

# THE IMPLEMENTATION OF SINTA POLICY IN ENHANCING RESEARCH PRODUCTIVITY AT UNIVERSITAS NGURAH RAI: A REVIEW BASED ON MOTIVATION THEORY

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## ABSTRACT

*The research productivity of university lecturers plays a crucial role in strengthening academic reputation and contributing to overall scientific advancements. In Indonesia, the Science and Technology Index (SINTA) has been introduced as an efficient system to monitor, evaluate, and enhance the performance of lecturers in higher education institutions. Universitas Ngurah Rai, committed to improving the quality and impact of its research outputs, has implemented SINTA-based policies aimed at fostering research excellence. These policies include financial incentives and awards for outstanding achievements, as stipulated in Circular Letter No. 107/UNR/II/2020 and Circular Letter No. 046/01/1.09/2022. This article investigates the implementation of these policies using Maslow's Motivation Theory as a framework, with a particular focus on two key motivational factors: esteem needs and self-actualization. The provision of financial rewards and recognition fulfills the lecturers' esteem needs, thereby enhancing their sense of accomplishment and professional value. Additionally, the opportunities to engage in reputable scientific conferences and publish in high-quality journals directly address self-actualization needs, encouraging personal growth and academic contribution. The combination of these strategies has proven effective in creating a supportive and motivating academic environment. Ultimately, these efforts contribute significantly to increasing research productivity and solidifying Universitas Ngurah Rai's standing as a reputable institution in the academic community.*

**Keywords:** *research productivity, sinta policy, maslow's motivation theory, universitas ngurah rai*

## 1. INTRODUCTION

Research productivity in higher education is one of the key indicators in evaluating the academic performance of lecturers and educational institutions. In the current era of globalization and digitalization, the ability of universities to contribute to the advancement of knowledge through scientific publications is crucial. The demand for publications can also benefit lecturers if they diligently enhance their critical thinking skills to be productive in producing various scientific works (Susilo, Satinem, & Erwandi, 2024). In Indonesia, the government has developed the Science and Technology Index (SINTA) as a platform to facilitate the monitoring and evaluation of the academic performance of lecturers and institutions. SINTA functions to measure research productivity, collaboration, and the impact of publications through citations. As a national evaluation tool, SINTA plays a central role in establishing clear standards related to academic performance across various universities in Indonesia (Wahab, Kurniady, Sobari, & Nurusyifai, 2021).

SINTA not only functions as an indexing platform but also serves as a crucial tool in academic policy decision-making, including awarding and incentivizing lecturers who

excel in scientific publications. Many universities in Indonesia, including Universitas Ngurah Rai, have adopted SINTA-based policies to enhance lecturers' research productivity and improve institutional reputation at both national and international levels. The use of SINTA allows universities to evaluate lecturers' performance more transparently and objectively, particularly in terms of the quantity and quality of publications produced.

Universitas Ngurah Rai is among the universities in Indonesia that have implemented SINTA-based policies to boost research productivity among lecturers. To support the increase in scientific publications, the university has issued several strategic policies, including Circular Letter No. 107/UNR/II/2020 regarding Financial Assistance for Lecturers with Articles Published in Reputable Journals. This policy aims to provide financial support to lecturers who successfully publish scientific articles in reputable national or international journals. With this policy, lecturers excelling in scientific publications are granted access to funding to support further research, enabling them to continuously enhance the quality and quantity of their publications.

Additionally, Universitas Ngurah Rai has introduced a special appreciation policy outlined in Circular Letter No. 046/01/1.09/2022 concerning Awards for Lecturers Ranked in the Top 10 in SINTA at Universitas Ngurah Rai. This policy specifically rewards lecturers ranked in the top 10 for SINTA-indexed scientific publications within the university. The awards include financial incentives, opportunities to participate in scientific conferences, and symbolic recognition presented during significant events such as the University's Anniversary Celebration. The primary goal of this policy is to motivate lecturers to excel in scientific publications while simultaneously elevating the university's reputation on national and international stages.

However, despite the implementation of SINTA-based policies in many institutions, challenges in motivating lecturers to actively engage in scientific publications persist. Motivation remains a key factor in the successful implementation of these policies. According to Maslow's Hierarchy of Needs Theory, human motivation is influenced by various levels of needs, ranging from basic needs to self-actualization (Maslow, 1994). In the academic context, awards and recognition for lecturers' achievements can be seen as fulfilling the needs for esteem and self-actualization, where lecturers feel acknowledged and valued for their scientific contributions.

