increasing faculty research methodology capacity, providing scientific publication incentives, strengthening research collaboration, and professional journal management, which are proven to enhance academic productivity.[20] This study aims to analyze research management at STAI Ali bin Abi Thalib Surabaya and formulate effective strategies to strengthen the research culture within the campus environment.[21] Theoretically, this research enriches the study of research management as a key factor in increasing academic productivity in Islamic higher education, while practically providing benefits for LPPM in formulating more effective policies and

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Approach Based on Maqasid al-Shari'ah," *WARAQAT: Jurnal Ilmu-Ilmu Keislaman* 9 (Desember 2024): 5, https://doi.org/10.51590/waraqat.v9i2.860.

[16] Usamah Azzuhri and Zaki Ulien Nuha, "Transformational Leadership Management At State Islamic Junior High School," *Leadership: Jurnal Mahasiswa Manajemen Pendidikan Islam* 7, no. 1 (December 2025): 5, https://doi.org/10.32478/leadership.v7i1.4360.

[17] ahmad Rosyid And Samsul Arifin, *Kepemimpinan Etis Dalam Pendidikan Tinggi: Implikasi Bagi Academic Citizenship* (Mitra Ilmu, 2024), 39.

[18] Farida Farida et al., "The Effect of Lean Tool on Research Culture and Research Performance in Indonesia's Higher Education Institutions," *Knowledge and Performance Management* 8, no. 1 (2024): 100, https://doi.org/10.21511/kpm.08(1).2024.07.

[19] Diah Ambarumi Munawaroh, I Nyoman Sudana Degeng, and Henry Praherdhiono, "Challenges in Developing Research Culture on Madrasah Students 13-14 Years Old in Indonesia," *Special Education*, 2022, 2936.

[20] Lalu Abdurrahman Wahid, *Pengembangan Kemampuan Penelitian Ilmiah Dalam Rangka Membangun Kesadaran Tradisi Ilmiah Di Perguruan Tinggi Islam*, 2022, 15.

[21] Muhammad Ridlo Zarkasyi, "Membangun Budaya Akademik Pada Perguruan Tinggi Pesantren," *Al Tijarah* 3, no. 2 (2017): 87, https://doi.org/10.21111/tijarah.v3i2.1590; Abuddin Nata, "Peran transformatif perguruan tinggi Islam bagi kemajuan ilmu, kebudayaan dan peradaban di Indonesia," *Ta'dibuna: Jurnal Pendidikan Islam* 12, no. 1 (2023): 84, https://doi.org/10.32832/tadibuna.v12i1.9118; Zaki Ulien Nuha, *Implementasi Manajemen Mutu Terpadu Dalam Mewujudkan Sekolah Unggul Di MTSN 1 Kota Malang*, 2022.

creating an academic ecosystem conducive to faculty and student involvement in research activities.

METHOD

This research utilizes a descriptive qualitative approach with the aim of obtaining an in-depth overview regarding the implementation of research management and strategies for strengthening research culture at STAI Ali bin Abi Thalib Surabaya.[22] The research subjects include parties directly involved in the management and implementation of research, namely the Head of the LPPM (Center for Research and Community Service), the Vice Chairman I for academic affairs, and permanent lecturers who are active in conducting research or have received internal or external research funding. The object of research is research management at STAI Ali bin Abi Thalib Surabaya, which encompasses aspects of planning, organizing, implementation, monitoring, research evaluation, and institutional strategies in strengthening research culture.[23]

The type of data used is qualitative data. Data sources consist of primary data and secondary data.[24] Primary data is obtained from key informants through in-depth interviews and observation, while secondary data is sourced from institutional documents, such as research guidelines, LPPM reports, institutional strategic plans, as well as policy documents and previous research reports.[25] Data collection techniques include in-depth interviews with key informants, observation of research activities and policies, and documentation studies of official institutional archives and documents.[26] Data validity techniques are carried out through source triangulation and method triangulation to ensure the consistency and validity of the data obtained. Data analysis techniques are conducted descriptively and qualitatively through the processes of data reduction, data display, and conclusion drawing to identify patterns, main themes, and the dynamics of research management and the strengthening of research culture at STAI Ali bin Abi Thalib Surabaya.[27]

RESULTS AND DISCUSSION
The Condition of Research Management Implemented at STAI Ali bin Abi Thalib Surabaya

Based on the results of an interview with the Chairman of STAI Ali bin Abi Thalib Surabaya, it is understood that research occupies a highly strategic position in supporting the institution's vision and mission. As an integral part of the *Tri Dharma Perguruan Tinggi* (Three Pillars of Higher Education), research activities are viewed not merely as an administrative obligation, but as scientific instruments that play a vital role in realizing the vision of STAI Ali bin Abi Thalib Surabaya: to become a leading Islamic university in Indonesia by 2037 in the fields of Islamic education, social sciences, and humanities.

