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ARTICLE



## Strategic Management in Enhancing Reputable International Journal Publications at the Faculty of Social and Political Sciences, Universitas Lampung

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### ABSTRACT

*This study investigates the strategic management process employed by the Faculty of Social and Political Sciences (FISIP) at the University of Lampung to enhance the production of reputable international journal publications. In contemporary academia, publications in prestigious journals are of paramount importance, as they not only contribute to the expansion of knowledge within specific scientific fields but also significantly bolster the university's reputation at both national and international levels. This research adopts a qualitative methodology, utilizing interviews and observations to explore the perspectives and behaviors of participants. The study is further enriched by the analysis of secondary data sources, which provide essential contextual insights. Findings from this research indicate that the strategic management process has not been fully optimized, primarily due to challenges encountered during the initial phase, particularly in environmental scanning. Inadequacies in this phase have a cascading effect, undermining the overall effectiveness of the publication strategy. The theoretical implications underscore the critical role of thorough environmental scanning in strategic management. Comprehensive and detailed environmental analysis is indispensable for informed decision-making and strategic planning, especially for academic institutions striving for excellence in research publication.*

### Kata Kunci:

Jurnal Bereputasi,  
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### ABSTRAK

Penelitian ini bertujuan untuk menyelidiki proses manajemen strategis yang digunakan oleh Fakultas Ilmu Sosial dan Ilmu Politik (FISIP) Universitas Lampung untuk meningkatkan publikasi jurnal ilmiah internasional bereputasi. Dalam dunia akademis modern, publikasi ilmiah di jurnal-jurnal bereputasi

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memiliki arti penting. Tidak hanya memperluas pengetahuan dan pemahaman tentang domain ilmiah tertentu, tetapi juga memainkan peran penting dalam meningkatkan reputasi universitas di tingkat nasional dan internasional. Metodologi penelitian yang digunakan bersifat kualitatif, dengan memanfaatkan wawancara dan observasi untuk menggali perspektif dan perilaku para peserta. Selain itu, analisis sumber data sekunder melengkapi penelitian ini dengan memberikan informasi kontekstual yang berharga. Temuan penelitian mengungkapkan bahwa proses manajemen strategis belum sepenuhnya dioptimalkan, terutama karena tantangan yang dihadapi pada tahap awal, terutama selama pemindaian lingkungan. Kekurangan dalam proses pemindaian lingkungan ini kemudian berdampak pada keefektifan seluruh strategi publikasi. Implikasi teoritis dari penelitian ini menekankan pentingnya melakukan pemindaian lingkungan yang kuat dalam domain manajemen strategis. Analisis lingkungan yang komprehensif dan cermat sangat penting dalam pengambilan keputusan dan perencanaan strategis, terutama bagi institusi akademik yang ingin meningkatkan keunggulan publikasi penelitian.

## A. INTRODUCTION

The findings of Kompas' 2022 investigation into the use of proxy writers for international journal publications shocked the Indonesian academic community. This situation is a clear irony for the advancement of science in Indonesia. The increasingly stringent policy mandating publication in reputable international journals has led academics to resort to shortcuts. Every change elicits pro and con responses, with some parties supporting it (Borges & Quintas, 2020; Cai et al., 2018) and others resisting it (Elgohary & Abdelazyz, 2020; Koziarski & Kalyal, 2020; Mousa et al., 2020). On the other hand, according to a study by Macháček & Srholec (2022), Indonesia had the second-highest number of papers published in predatory journals indexed by Scopus between 2015 and 2017 – 17%, or one in every six articles. Many academics resort to publishing in predatory journals due to these proxy writing schemes (Callaghan & Nicholson, 2020). Essentially, resistance is a natural phenomenon, but it cannot be normalized through unethical and fraudulent means.

Scientific publications in reputable journals are one of the most crucial aspects of modern academia. This is because scientific publications can expand an individual's knowledge and understanding of a specific field. Moreover, scientific publications are highly important for the academic community as they can enhance a university's reputation at both national and international levels (Nazaruddin et al., 2020; Thach et al., 2019).

The Faculty of Social and Political Sciences (FISIP) at the University of Lampung (Unila) has the potential to produce reputable scientific publications. However, the scientific publication output of FISIP Unila has not yet been optimal for reputable international journals. Therefore, appropriate strategies are needed to increase the number of reputable international journal publications.