SINTA-based appreciation policies also have the potential to enhance research collaboration between universities and with industries. Along with the increasing number of scientific publications, closer collaboration among lecturers across institutions can enrich the quality of research and accelerate the dissemination of scientific knowledge (Tupan, Maha, Sihombing, & Nababan, 2022). Such collaboration can also positively impact universities' rankings at the national and international levels, particularly in terms of academic reputation and global influence. Furthermore, SINTA-based policies at Universitas Ngurah Rai also have the potential to support the achievement of the Sustainable Development Goals (SDGs) (Bappenas, 2023). By leveraging the data and analysis provided by SINTA, universities can more easily identify research with significant societal impact and support the achievement of the Sustainable Development Goals (SDGs).

In a broader context, SINTA-based policies can also support university strategies to achieve higher international rankings. By increasing the quantity and quality of scientific publications, universities can enhance their reputation as leading institutions in research and innovation. This is crucial given the intensifying global competition among universities, particularly in terms of international rankings, which are often measured by research productivity and international collaboration (Fauzan, Diwyarthi, Simarmata, Pratama, & Adi, 2023).

Based on the analysis above, the SINTA-based policy at Universitas Ngurah Rai is a significant strategic step to enhance faculty research productivity and strengthen the university's reputation at the national and international levels.

By providing appropriate rewards and incentives, universities are expected to motivate lecturers to consistently contribute to the advancement of knowledge through high-quality scientific publications. However, challenges related to resource access and capacity building for junior lecturers must still be addressed to ensure that these policies provide equitable benefits to all lecturers within the university.

## **2. RESEARCH METODOLOGY**

This research employs a qualitative descriptive research method. The qualitative descriptive method is a research approach that aims to describe, depict, explain, and provide a more detailed response to the issues being studied. It involves studying an individual, a group, or an event as thoroughly as possible to offer a comprehensive understanding of the problem. This method allows researchers to explore various aspects of the subject matter in depth and gain insights into the underlying factors that may not be immediately obvious. By focusing on the specific characteristics, behaviors, and interactions within the context being studied, the research provides a nuanced interpretation of the situation (Sugiyono, 2016). The data collection techniques used in this research include interviews and literature review.

## **3. LITERATUR REVIEW**

### **A. *Maslow's Motivation Theory***

According to Maslow, the fulfillment of an individual's needs is driven by two types of motivational forces: deficiency motivation and growth motivation. Deficiency motivation is the drive that pushes individuals to meet the shortages they perceive. Meanwhile, growth motivation comes from within a person and encourages them to achieve desired goals, based on their capacity or potential to grow and develop. This capacity or ability varies from person to person, as it is an inherent trait of each individual.

Maslow's hierarchy of needs theory consists of five levels of basic needs, namely: (Mangkunegara, 2015):

- 1) **Physiological Needs:** The most fundamental and primary needs sought by every individual to achieve well-being. If any of these physiological needs are not met, it can disrupt the fulfillment of other basic needs.
- 2) **Safety Needs:** These needs arise after physiological needs are met. Once the first need is fulfilled, an individual begins to feel the need for security. Adults may experience this need less frequently, except in emergency situations, disasters, or organizational instability within the social structure. When unpleasant situations occur, individuals will seek environments or others who can provide a sense of safety for them.
- 3) **Needs for Love, Affection, and Belonging:** After physiological and safety needs are met, humans seek ways to fulfill the need for affection and relationships with others. Maslow stated that humans tend to look for ways to overcome feelings of loneliness. They need love, both to give and to receive. Loving others and being loved in return is a way to fulfill this need, so that individuals feel loved and a sense of belonging.
- 4) **Esteem Needs:** This need includes self-esteem and recognition from others. After love and affection needs are met, individuals feel the need to gain acknowledgment from others. They want to be respected, trusted, and have stable self-esteem. When esteem needs are fulfilled, an individual's self-confidence increases, and their sense of self-worth becomes stronger. This

positively impacts their social role in society and interactions with others. However, if these needs are not met, a person may become depressed, lose self-confidence, feel worthless, and feel useless.