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[22] Lembaga Penelitian dan Pengabdian Masyarakat, *Panduan Penelitian 2024*, 20.
[23] Iwan Hermawan, *Metodologi Penelitian Pendidikan Kuantitatif, Kualitatif & Mixed Methode* (Kuningan: Hidayatul Quran, 2019), 37.
[24] Musfiqon, *Metode Penelitian Pendidikan* (Jakarta: Prestasi Pustakarya, 2016), 151.
[25] Musfiqon, *Metode Penelitian Pendidikan*, 151.
[26] Sugiono, *Metode Penelitian Kuantitatif, Kualitatif Dan R n D* (Bandung, Alfabeta, 2013), 145.
[27] Sugiono, *Metode Penelitian Kuantitatif, Kualitatif Dan R n D*, 269.

Research management at STAI Ali bin Abi Thalib Surabaya is carried out through the Center for Research and Community Service (LPPM), which functions as a hub for coordination, facilitation, and assistance for faculty members in conducting research. The institutional leadership emphasizes that the direction of developed research must remain grounded in the *Ahlussunnah wal-jama'ah* manhaj, as enshrined in the institution's vision and mission. Therefore, every research activity is directed to align with these values, both in substance and in the orientation of its results.

In its implementation, the institution actively organizes research training and workshops, bringing in competent academic speakers, and encouraging lecturers to express their scientific ideas in the form of focused and high-quality written works. LPPM also plays a role in managing internal scientific journals, one of which is *Jurnal Alfawaid*, which has been accredited Sinta 4, as well as facilitating lecturers to participate in scientific conferences, seminars, and national or international publication forums. These efforts demonstrate that the research management system is operating with a clear and continuous direction.

Based on the results of an interview with the Head of LPPM at STAI Ali bin Abi Thalib Surabaya, it is known that the institution already possesses structured research planning through the formulation of a roadmap and annual research plans. Each year, LPPM establishes a major theme that serves as the primary direction for faculty research activities. This theme is tailored to the strategic needs of the campus and is directed toward supporting the development of teaching and learning activities (KBM), management, and institutional quality improvement. For instance, in 2025, the selected theme focused on managerial strengthening and the effectiveness of the learning process within STAI Ali bin Abi Thalib Surabaya.

The formulation of the research roadmap is carried out participatively by involving study programs and faculty members. They serve as expert teams or contributors in drafting the research direction so that research policies are not merely top-down but also represent the academic needs at the operational level. This indicates that research management at STAI Ali bin Abi Thalib Surabaya has moved toward a more collaborative system based on the real needs of the institution.

Furthermore, LPPM has established a working structure that supports the smooth execution of research, such as the division of roles between reviewers, mentors, and collaborators from both internal and external campus sources. With this system, the research process can proceed in a more directed manner and is monitored in terms of quality and methodological suitability.

Based on the results of an interview with one of the lecturers who is also an active researcher at STAI Ali bin Abi Thalib Surabaya, it is noted that faculty involvement in research activities has increased year by year. The informant mentioned having conducted two internal research projects, in 2024 and 2025 respectively. The first research focused on the development of the Arabic language curriculum at Rumah Tahfidz, while the second highlighted the linguistic environment at STAI Ali bin Abi Thalib Surabaya. Both themes show strong relevance to the academic context and institutional needs of the campus.

According to the informant, the research proposal procedure at STAI Ali bin Abi Thalib Surabaya has been operating systematically under the direction of the LPPM. The

process begins with the submission of a proposal based on the identification of potential issues and field problems, which is then reviewed and approved by LPPM. Following the approval process, the researcher conducts the study until the final report and scientific publication are produced. This mechanism shows that the planning function in research management has been functioning well, although the informant admitted there are still challenges in strengthening academic literacy, particularly in enriching theoretical references and research methodologies.