Table 1. Number of Publications by FISIP Universitas Lampung

No	Study Programms	Author	Scopus	GS	WoS
1.	Sociology (Bachelor)	21	4	421	1
2.	Governance Studies (Bachelor)	5	11	200	0
3	Communication Studies (Bachelor)	9	24	235	0
4.	Public Administration (Bachelor)	11	13	597	2
5.	Bussiness Administration (Bachelor)	15	1	365	0
6.	Development Studies (Doctoral)	5	5	69	0

7.	Administration Studies (Master)	6	26	391	0
8.	Governance Studies (Master)	9	3	468	0
9.	Communication Studies (Master)	5	12	265	0
10.	Office Administration (Diploma)	12	9	159	0
11.	Library Studies (Diploma)	4	2	76	0
12.	Public Relation (Diploma)	5	3	40	0

Source: Data processed from SINTA, Ministry of Education and Culture (2023)

The Faculty of Social and Political Sciences at the University of Lampung is committed to increasing the number of reputable scientific publications. This commitment aligns with the vision and mission of the University of Lampung to contribute to the development of national and international science and technology. However, FISIP Unila still faces several obstacles in its efforts to increase the number of reputable scientific publications. One of the main challenges is the relatively low number of reputable scientific publications produced by FISIP lecturers, which can affect the university's ranking, image, and reputation (Thach et al., 2019).

Research by Johnson et al. (2017) reflected on a writing group that discovered a growing spiritual dimension in the collective writing process. The group initially aimed to increase its members' publication rates but evolved into a safe space for members to seek meaning as part of a writing fellowship.

Previous research by Sahputri et al. (2021) indicates that publication policies are also met with ambivalence. The findings reveal that the most significant challenges faced by lecturers when attempting to write articles for international publication are a lack of time due to heavy workloads, insufficient funding for publications, and inadequate proficiency in foreign languages. The most critical needs for international publication are consistent mentorship in publishing and increased incentives for successful publications. This study has produced several recommendations, the most crucial being that, to avoid ambivalent reactions, it is necessary to build trust in organizational management by addressing barriers and accommodating the requirements for publication. Additionally, developing a strong culture of change and enhancing competitiveness within the organization can reduce resistance and the disposition towards existing changes among organizational members.

Furthermore, research by Arsyad et al. (2019) investigated the factors that may hinder university lecturers or professors in Indonesia from publishing their research findings in reputable international journals in English. The results indicate that there are three main factors preventing lecturers from submitting their articles to reputable international journals: a lack of confidence in the quality of their research and articles, the perceived difficulty and time-consuming nature of preparing articles in English, and the absence of adequate recognition for those who successfully publish in reputable international journals.

The three studies mentioned above are important as prior research that analyzes the writing process, responses to publication policies, and factors inhibiting academics from writing in reputable scientific journals. The novelty offered by this proposed research lies in addressing the research gap in terms of theory and focus, specifically on strategic management. Although the case study is limited to FISIP at the University of Lampung, it is significant as an institutional and theoretical reflection in exploring appropriate and agile strategies to achieve organizational goals.

## **B. LITERATURE REVIEW**

### **Strategic Management**

Strategic management academically developed within the discipline of business and management but is often adapted in public sector organizations to manage their operations.

Strategic management is a process that involves selecting organizational goals, developing policies and plans to achieve those goals, and allocating the necessary resources to implement these policies and plans (Hitt et al., 2019). Additionally, monitoring and analyzing organizational performance is also an essential part of the strategic management process to ensure that the set goals are achieved.

Hitt et al. (2019) state that there are four crucial stages involved in strategic management. The first step is conducting an analysis of the organization's internal and external environment. During this stage, the organization evaluates its strengths and weaknesses, as well as opportunities and threats. The second stage is the establishment of vision and mission. At this stage, the organization defines its values and long-term goals, which will serve as the foundation for future strategic steps. The third stage is strategy formulation, where the organization develops detailed action plans to achieve its goals. This requires formulating strategies that consider not only short-term but also long-term benefits, balancing economic, social, and environmental gains, and the impact of these strategies on all organizational stakeholders. The fourth stage is strategy implementation, where the organization allocates resources, develops organizational structures, and executes policies and programs to achieve its goals.

