

## CAREER PATHWAYS FOR LECTURERS AT ISLAMIC BOARDING SCHOOL-BASED CAMPUSES

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### Abstract

Career is a sequence of work-related experiences that a person experiences during his or her working life. So an individual's career involves a series of choices from various opportunities, but from an organizational perspective a career is a process of regenerating new tasks. The effectiveness of employee careers is very important for the progress of an organization. The effectiveness of career management depends entirely on the attitude (awareness) of managers to recognize the important role of career planning and development in efforts to satisfy individual and organizational needs. The research conducted by the researchers aims to find out what factors influence the achievement of lecturers' career paths, and the effectiveness of achieving lecturers' career paths. The researchers themselves are students of the Islamic Education Management Masters Program at the IAIDA Blokagung Banyuwangi campus. Then the respondents from the research conducted were personnel department staff. This type of research uses a qualitative approach, namely exploratory research with the aim of obtaining an overview from sources related to the research. The data collection method is by interviews with staff in the field of human resources and guided by an interview guide. The analysis technique used in this research is qualitative descriptive. Qualitative descriptive analysis is summarizing raw data so that the results can be interpreted. The findings from the research are that there are supporting factors in increasing lecturer career levels, namely, attitude, interest, motivation, bureaucracy and research factors. From these factors, there are no obstacles for the IAIDA Blokagung Banyuwangi campus in the process of increasing lecturer career levels.

**Keywords:** *Lecturer Career, Islamic Boarding School Based Campus*

## A. Introduction

Career is a sequence of work-related activities and a person's behaviors, values and aspirations over the span of that person's life. Career planning is a deliberate process through which a person becomes aware of the attributes associated with a personal career and a series of life steps that contribute to career fulfillment. Glueck in Sarinah (2016) states that an individual's career is a sequence of work-related experiences that a person experiences during their working life. So an individual's career involves a series of choices from various opportunities, but from an organizational perspective a career is a process of regenerating new tasks.

Career does not require that a person's job role must be a professional function, stable in a particular job or organization, or always associated with upward mobility characteristics. However, this definition also confirms that someone who works in an organization considers that career is upward mobility. Greenhaus in Priyono (2008: 180) defines career as a pattern of work-related experiences that stretch throughout a person's journey. Greenhaus added that work-related experiences can broadly be broken down into objective events or situations such as a series of positions/jobs, work tasks or activities, and work-related decisions, subjective interpretations of events related to work. work (work-related events) both in the past, present and future, such as job aspirations, hopes, values, needs and feelings about certain work experiences.

The effectiveness of employee careers is very important for the progress of an organization. The effectiveness of career management depends entirely on the attitude (awareness) of managers to recognize the important role of career planning and development in efforts to

satisfy individual and organizational needs. If managers and the HR department have a high awareness of meeting the long-term needs of the organization, then career opportunities and opportunities for training and development programs will be wide open for all workers. Managers can guarantee or develop employees' careers by providing career-related education. The career development process can be achieved in various ways. As stated by Priyono (2008: 184), managers and HR departments can achieve effective career management by providing career-related education, skills guidance, career counseling, on-the-job training opportunities and available career options, as well as through the publication of training programs. and development.

The progress of a university can be seen from the quality and existence of its human resources. If existing human resources are in line with their competencies, they will be targeted by various parties to advance the institutions or organizations they manage so that they are able to compete with other higher education institutions. Hamidi (2021) states that human resources are the basic capital for development which consists of a quantitative dimension, namely the number and structure of educational staff and educational staff, as well as a qualitative dimension, namely the quality of teaching staff and educational staff. Apart from that, human resources are also the key to success in implementing the Tri Dharma of Higher Education.

Lecturers not only carry out the task of educating students, but also have other duties such as community service. Aan (2023) classifies lecturer duties into 2, namely, main duties and supporting duties. The main task of lecturers is to carry out the tridharma of higher education which includes education/teaching, research and community service. Teaching assignments that can be assessed are only for activities within

the campus environment, while research and community service can collaborate with other institutions. Supporting duties are additional duties of lecturers carried out both inside and outside the institution where the lecturer is assigned.