- 5) Self-Actualization Needs: This is the highest level of need that emerges after the previous four needs are fulfilled. Self-actualization is an individual's desire to reach their fullest potential in life. Maslow described self-actualization as the drive to become the best version of oneself according to their abilities. Those who achieve self-actualization tend to feel comfortable with themselves, have healthy personal relationships, and continue striving for personal growth in the life they lead.

## **4. RESULTS AND DISCUSSION**

### ***A. SINTA Policy in Enhancing Research Productivity***

Universitas Ngurah Rai actively encourages the improvement of both the quality and quantity of scientific publications by its lecturers through the provision of financial support and incentives. This initiative is outlined in Circular Letter No. 031/UNR/I/2021, which reaffirms the earlier letter, Circular Letter No. 107/UNR/II/2020. The circular addresses the policies or regulations for lecturers to be eligible for financial support to publish their scientific works in reputable journals, both nationally and internationally.

The primary goal of this policy is to increase lecturers' interest and motivation to publish their research findings in high-ranking journals. By doing so, Universitas Ngurah Rai aims to enhance its reputation in the academic world through more significant contributions in the field of scientific research.

There are several key points explained in this circular letter:

- 1) Recipients of Financial Assistance: Only lecturers who are the main authors (first author) of the paper or article that is published are eligible to apply for the financial assistance. This condition ensures that the primary contribution to the writing of the paper truly comes from the lecturer, rather than being listed as an additional author.
- 2) Application Mechanism for Financial Assistance: Financial assistance is provided after the article is published, and the lecturer must submit an approval request through the Rector with assistance from their respective work units. This application process ensures that the fund disbursement is carried out in a structured manner and in compliance with university regulations.
- 3) International Conferences: If the article is presented at an international conference, the financial assistance covers the participation fees for the conference. This assistance is provided before the conference takes place, but other costs, such as accommodation, transportation, and daily allowances, must still be proposed separately and follow the application procedures with approval from the Dean of the respective faculty. This provides comprehensive support for lecturers who wish to engage in international academic forums, which positively impacts their network and academic reputation.
- 4) Distribution of Financial Assistance: The funding from this policy is shared between the university and the lecturer's work unit. The university covers 50% of the costs, while the work unit where the lecturer is located covers the remaining 50%. This division demonstrates a synergistic collaboration between the work unit and the university in supporting the academic activities of the lecturers.
- 5) Amount of Financial Assistance: The assistance provided varies depending on the quality of the journal in which the article is published. The details of the financial assistance amounts are as follows:
  - a) Jurnal Scopus Q1: Rp 6.000.000
  - b) Jurnal Scopus Q2: Rp 5.000.000
  - c) Jurnal Scopus Q3: Rp 4.000.000

- d) Jurnal Scopus Q4: Rp 3.500.000
- e) Jurnal Scopus/WOS (ESCI): Rp 2.500.000
- f) Jurnal Sinta 1 and Sinta 2: Rp 1.500.000
- g) Proceeding Scopus/Web of Science: Rp 2.000.000

The Scopus Q1 category, which is the highest-reputed journal category, receives the largest incentive of Rp 6,000,000. This indicates that the university aims to encourage lecturers to target publications in journals with higher indexing and reputation.

- 6) Expectations from This Policy: With this policy in place, Universitas Ngurah Rai hopes that all lecturers will be increasingly motivated to improve the quality of their research and academic publications. Publishing in reputable journals not only provides personal benefits for lecturers, such as academic recognition and better career opportunities, but also enhances the university's reputation at the national and international levels. Additionally, the financial incentives and opportunities to attend international conferences provide tangible recognition of the lecturers' efforts in advancing knowledge.

The policy above is further reinforced by Circular Letter No. 046/01/1.09/2022, which outlines a reward system for lecturers at Universitas Ngurah Rai who achieve a top 10 ranking based on the System of Indexing and Citation (SINTA). The purpose of this policy is to motivate lecturers to be more active in conducting high-quality research and publishing indexed academic papers.