According to Wheelen et al. (2018), strategic management is a series of managerial decisions and actions that lead to the formulation of effective strategies to achieve analyzed company goals. In strategic management, the decisions and actions to be taken are not singular but comprise multiple choices. Strategic management is a process that includes analyzing the internal and external environment of the organization, setting the organization's vision and mission, developing strategies, and implementing those strategies into actions by appropriately allocating resources. Monitoring and evaluating organizational performance is also part of the strategic management process, which is conducted to ensure that long-term goals are met. According to Wheelen et al. (2018), the strategic management process can be divided into several stages, specifically: 1) Environmental Analysis: This stage involves evaluating the strengths, weaknesses, opportunities, and threats (SWOT) that the organization faces in its internal and external environment. 2) Establishing Vision and Mission: This stage involves developing the organization's long-term vision and mission, which explain the organization's goals and the values that guide their actions. 3) Strategy Development: This stage involves developing a number of potential strategies that the organization can use to achieve its goals, evaluating these potential strategies, and then selecting the most appropriate strategy that meets the organization's needs. 4) Strategy Implementation: This stage involves allocating the organization's resources to support the selected strategy, building the appropriate organizational structure and control systems, and implementing the necessary programs and policies.

Overall, both perspectives from Wheelen et al. (2018) and Hitt et al. (2019) on strategic management emphasize the importance of conducting in-depth environmental analysis, articulating a clear vision and mission for the organization, designing efficient strategies, diligently implementing strategies, and continuously evaluating performance to achieve the organization's long-term goals

### **Reputable Scientific Journals**

Reputable scientific journals are one of the key indicators in measuring academic quality and productivity across various fields of science. Journals with a good reputation typically publish high-quality work that has undergone a rigorous peer review process (Ali & Watson, 2016). When a manuscript is submitted, experts in the same research field are asked to provide feedback to the editor (Daniel, 2005).

The primary purpose of peer review is to ensure that only novel and accurate information is published in scientific journals. The peer review process requires the participation of unbiased reviewers who have knowledge in the same field as the authors. Therefore, peer reviewers play a crucial role in the scientific publication process. Reviewers provide suggestions and critical feedback on how the quality of the research, methods, and data analysis presented in the manuscript can be improved. After the necessary editing is completed, the manuscript is reviewed to check if the research meets the standards before it is finally submitted for publication (Kelly et al., 2014).

Generally, reputable scientific journals publish work that has a high impact factor and is frequently cited by other researchers. Publications in reputable scientific journals are often recognized as important for obtaining research funding and promotions in leading educational institutions and research companies. Academics are now required to share their research not only within the academic community but also with the broader public (Cain et al., 2018). Thus, writing in reputable scientific journals is gaining momentum.

Publishing in reputable scientific journals has several benefits. First, leading universities and research institutions will recognize the importance of research published in reputable scientific journals as a significant contribution to a particular field. Second, publishing one's work in reputable scientific journals can help authors build a stronger reputation as authorities in their field. Third, authors have the opportunity to connect with other top researchers in their field through the network that such publications can provide (Kornhaber et al., 2016; Wieland et al., 2016). Scientific publications also benefit the renewal of ideas and the affirmation of shared humanistic values, relationships, and empathy with others, allowing writers to grow both as researchers and individuals (Johnson et al., 2017).

### **C. METHOD**

This study employed a qualitative research design aimed at exploring the experiences and perspectives related to the process of increasing reputable scientific journal publications among academics at the Faculty of Social and Political Sciences (FISIP) at the University of Lampung (Unila). The research was conducted from March to June 2023, focusing on the strategic management initiatives to enhance reputable journals undertaken by FISIP during the period 2021-2022. The use of interviews and observations facilitated the exploration of the subjects' perspectives and behaviors, while the analysis of secondary data sources provided additional contextual information. The collected data underwent a rigorous analysis process to identify key themes, patterns, and insights. This process involved several iterative steps, including transcription and coding as part of the data collection procedure, data condensation, data presentation, and conclusion drawing (Miles et al., 2014).