Universities and Islamic boarding schools are two educational traditions that have many differences. Higher education is synonymous with modernity, Islamic boarding school is synonymous with traditionalism, higher education emphasizes liberal education, Islamic boarding school emphasizes a conservative attitude that leans because it is centered on that, perhaps not quite right, because in reality there are also many Islamic boarding schools that have made changes both structurally as well as cultural. The educational model that combines university traditions and Islamic boarding school traditions is expected to produce graduates who can understand modern sciences well. Islamic higher education institutions can produce graduates who, at the very least, can grow into intellectual scholars or religious scholars as envisioned by the founders of Islamic universities in Indonesia in the past.

Considering the importance of Islamic boarding schools in creating and forming Muslim characters who have Islamic integrity as mentioned above, nowadays Islamic boarding schools are starting to compete to improve themselves by reformulating their education system in a more established direction with the principle of improving the quality and quality of education which is adapted to the demands of society and the era surrounding it. Moreover, recently Islamic boarding schools have experienced extraordinary development, with the establishment of universities in Islamic boarding schools.

In fact, between universities and Islamic boarding schools there is no difference institutionally, philosophically and culturally. Previously it was understood that Islamic boarding schools were a phenomenon that had a traditional pattern and were located in rural areas. Meanwhile, universities are found in urban areas and are modern. Higher education has the advantage of rationality, while Islamic boarding schools emphasize spiritual aspects and are intellectually weak. Islamic boarding schools and universities are educational institutions that have fundamental differences, but are now starting to get closer to each other. Perhaps this is what is said to be a post-modern phenomenon, where a world reality is developing which is starting to show a unity, but within which there is plurality.

Darussalam Islamic Boarding School is one of the providers of Islamic education in Banyuwangi Regency. Darussalam Islamic Boarding School has a private university, namely the Darussalam Islamic Institute (IAIDA). The higher education institutions at the Darussalam Islamic boarding school have a role and responsibility in improving the quality of human resources, both teaching staff (lecturers) and existing educational staff. In efforts to improve the quality of higher education within the Darussalam Islamic boarding school environment, a leadership role is very much needed to achieve the desired goals. Therefore, the leaders of educational institutions need to pay serious attention to the management of human resources involved in them, especially the careers of lecturers.

Islamic boarding school-based universities will produce quality products accompanied by quality lecturers too. Therefore, researchers want to conduct research regarding the career paths of lecturers at IAIDA Blokagung higher education institutions. Researchers will

examine what factors influence the achievement of a lecturer's career path, and the effectiveness of achieving a lecturer's career path.

## **B. Research methods**

This type of research uses a qualitative approach, namely exploratory research with the aim of obtaining an overview from sources related to the research. The data collection method is by interviews with staff in the field of human resources and guided by an interview guide. The analysis technique used in this research is qualitative descriptive. Qualitative descriptive analysis is summarizing raw data so that the results can be interpreted (Kuncoro 2009). The steps are: 1) Describe what factors influence the achievement of a lecturer's career path. 2) Describe the effectiveness of achieving a lecturer's career path.

## **C. Results and Discussion**

### **a. Factors that influence career advancement**

#### **1. Internal factors**

Winarno et al (2012), revealed that there are several individual factors that can influence career advancement, namely attitude, interest and motivation.

#### **a) Attitude**

Attitude is a person's assessment or opinion towards a stimulus or object (health problems, including disease). The attitude contained in an individual will give color or pattern to the behavior or actions of the individual concerned.

Attitude is a reaction or object (Notoadmodjo, 2003). According to Notoadmodjo (2003), attitudes consist of various levels, namely: 1). Receiving (receiving) Receiving means that the person (subject) wants and pays attention to the stimulus given (object). 2). Responding (responding) Giving an answer if you give an answer when asked, carrying out a given task is an indication of attitude due to an effort to answer a question or carry out a given task. Regardless of whether the work is right or wrong means the person accepts the idea. 3). Respecting (valuing) other people for working on or discussing a problem with others is an indication of a third level attitude. 4). Responsible: Being responsible for everything you have chosen with all the risks is having the highest attitude.

b) Interest

Interest is a feeling of preference and interest in something or activity without anyone telling you to. Interest is basically the acceptance of a relationship between oneself and something outside oneself. The stronger or closer the relationship, the greater the interest. According to Suryabrata (2002:68), the factors underlying interest are internal encouragement factors, social encouragement factors and emotional factors. Internal factors can be needs related to the physical and psychological. The emergence of interest in a person can also be driven by social motivation, namely gaining recognition and appreciation from the community environment where a person is, while emotional factors show

a measure of a person's intensity in paying attention to a particular activity or object.

c) Motivation

Motivation is the process of willingness to make a high level of effort to achieve organizational goals that is conditioned by the ability of that effort to satisfy the needs of a number of individuals. Although in general motivation refers to the efforts made to achieve each goal, here it refers to organizational goals because our focus is work-related behavior (Robbins & Coulter, 2010).