The main contents of this circular include:

- 1) Financial Incentives: Lecturers who rank in the top 10 within the SINTA ranking at Universitas Ngurah Rai will receive financial incentives as a form of appreciation for their contribution to enhancing the university's reputation through indexed publications.
- 2) Opportunities for Scientific Conferences: In addition to financial incentives, outstanding lecturers will also be given the opportunity to attend national and international scientific conferences, supported by the university. This aims to enhance their academic experience and networks.
- 3) Symbolic Awards: Additional symbolic awards will be presented during important events, such as the Dies Natalis of Universitas Ngurah Rai or other significant occasions. This is intended to publicly recognize lecturers' achievements and inspire other faculty members.

With this policy, the university hopes that all lecturers will be increasingly motivated to improve the quality of research and make greater contributions to academic publications, ultimately enhancing the image and reputation of the university in the academic field.

The policy not only provides material rewards but also offers opportunities for personal development and public recognition, which are expected to encourage increased productivity and the quality of research within Universitas Ngurah Rai.

### ***B. Implementation of SINTA Policy in Enhancing Research Productivity at Universitas Ngurah Rai: A Review Based on Motivation Theory***

In examining the implementation of the SINTA policy at Universitas Ngurah Rai, the author uses a relevant approach through Maslow's motivation theory. This theory provides a framework for understanding how this policy can serve as motivation for individuals, particularly in the context of achieving performance and job satisfaction. Through Maslow's theory, the needs for esteem (recognition) and self-actualization become important aspects to consider. This analysis will explore how the applied policy can positively contribute to motivating lecturers at Universitas Ngurah Rai to contribute to producing high-quality research, as well as its impact on individual performance and motivation in achieving optimal results.

### 1) SINTA Policy at Universitas Ngurah Rai in View of Maslow's Motivation Theory

The author focuses the analysis on two indicators in Maslow's theory, namely esteem and self-actualization needs, as these indicators are the most relevant to the current SINTA Policy at Universitas Ngurah Rai. Supporting the academic development policy at Universitas Ngurah Rai (UNR), the esteem need, which includes recognition and appreciation, is crucial in the academic world where both students and lecturers need to feel valued for their contributions and achievements to enhance motivation and productivity. On the other hand, the need for self-actualization, located at the top of Maslow's hierarchy, reflects the drive to reach one's full potential, in line with Universitas Ngurah Rai's vision of producing competent and competitive human resources in the fields of Science and Technology.

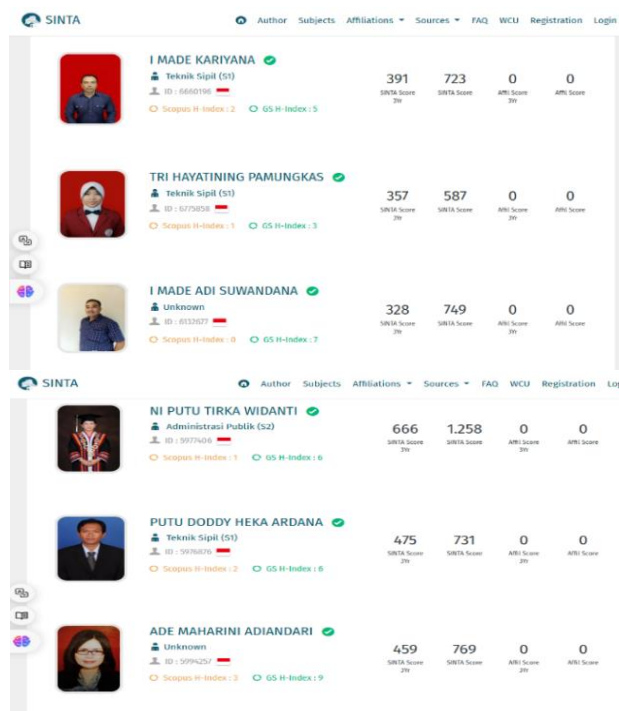
#### a) Esteem Needs (Recognition)

According to Abraham Maslow, esteem needs are the fourth level in the hierarchy of human needs. Fulfillment of esteem provides individuals with self-confidence, self-worth, achievement, and recognition from others. At this level, individuals seek success and want to be acknowledged as competent within their community. The SINTA policy plays a crucial role in supporting the achievement of esteem for lecturers, both through external recognition and self-recognition. According to Maslow, esteem needs consist of two main components: recognition from others (esteem from others) and self-esteem. The SINTA policy provides various mechanisms that contribute to the fulfillment of both aspects for lecturers at Universitas Ngurah Rai.