Supporting and Inhibiting Factors in the Implementation of Research Management at STAI Ali bin Abi Thalib Surabaya

The results of the interview with the Chairman of STAI Ali bin Abi Thalib Surabaya revealed significant supporting factors in the execution of research management. From an institutional perspective, budgetary support is a primary factor strengthening research activities; the institution consistently allocates funds for training, workshops, and sending lecturers to national and international scientific forums. This support is reinforced by empirical research showing that organizational support and resources contribute significantly to faculty research productivity and publication in higher education, including through facilities for academic capacity building and involvement in scientific writing activities.[28] Additionally, the institution provides internal grants for lecturers and supports study continuity from Master's to Doctoral levels through scholarship programs, reflecting institutional policies that align with the concept of "research support" in literature, which is stated to increase commitment and academic research productivity.[29]

However, there are still a number of inhibiting factors that require serious attention. One of the greatest challenges is the still-weak culture of research and writing among some lecturers, including limited ability in scientific article writing and publication in reputable journals. This aligns with findings in other studies identifying that limited methodological competence, lack of knowledge regarding reputable journals, and low academic motivation are major obstacles to research productivity in academic institutions.[30] This condition indicates that intensive mentoring and continuous training are highly necessary to enhance researcher competence.

Furthermore, the relatively high workload of lecturers—covering teaching, research, community service, and structural duties—also affects research consistency, consistent with research findings showing that lecturer workload has a significant impact on academic performance, including research and publication.[31] Therefore, proportional management of

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[28] Dewiana Novitasari and Masduki Asbari, "Peran Dukungan Organisasi Dalam Meningkatkan Kinerja Dosen Di Perguruan Tinggi Swasta," *Jurnal Ilmu Sosial, Manajemen, Akuntansi Dan Bisnis (JISMAB)* 1, no. 1 (2024): 9–22, https://doi.org/10.70508/d0wte691.

[29] Nurhasanah et al., "Enhancing Lecturer Publication Performance in Private Universities: The Role of Organizational Support, Personality, and Organizational Commitment in Riau Islands Province," *Journal of Posthumanism* 5, no. 6 (2025): 232–40, https://doi.org/10.63332/joph.v5i6.1982.

[30] Diah Wijayanti Sutha and Kadar Ramadhan, "Facilitating the Enhancement of Lecturer Academic Performance Based on the SINTA Platform," *Community Empowerment* 10, no. 3 (2025): 821–35, https://doi.org/10.31603/ce.13005.

[31] Ni Luh Putu Dina Susanti et al., "Pengaruh Beban Kerja Terhadap Kinerja Dosen Sekolah Tinggi Ilmu Kesehatan Bali," *Jurnal Riset Kesehatan Nasional* 2, no. 2 (2018): 223–28, https://doi.org/10.37294/jrkn.v2i2.122.

time and workload is required so that the implementation of the *Tri Dharma Perguruan Tinggi* can run in a balanced manner.

Findings from the interview with the Head of LPPM show that the structural support of LPPM is also an important supporting factor in the implementation of research management. This is achieved through assignment letters (SK) for lecturers, the formation of research teams (involving NIDN lecturers, non-NIDN lecturers, and students), as well as mechanisms that encourage collaboration across academic levels. LPPM also routinely conducts socialization of research guidelines, methodology training, and technical assistance focused on the process of nurturing researcher competence.

Despite this, obstacles persist, particularly in two main aspects: limited methodological ability and time. Many lecturers actually have an interest in research but are constrained by technical understanding as well as academic and administrative workloads, which results in limited time for research. This is also found in other studies indicating that work and administrative demands often hinder faculty research productivity.[32] The Head of LPPM emphasized that the research culture at STAI Ali bin Abi Thalib Surabaya is still in a growth stage, although a positive trend is visible from the increasing number of faculty research proposals each year, rising from 21 to 23 proposals—approaching the institutional target of 25 proposals per year.