### **D. RESULT AND DISCUSSION**

#### **Efforts to Enhance Reputable Journal Publications for 2021-2022**

The findings of this study describe the existing efforts made by the Faculty of Social and Political Sciences (FISIP) at the University of Lampung (Unila) to increase reputable scientific journal publications during the 2021-2022 period. The results indicate that FISIP undertook significant initiatives, one of which was the establishment of a dedicated unit, namely the FISIP Unila Scientific Publication Team, with decree number SK/8/UN26.16/PN.06/2021. This team marked the beginning of more organized publication efforts within FISIP. Throughout 2021-2022, this team actively conducted various scientific writing training sessions for academic



staff. However, concerns emerged regarding the lack of follow-up in the subsequent writing process, which then hindered the realization of the desired outcomes.

Table 2 FISIP Unila Publication Workshops 2021-2022

No	Events	Objectives	Year
1.	Reseachr Digital ID Workshop	Introducing various researcher IDs to the academic community at FISIP Unila to enhance research networking	2021
2.	Scientific Writing Workshop	Preparing and presenting scientific articles effectively and accurately.	2021
3.	Getting to Know VoSviewer: Analysis, Visualization, and Journal Literature Review Writing	Introducing software for visualizing research trends, which can also be used for bibliometric analysis	2021
4.	Workshop & Coaching Clinic on Publishing in Reputable International Journals	Enhancing the optimization of manuscript quality for international publications, strengthening references and citations, data presentation, and reinforcing the results, discussion, and conclusion sections, as well as identifying potential journals	2021
5.	Mendeley Reference Manager	Strengthening publication capacity through reference management	2022

Source: Processed by Authors (2023)

The 2021 Digital Researcher ID Workshop aimed to familiarize researchers with various Researcher IDs, such as ORCID, ResearcherID, or Scopus Author ID. By utilizing these unique identifiers, researchers can enhance their visibility, establish a scholarly identity, and expand their research network. Consequently, this initiative can positively impact publication

opportunities by fostering collaboration, increasing visibility, and recognition among the academic community, as well as potential collaborators or journal editors.

The second event, the Scientific Writing Workshop, aimed to facilitate the proper and accurate writing and presentation of scientific articles. Effective scientific writing plays a crucial role in increasing the likelihood of publication in reputable journals. By providing training and guidance on crafting proficient and accurate scientific articles, this workshop can enhance researchers' ability to effectively articulate research findings. Improved writing skills may lead to the production of higher-quality manuscripts, subsequently increasing acceptance rates in reputable scientific journals.

The third event, Introduction to VoSviewer: Analysis, Visualization, and Literature Review for Journal Writing, introduced VoSviewer, a valuable tool for visualizing research trends and conducting bibliometric analysis. By effectively utilizing VoSviewer, researchers can identify relevant topics, potential collaborators, and reputable journals in their field. As a result, this initiative can contribute to higher submission rates to reputable journals by enabling researchers to make informed decisions about which journals to target and better position their research within the existing literature.

The fourth event in 2021, the Reputable International Publication Workshop & Coaching Clinic, aimed to enhance the quality of manuscripts targeted for reputable international journals. By addressing key aspects such as data presentation, result interpretation, and proper referencing, researchers can improve their chances of meeting the high standards required by reputable journals. Additionally, by learning how to track potential journals, researchers can identify the most suitable outlets for their research, ultimately leading to higher acceptance rates and increased publications in reputable venues.

The following event in 2022 was the Mendeley Reference Manager workshop. Reference managers, including Mendeley, significantly improve researchers' efficiency and accuracy in managing citations and references. By implementing proper reference management, researchers can more effectively adhere to journal citation styles and avoid citation errors, thereby enhancing the overall quality of their manuscripts. As a result, this activity contributes to the submission of more polished manuscripts and higher acceptance rates in reputable scientific journals.

The FISIP Unila 2021-2022 Publication Workshop Series provided valuable support and guidance to faculty members in improving research skills, manuscript quality, and research networks. By enhancing these aspects, faculty members can increase their chances of being published in reputable scientific journals, thereby improving their publication outcomes.

Essentially, the training workshops organized by FISIP demonstrate a proactive approach to enhancing the research and publication culture among academics. These workshops provide guidance and insights into critical elements of scientific writing, including research design, literature review, methodology, data analysis, and result interpretation. Participants are given the opportunity to deepen their understanding of the publication process and receive valuable feedback on their initial drafts.