#### (1) Recognition and Acknowledgment

The policy of providing financial incentives for publications in reputable journals creates a clear and measurable recognition mechanism for lecturers:

- (a) Financial Incentives: The allocation of varying funds based on the quality of journals (from Scopus Q1 to Sinta 2) not only provides economic motivation but also creates a social norm among lecturers. The higher the reputation of the targeted journal, the greater the reward. This serves as an encouragement for lecturers to enhance the quality of their research. High-quality research activities can contribute significantly to the advancement of knowledge, allowing lecturers to play an active role in innovation and new discoveries. A study by Ryan & Deci indicates that financial rewards can enhance intrinsic motivation, as individuals feel valued for their contributions (Deci & Ryan, 2000).
- (b) Symbolic Recognition: Symbolic recognition, such as certificates awarded during formal events, plays a crucial role in fostering a sense of being appreciated. The certificate is awarded based on the top 10 highest scores in SINTA. Public recognition during significant events like Dies Natalis helps build the professional identity of lecturers both within and outside the university. These awards not only acknowledge academic contributions but also set a standard that other lecturers can follow, fostering a positive competitive culture.



Name	Degree	ID	SINTA Score	Scopus H-index	GS H-index	WCU	Registration	Login
I MADE KARIYANA	Teknik Sipil (S1)	6660196	391	723	0	0		
TRI HAYATINING PAMUNGKAS	Teknik Sipil (S1)	6773050	357	587	0	0		
I MADE ADI SUWANDANA	Unknown	6132107	328	749	0	0		
NI PUTU TIRKA WIDANTI	Administrasi Publik (S2)	5977406	666	1.258	0	0		
PUTU DODDY HEKA ARDANA	Teknik Sipil (S1)	5976626	475	731	0	0		
ADE MAHARINI ADIANDARI	Unknown	5994259	459	769	0	0		

Figure 1. Screenshot of the Top 10 SINTA Rankings at Universitas Ngurah Rai  
Source: SINTA Website



Figure 2. Award Certificate Presentation to Lecturers of Universitas Ngurah Rai Who Achieved Top 10 in SINTA  
Source: Documentation of the Public Relations Office, Universitas Ngurah Rai

The two aspects above clearly reflect that the implementation of the SINTA policy at Universitas Ngurah Rai has provided motivation for lecturers within the university. Based on a simple interview conducted by the researcher from October 5-20 with 50 out of 109 lecturers at Universitas Ngurah Rai, it was found that since the introduction of this policy in 2021, they have become increasingly motivated to conduct high-quality research and publish it in nationally and internationally reputable journals. Additionally, they have also developed a habit of writing articles.

## (2) Enhancement of Social Reputation

This policy contributes to enhancing the social reputation of lecturers, which is a crucial component of esteem needs:

- (a) **Networking and Engagement in Academic Communities** The opportunity to participate in academic conferences, both national and international, provides lecturers with the chance to interact with experts from various disciplines. These interactions not only broaden their perspectives but also help build a stronger professional reputation. Lecturers who actively participate in global academic communities are often more respected and recognized within academic circles.
- (b) **Access to Global Recognition** By encouraging publications in internationally reputable journals, the policy offers lecturers the opportunity to gain recognition on an international scale. This has the potential to improve the university's global ranking and attract more collaborators and sponsors, thereby further strengthening the academic position of the lecturers.

## b) Self-Actualization Needs

Self-actualization needs refer to the drive to achieve one's full potential and perform at one's best. The SINTA policy provides various avenues to help lecturers fulfill these needs.

### (1) Enhancing Research Quality

The policy encourages lecturers to invest in the quality of their research:

#### (a) *Support for High-Quality Research*

With funding assistance for publications in indexed journals, lecturers are expected to focus on research that not only meets quality standards but is also relevant to societal needs and scientific advancements. High-quality research not only provides personal satisfaction for lecturers but also contributes to the progress of their respective fields of study.

#### (b) *Capacity for Innovation Improvement*

The policy motivates lecturers to explore new and innovative ideas in their research. With the incentives provided, lecturers are encouraged to step out of their comfort zones and seek new approaches that can have a greater impact. Studies show that a supportive environment for innovation can significantly enhance academic productivity. (Gibson & Gibbs, 2006).