Based on the interview with an active lecturer and researcher, institutional support through LPPM has proven significant in encouraging faculty research. This includes briefings, research training, written policy guidelines, monitoring and evaluation (monev), and internal research funding. The informant expressed appreciation for the technical training role, which is very beneficial for novice researchers, and hoped for longer and more in-depth training durations, specifically focusing on scientific writing and reputable publications.

The existence of research guidebooks and more directed policies is also considered helpful for lecturers in understanding research workflows and standards, showing that the "organizing" function in research management has operated effectively through policy coordination, funding, and technical assistance. However, several major obstacles are still faced in research implementation. First, limited scientific literacy and reference sources, especially in specific fields such as the *tahfidz* curriculum and linguistic environments, pose significant constraints. Second, time constraints due to dense academic and administrative activities—such as meetings, committees, and student evaluations—reduce the time available for research, an issue that is a common finding in studies on academic productivity.[33] Third, the limited participation of students in research is also a specific obstacle; many students are still not accustomed to collecting and reporting field data openly and objectively within a research context.

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[32] Celayne Heaton-Shrestha et al., "Interventions to Enhance the Research Productivity of Academic Staff in Higher Education Schools of Nursing: A Systematic Review," *Nurse Education in Practice* 72 (October 2023): 103741, https://doi.org/10.1016/j.nepr.2023.103741.

[33] Mohammad Sofwan Effendi et al., "Beyond Workload: Uncovering the Link Between Supervisor Support, Work–Life Balance, and Lecturer Productivity," *Education Sciences* 15, no. 9 (2025), https://doi.org/10.3390/educsci15091122.

Strategies for Strengthening Research Culture at STAI Ali bin Abi Thalib Surabaya

Based on the research findings, the strategies employed by the leadership of STAI Ali bin Abi Thalib Surabaya to strengthen research culture encompass both managerial and cultural approaches simultaneously. From a managerial perspective, the institution applies POAC principles (Planning, Organizing, Actuating, Controlling), which align with empirical study findings indicating that management factors—such as strategic planning, research objectives, policies, and resource support—exert a significant influence on lecturers' research productivity in higher education; thus, management mapping must be a primary focus in managing sustainable academic research.[34]

In the planning stage, STAI Ali bin Abi Thalib Surabaya sets faculty research targets per semester along with training and publication agendas. This is consistent with academic capacity-building practices proven effective in enhancing research culture, such as proposal writing and publication training that improves the research climate among lecturers.[35] The organizing stage enhances the role of LPPM as a research coordinator that facilitates synergy between lecturers, journals, and partner institutions, in accordance with collaboration strategies that serve as a vital element in strengthening research culture in higher education institutions.[36]

The actuating stage is realized through workshops, scientific writing training, and scientific seminars, which also serve as strategies to improve the quality and relevance of research, as identified in literature emphasizing the importance of research capacity-building activities for developing a stronger research ecosystem.[37] The controlling stage is carried out through periodic evaluations of research achievements and inter-faculty research forums, aligning with research findings highlighting that structured monitoring and oversight policies help ensure research proceeds on time and according to targets.[38]

From a cultural perspective, strengthening the research culture is pursued through the leadership and senior faculty serving as examples; the Chairman of STAI Ali bin Abi Thalib Surabaya acts as an active role model in conducting research and publishing scientific works. For the academic community, this serves as a reflection of the importance of the organizational environment in building a strong research culture. The relationship between research culture and scientific publication productivity has been reinforced by research showing that a strong research culture contributes positively to faculty academic publication performance.[39]

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[34] Nguyen Anh Tuan et al., "Management Factors Influencing Lecturers' Research Productivity in Vietnam National University, Hanoi, Vietnam: A Structural Equation Modeling Analysis," *Heliyon* 8, no. 9 (2022): e10510, https://doi.org/10.1016/j.heliyon.2022.e10510.

[35] Sri Kustriyanti and Mojibur Rohman, "Meningkatkan Iklim Akademik dan Riset di Kalangan Dosen Melalui Pelatihan Penulisan Proposal Penelitian dan Pengabdian," *Jurnal Pengabdian Masyarakat Nusantara (JANUR)* 1, no. 1 (2025): 10–17, https://doi.org/10.65316/janur.v11.6.

[36] Muhammad Abrar, "Inovasi Dalam Riset Akademik: Strategi Meningkatkan Kualitas Dan Relevansi Penelitian Perguruan Tinggi," *ACADEMIA: Jurnal Inovasi Riset Akademik* 5, no. 2 (2025): 51–66, https://doi.org/10.51878/academia.v5i2.4921.