Despite the positive impact of these training workshops, it is evident that there is a lack of sustained efforts to support the later stages of writing. This condition highlights a gap in providing ongoing guidance, mentorship, and resources to assist academics at FISIP Unila in progressing from the workshop phase to the writing and submission phases. The lack of serious follow-up can be attributed to various factors, such as limited resources, time constraints, and additional responsibilities beyond the university's three pillars of higher education.

The information shown in Table 2 indicates a disparity in activities between 2021 and 2022. In 2022, the scientific publication team organized only one event. Based on confirmation

with several sources, this was due to significant adjustments in budget policies that year, which impacted the number of activities conducted in 2022.

The lack of sustained efforts and follow-up support after the training workshops can be linked to the concept of organizational capacity in strategic management. Organizational capacity refers to an organization's ability to mobilize and utilize resources effectively to achieve its goals (Ting, 2011). In this context, ongoing efforts to support academics in the writing and submission stages require the allocation of resources (such as time, personnel, and budget) for mentorship, guidance, and publication-related activities.

The gap in providing continuous support may be due to several factors, such as limited resources and time constraints faced by FISIP faculty members. Organizational capacity constraints can arise from the complex responsibilities and priorities within the faculty. While these training workshops are a positive initiative, allocating resources for sustained support and follow-up may be challenging, particularly if faculty members already have other obligations beyond the university's tri dharma (three pillars of higher education).

Moreover, the reduced number of activities can be explained by budget policy factors that led to significant adjustments. These financial constraints may have limited the faculty's ability to organize additional workshops or supporting activities related to article writing and publication. As a result, the limited activities in 2022 may have created a gap in providing ongoing support for faculty members. In strategic management, resource allocation plays a crucial role in an organization's ability to achieve its strategic objectives. If budget policy adjustments prioritize other areas over academic development or publication support, this may limit the faculty's capacity to provide sustained support for its faculty members.

Effective strategic planning and resource allocation are crucial to ensuring that the faculty can maintain support mechanisms and initiatives aimed at improving scientific publication outcomes. Insufficient resources can hinder the faculty's ability to allocate time, personnel, and other forms of support for sustained mentoring, coaching, or workshops that enable academics to progress from workshop training to successful article writing and submission.

To address these implications, FISIP Unila needs to prioritize the establishment of a comprehensive and sustainable publication support system. This system could include mentoring programs, writing groups, and regular follow-up sessions to provide ongoing guidance and feedback to academics throughout the publication process. Additionally, optimizing resource allocation and aligning budget policies (Kwarteng, 2018) with strategic objectives to increase reputable publications can help mitigate the impact of financial constraints on the faculty's publication initiatives. By doing so, FISIP Unila can foster an environment more conducive to helping academics transition from workshop participation to the publication of articles in reputable journals.

While FISIP has taken commendable steps in organizing scientific writing workshops, there is a need for more serious follow-up during the writing process. By addressing gaps in sustained support and mentoring, FISIP can cultivate a research culture that not only initiates but also sustains efforts to increase reputable journal publications. Through the establishment of a comprehensive support system and collaboration with external entities, FISIP can enhance research visibility and the faculty's reputation, ultimately contributing to academic growth and the advancement of Universitas Lampung as a whole.

### **Strategic Management Process**

In today's highly competitive academic landscape, publication in reputable scientific journals is a crucial indicator of research excellence and global recognition for a university. For FISIP Universitas Lampung, achieving significant improvements in both the quantity and quality of publications in reputable journals is strategically imperative. To effectively address



this challenge, strategic management theory offers a valuable framework for developing and implementing effective strategies to enhance the faculty's publication outcomes.

Strategic management, as defined by Wheelen et al. (2018), involves the analysis, decisions, and actions an organization undertakes to create and sustain competitive advantage in a dynamic and uncertain environment. The strategic management process encompasses several key stages, including environmental scanning, strategy formulation, strategy implementation, and evaluation and control.