The presence of the SINTA policy at Universitas Ngurah Rai has certainly driven the improvement of research quality among its lecturers. The increase in both quality and quantity is evident from the rise in the publications of Universitas Ngurah Rai's lecturers since 2021.

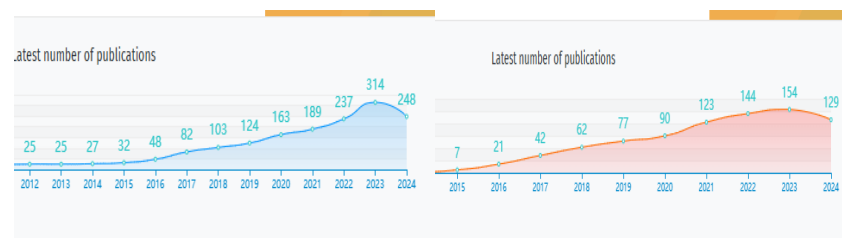




Scopus Web of Science Garuda Google Scholar

Figure 3. Scopus Publication Statistics of Universitas Ngurah Rai from 2018-2021  
Source: Official SINTA Website

Between 2018 and 2024, a significant increase in Scopus-indexed publications is observed, especially in 2021, with a peak of 11 publications. This surge is directly related to the implementation of the SINTA policy provided by Universitas Ngurah Rai. The SINTA policy, which offers financial incentives and opportunities to attend international conferences, encourages faculty members to be more active in conducting research and publishing their findings in reputable journals. This also reflects the university's efforts to enhance research quality and academic competitiveness by supporting faculty research productivity through clear and structured incentive policies.



Google Scholar

Garuda Google Scholar

Figure 4. Garuda and Google Scholar Publication Statistics from Universitas Ngurah Rai  
Source: Official SINTA Website

This graph shows the increasing trend in the number of publications indexed in Garuda and Google Scholar, with a significant surge since 2018. The peak occurred in 2023, with 314 publications on Google Scholar and 154 on Garuda. This increase is closely related to the implementation of the SINTA policy that began in 2021. The policy motivated faculty members to publish their scientific work in indexed journals. Since the introduction of this policy, there has been a consistent rise in publications, particularly from 2021, when the push to contribute to reputable journals became stronger. The policy also provided greater access for faculty to attend scientific conferences, leading to a significant increase in their research and publication productivity. The ongoing upward trend from 2021 demonstrates that the SINTA policy has been successful in enhancing the quantity and quality of scientific publications at Universitas Ngurah Rai.

## (2) Opportunity for Learning and Growth

The opportunity to participate in academic conferences and international networking provides space for faculty to learn and develop:

## (a) Professional Development

Involvement in international conferences gives faculty access to the latest knowledge and trends in their research fields. Facilitating faculty access to international conference activities provides access to relevant, high-quality academic platforms to support the publication of their scholarly work (Wicaksono, Saefullah, Candra, & Tahang, 2024). This opportunity serves as a platform to share experiences, exchange ideas, and learn from other researchers. This is crucial in maintaining relevance and innovation in the research being conducted. In support of this, Universitas Ngurah Rai consistently conducts training in research and academic publication in reputable international journals for its faculty, in collaboration with professors from overseas institutions such as Charles Darwin University and Torrens University Australia. This opportunity serves as a platform to share experiences, exchange ideas, and learn from other researchers. This is crucial in maintaining relevance and innovation in the research being conducted. In support of this, Universitas Ngurah Rai consistently conducts training in research and academic publication in reputable international journals for its faculty, in collaboration with professors from overseas institutions such as Charles Darwin University and Torrens University Australia.



Figure 5. Implementation of Research and Academic Publication Workshop at Universitas Ngurah Rai

Source: Public Relations of Universitas Ngurah Rai

## (b) Encouraging Creativity

The process of sharing and discussing research in international forums fosters creativity among lecturers as it allows them to interact with various perspectives and new approaches, which are often not found in

the local environment. Research by Amabile & Pratt indicates that a diverse environment increases the likelihood of innovative ideas emerging (Amabile & Pratt, 2016). In this context, the creativity of lecturers is triggered by new challenges and feedback they receive from international peers, which enriches their perspectives on issues. Moreover, this supports self-actualization according to Maslow's theory, where lecturers reach the highest level of the hierarchy of needs by maximizing their potential. Research by Gibson & Gibbs supports the idea that cross-cultural and interdisciplinary collaboration fosters innovation due to the exchange of ideas that broadens perspectives. This makes lecturers not only more creative in solving problems but also more competitive in the global scientific community (Gibson & Gibbs, 2006).