[37] Abrar, "INOVASI DALAM RISET AKADEMIK."

[38] Tuan et al., "Management Factors Influencing Lecturers' Research Productivity in Vietnam National University, Hanoi, Vietnam."

[39] Agustinus Sumaryono et al., "Culture of Productivity in Higher Education Institutions in Indonesia," *Jurnal Edusci* 2, no. 3 (2025): 192–204, https://doi.org/10.62885/edusci.v2i3.572.

Furthermore, the institution fosters a healthy competitive spirit through evaluation indicators based on the quantity and quality of research results, which is a key component in creating an effective research incentive system. Studies in the context of Indonesian higher education support the idea that a culture of academic productivity is essential for increasing research output, as well as encouraging collaboration and positive organizational commitment.[40]

The strategy pursued by the Head of LPPM specifically involves the application of POAC as a research management framework. The planning phase includes the research roadmap, annual themes, and faculty achievement targets. In the organizing phase, research teams are formed, collaborations between NIDN and non-NIDN lecturers are established, and students are involved in research to support knowledge transfer. The actuating phase is manifested through research methodology training, data processing workshops, and periodic scientific publication training, which again demonstrates that such training can increase lecturers' research ability and motivation.[41]

The controlling phase is conducted by monitoring the number of proposals, achievement of targets, and the quality of published research results. However, the LPPM strategy does not stop at administrative aspects; it is directed toward ensuring research results have a tangible impact on teaching practices and community needs. Consequently, the 2025 research focus is directed toward the campus's internal scope so that results can be directly applied, alongside plans to expand research to the Surabaya community and institutions at the national and even international levels.

According to the informants, lecturer motivation in research is not merely about fulfilling administrative obligations but is also based on making real contributions to solving academic and social problems. This indicates an intrinsic awareness of the function of research as a scientific service contributing to the *Tri Dharma Perguruan Tinggi*.

Although the research actuating function is operational, the general research culture among lecturers still requires further strengthening, as some lecturers still view scientific publication as an administrative formality. This is reflected in the low publication index and SINTA scores compared to general university standards. To this end, strengthening monitoring and evaluation (monev) mechanisms is seen as highly helpful in ensuring research is conducted on time and with high quality.

Informants suggest that LPPM provide continuous rather than incidental assistance, as well as advanced training to elevate the quality of methodology and publication to national and international levels—including targets for SINTA 1–2 and Scopus Q1–Q2 publications—to maximize research productivity and the institute's global competitiveness.

CONCLUSION

Research management at STAI Ali bin Abi Thalib Surabaya has generally operated in a structured manner, supported by institutional policies and the role of the LPPM as the primary manager of research activities. The functions of planning, organizing, actuating, and

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[40] Sumaryono et al., "Culture of Productivity in Higher Education Institutions in Indonesia."

[41] Kustriyanti and Rohman, "Meningkatkan Iklim Akademik dan Riset di Kalangan Dosen Melalui Pelatihan Penulisan Proposal Penelitian dan Pengabdian."

controlling research have been implemented to support the *Tri Dharma Perguruan Tinggi* and the vision of developing Islamic knowledge based on the *Ahlus Sunnah wal Jama'ah* manhaj. Nevertheless, the optimization of research management still requires strengthening, particularly in the aspects of increasing productivity and ensuring the equal distribution of research quality among faculty members.

The implementation of research management is influenced by both supporting and inhibiting factors. Supporting factors include leadership commitment, the existence of internal policies and funding, and institutional coordination through the LPPM. Meanwhile, inhibiting factors include variations in faculty motivation, limited methodological capacity and scientific literacy, and a high academic workload, all of which result in a research culture that is not yet optimal among lecturers.

The strategy for strengthening research culture must be carried out systematically and sustainably through the formulation of an institutional research roadmap, organizing research based on faculty-student teams, enhancing faculty capacity through training and publication mentoring, and strengthening research evaluation and incentive systems. Furthermore, the role modeling of academic leadership and the reinforcement of faculty's intrinsic motivation are crucial factors in fostering a sustainable research culture within the Islamic higher education environment.

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