In the context of FISIP Unila, environmental scanning requires a comprehensive analysis of the internal and external factors that influence publication outcomes. This includes evaluating the research capabilities, resources, and academic expertise available within the faculty, as well as understanding trends and dynamics in the academic publishing industry and the broader scientific community. However, this scanning process at FISIP Unila has not yet been optimized. This is evidenced by the lack of integration of data on research capabilities and academic expertise within FISIP Unila. As a result, faculty members often conduct their research independently, without collaboration or alignment with broader strategic initiatives.

Although some faculty members have successfully published articles in reputable international journals that are among the top five publishers (SAGE Journals, ScienceDirect, Springer Journals, Taylor & Francis Online Journals, and Wiley Online Library), these outputs unfortunately do not directly correlate with the programs organized by the publication team.

Table 3. Articles by FISIP Unila Faculty Published in Reputable International Journal

No	Author	Title	Journal	Year
1	Arizka Warganegara,	Collaboration and disaster: critical responses after tsunami events in Indonesia	Environmental Hazards 20 (4), 345-362	2021
2.	Arizka Warganegara	A post-tsunami sea change? Towards post-secular disaster response in Indonesia	International Journal of Disaster Risk Reduction 61, 102371	2021
3	Unang Mulkhan	Challenges of the virtue of friendship (Philia) in the mining industry: a case of multicultural society of Indonesia	Asian Journal of Business Ethics 10 (1), 19-35	2021

Source: Processed by author (2023)

The environmental scanning process plays a crucial role in strategic management as it provides the foundation for strategy formulation, implementation, and evaluation. In the context of FISIP Unila, this scanning process has not yet been fully optimized, leading to several implications for the overall publication strategy.

First, due to the suboptimal environmental scanning process, the strategy formulation phase may suffer from deficiencies. Strategy formulation relies on accurate and comprehensive data regarding the faculty's research capabilities, resources, and academic expertise. Without a complete understanding of these internal factors, it becomes difficult to identify the faculty's

true strengths and areas that require improvement. As a result, crafting specific strategies that align with the faculty's unique context and research potential becomes challenging.

The environmental scanning process aligns with the principles of strategic management theory, which emphasizes the importance of informed decision-making based on a thorough understanding of the internal and external environment. According to Wheelen et al. (2018), strategic management involves making decisions and taking actions to create and sustain a competitive advantage. Environmental scanning serves as the foundation for these decisions by providing valuable insights into the organization's internal strengths and weaknesses, as well as external opportunities and threats.

In the context of FISIP Unila, the lack of an optimized scanning process can be linked to the concept of information asymmetry. Information asymmetry occurs when one party has access to more or better information than another, leading to imbalanced decision-making (Bergh et al., 2019). In this case, the faculty may lack access to complete and accurate data on its own research capabilities and academic expertise. Consequently, the formulation of the publication strategy might be based on incomplete or biased information, potentially resulting in suboptimal decisions and resource allocation.

Furthermore, deficiencies in the environmental scanning process can be linked to the resource-based view (RBV) of strategic management. According to RBV, an organization's unique resources and capabilities are the primary drivers of its competitive advantage (Bertram, 2016). In the context of FISIP Unila, the faculty's research capabilities and academic expertise represent valuable resources. Without a comprehensive understanding of these resources, the faculty may fail to effectively leverage its competitive advantage. The faculty's publication strategy should be designed to capitalize on these strengths and align them with opportunities within the academic publishing landscape. However, the lack of complete data may hinder the faculty's ability to fully identify and exploit this competitive advantage.

To address these theoretical and analytical implications, FISIP Unila must prioritize enhancing its environmental scanning process. This includes investing in data collection, analysis, and integration to ensure a comprehensive view of internal research capabilities and academic expertise. Additionally, establishing clear communication channels and feedback mechanisms between faculty members and the publication team can help gather valuable insights and continuously improve the scanning process. By aligning the scanning process with strategic management principles, FISIP Unila can improve decision-making, formulate more accurate publication strategies, and achieve greater success in enhancing reputable journal publications.

Secondly, deficiencies in the scanning process also impact the strategy implementation phase. Effective implementation relies on a clear understanding of the existing strengths and research expertise within the faculty. When data on research capabilities and academic expertise is not integrated, there may be a lack of coordination and collaboration among faculty members. This fragmentation can lead to faculty members conducting research in isolation, without leveraging the collective expertise of the faculty. Collaboration and interdisciplinary research are often crucial for achieving higher-quality publications and making impactful contributions to the scientific community (Hara et al., 2003).