### (3) Contribution to Society

Self-actualization also includes a greater contribution to society.

#### (a) Relevance of Research

By focusing research on issues that are important to society, lecturers not only fulfill academic needs but also make a positive impact on the community. Academic publishing is the process of disseminating research results, findings, ideas, and scientific thoughts to the academic community and the public through various communication channels that are accessible to many people (Harahap, Cristin, Aritonang, Situmorang, & Tio, 2024). Research published in reputable journals often has a wider audience, and thus, lecturers' academic contributions can provide solutions to challenges faced by society.

#### (b) Development of Expertise and Knowledge

Lecturers who are actively engaged in research and publication contribute to the development of expertise in their fields. This not only strengthens their academic position but also enhances their ability to contribute to the development of better policies or practices in their area of expertise.

## 5. CONCLUSION

The conclusion of this study shows that the SINTA-based policy implemented by Universitas Ngurah Rai, as outlined in Circular Letters No. 107/UNR/II/2020 and No. 046/01/1.09/2022, has had a significant impact on increasing the research productivity of its lecturers. This policy focuses on providing financial incentives and symbolic awards to lecturers who successfully publish scientific works in reputable journals, both nationally and internationally, as well as those who rank in the top 10 based on the SINTA indexing in the Universitas Ngurah Rai.

From the perspective of Maslow's Motivation Theory, the implementation of this policy has been able to fulfill two important needs for lecturers: esteem and self-actualization. In terms of esteem needs, this policy provides tangible recognition to lecturers through financial incentives based on the quality of journals, with varying incentive amounts depending on the journal's reputation level (for example, Rp 6,000,000 for publications in Scopus Q1 journals, and Rp 1,500,000 for Sinta 1 and Sinta 2 journals). Additionally, symbolic awards such as certificates given at official events like the university's Dies Natalis further strengthen the lecturers' motivation to continue excelling in the academic world.

The need for recognition from others (esteem from others) is highly relevant in this context, where public acknowledgment of lecturers' achievements provides a significant moral boost for them. Certificates and awards presented in official forums contribute to enhancing lecturers' social reputation, which is an essential component

in Maslow's hierarchy of needs. This is further supported by the opportunity for lecturers to participate in scientific conferences, both nationally and internationally, which broadens their academic network, strengthens their professional reputation, and provides access to the latest developments in relevant research fields.

Moreover, the SINTA policy also plays a crucial role in fulfilling lecturers' self-actualization needs, as they are encouraged to reach their full potential through quality research. The financial support for research published in reputable journals gives lecturers the opportunity to continue their academic development, explore new ideas, and create innovations that align with advancements in science and societal needs. This also provides space for lecturers to engage in international academic forums, where they can share ideas and receive valuable feedback to further enhance their research.

This policy not only impacts individual lecturers but also enhances the reputation and competitiveness of Universitas Ngurah Rai at both the national and international levels. The increase in the number of publications indexed in platforms such as Scopus, Garuda, and Google Scholar since the implementation of this policy demonstrates the effectiveness of the incentives provided. Universitas Ngurah Rai has seen a significant rise in research productivity since 2021, with a noticeable spike in publication numbers directly related to the implementation of the SINTA policy. For instance, in 2023, the number of publications in Google Scholar reached 314, while Garuda recorded 154 publications.

With this policy in place, lecturers are increasingly motivated to contribute to the development of knowledge through high-quality academic publications. However, to maintain the sustainability of this positive impact, the university needs to continue addressing challenges such as resource access and the capacity-building of junior lecturers, ensuring that the policy benefits all lecturers at Universitas Ngurah Rai. Moreover, this policy also has the potential to support the achievement of Sustainable Development Goals (SDGs), particularly through research focused on global issues like climate change, health, and poverty.

Overall, the implementation of the SINTA policy at Universitas Ngurah Rai has proven effective in motivating lecturers to innovate and publish their research in reputable journals. This policy not only provides material benefits but also supports the personal development and social reputation of lecturers, ultimately strengthening the university's academic position on both the national and international stages.

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