Moreover, limitations in the environmental scanning process can affect the strategy evaluation and control phase. Effective evaluation and control require tracking and monitoring the progress of strategy implementation and measuring outcomes against set objectives. However, without accurate and integrated data, it becomes difficult to assess the impact of the strategy on publication outcomes. The lack of comprehensive data may impede the faculty's ability to identify areas that require adjustment, resulting in missed opportunities for improvement.

As a consequence of the suboptimal scanning process, while some faculty members may have successfully published articles in reputable international journals, these outputs may not be directly tied to specific programs organized by the publication team. This indicates a disconnect between the activities carried out by the faculty and the strategic objectives set forth in the publication program. It further underscores the importance of a well-designed scanning process to ensure that the faculty's research efforts are aligned with the overall publication strategy and are targeted toward reputable journals.

To address these implications, it is crucial for FISIP Unila to invest in enhancing its environmental scanning capabilities. This involves developing mechanisms to collect and integrate data on research capabilities and academic expertise across the faculty. By doing so, FISIP Unila can gain a more comprehensive understanding of its research potential and leverage this information to formulate strategies that capitalize on its strengths. Additionally, fostering a culture of collaboration and teamwork among faculty members can lead to synergistic research efforts and improve publication success. Regularly evaluating the scanning process itself and making necessary adjustments will enable FISIP Unila to continually refine its publication strategy and increase its contributions to reputable academic journals.

### **Strategic Implications**

To enhance the outcomes of international reputable journal publications at FISIP Unila, the strategic management process can be applied systematically and continuously. Based on the findings and discussion above, FISIP Unila can adopt the following strategies to improve publications in reputable international journals:

1. **Enhance the Environmental Scanning Process:** Develop a comprehensive understanding of the faculty's research capabilities, academic expertise, and external trends. This will provide valuable insights to inform publication strategies and identify the faculty's strengths and areas for improvement.
2. **Foster a Collaborative Research Culture:** Promote interdisciplinary research initiatives that leverage the collective expertise of researchers to address complex challenges and produce high-quality publications.
3. **Organize Workshops and Training Sessions:** Offer training on scientific writing, publication techniques, and research trends. Equip researchers with the necessary skills to produce publishable work and improve their chances of acceptance in reputable journals.
4. **Provide Access to Research Tools:** Utilize various software and artificial intelligence tools to enhance researchers' efficiency in manuscript preparation and analysis.
5. **Establish a Publication Support Team:** Form a team comprising faculty members who have successfully published in reputable international journals. This team can offer feedback, assist with data analysis, and provide guidance on journal selection, thereby improving overall manuscript quality.
6. **Build Partnerships and Collaborations:** Develop partnerships with leading international researchers and institutions. Collaborations with renowned researchers can enhance the credibility and visibility of the faculty's publications.
7. **Create Incentive Mechanisms:** Develop incentive mechanisms for faculty members who achieve publication success in reputable international journals. While the university already provides remuneration, additional non-monetary incentives at the faculty level may also motivate researchers to prioritize publication efforts and strive for excellence.

By implementing these strategies, FISIP Unila can create a conducive environment for publication success, enhance the quality and quantity of publications in reputable international journals, and strengthen the faculty's academic reputation.

## E. CONCLUSION

Efforts to enhance the publication of reputable scientific journals at FISIP Unila have not yet reached their full potential, primarily due to challenges in the initial stage of strategic management, specifically environmental scanning. Deficiencies in the environmental scanning process impact subsequent stages of the publication strategy. Nevertheless, the establishment of a dedicated publication team reflects FISIP Unila's institutional commitment to addressing this issue. It should be acknowledged that this study may have some limitations, particularly related to its scope and focus, which pertain to a small subset of faculty members or lecturers within FISIP Unila. Therefore, generalizing the findings of this study to the entire faculty or other academic institutions with diverse contexts and characteristics should be done with caution. From a theoretical perspective, this research underscores the importance of robust environmental scanning in strategic management. Conducting comprehensive and accurate environmental analysis is crucial in guiding appropriate decision-making and strategic planning for academic institutions aiming to improve research publication outcomes.

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