2. External Factors

On the other hand, there are external factors that can influence lecturer career advancement.

a) Management Bureaucracy

As quoted from Sindo Daily 20 April 2016, efforts are needed to overcome bureaucratic obstacles. It is in this context that the Ministry of Research, Technology and Higher Education and Commission X of the DPR agreed to cut a number of administrative regulations for managing professors to only 45 working days. Procedurally or substantially, the reduction in management time is guaranteed not to reduce the quality of the 7 professors or professors who were born. The process of pruning and debureaucratization measures only applies to matters of an administrative nature, while the quality of matters of a substantive nature is maintained. For example, the

requirements for a professor must have been a lecturer for at least 10 years, have fulfilled the minimum number of credits or credits of 850, and have published research results in a reputable international journal as the main author. These substantial matters must still be fulfilled by prospective professors. There needs to be good communication synergy between the Ministry of Research, Technology and Higher Education and prospective professors. Don't let bureaucracy reduce messages and hopes.

b) Research and Publications

Sindo Daily on April 20 2016, released the burden of publication obligations in reputable international journals which often slows down the process of managing professors. The obligation to publish research results in reputable international journals often becomes an obstacle for a number of lecturers who want to become professors or professors. On the one hand, this obligation is good because it encourages lecturers to actively and productively publish their work in journals that are accessed internationally. In this way, apart from enriching the world's scientific knowledge with an Indonesian context, the results of their research can also increase the number of Indonesian publications on the international stage.

b. Effectiveness of Increasing Lecturer Career Paths

The effectiveness of career management depends entirely on the attitude (awareness) of managers to recognize the important role of

career planning and development in efforts to satisfy individual and organizational needs. If managers and the HR department have a high awareness of meeting the long-term needs of the organization, then career opportunities and opportunities for training and development programs will be opened widely for all workers.

Managers and HR departments can achieve effective career management by providing career-related education, skills guidance, career counseling, on-the-job training opportunities and available career options, as well as through the publication of training and development programs. With support from managers, the company will benefit from achieving an increase in lecturers' career paths. Priyono (2008: 184) states that the benefits obtained from achieving a career level are as follows:

1. Align strategy with internal staffing requests.
  2. Develop workers in such a way that they can be promoted.
  3. Facilitate worker placement. d. Help create job diversity.
  4. Reducing displacement (turnover).
  5. Obtain potential workers.
  6. Promote individual growth.
  7. Reduce errors in placement.
  8. Satisfying individual needs.
  9. Assist with affirmative action plans.
- c. Factors influencing the career path of lecturers at IAIDA Blokagung Banyuwangi
1. Internal factors
    - a) Attitude

In the process of improving the career path of lecturers, lecturers must be supported from various aspects. Not only does the campus require every lecturer to pursue a higher career path, encouragement is also needed from oneself. A good attitude or response is very necessary from every lecturer in advancing their career path.

The attitude factor in advancing your career path at IAIDA is no obstacle at all. All lecturers responded well to the increase in career path. Because the higher the lecturer's career level, the better impact it will have on the campus. As stated by Mr. Niko Abdan Syakuro as a civil service staff regarding the attitude factor in increasing career levels.

*"There are no obstacles regarding the attitude of all lecturers. All lecturers responded well and were enthusiastic about improving their career path, because it would have a good impact on the lecturers themselves and also the campus."*

#### b) Interest

Interest is a person's interest in an activity without anyone telling them to. Interest is very necessary in pursuing a lecturer career path. With a strong desire, the program you will undertake will run smoothly. In the process of increasing career levels at IAIDA, interest is no longer an obstacle, because the campus requires all lecturers to pursue career advancement. This obligation is intended for existing permanent lecturers, while practitioner lecturers who teach

are given freedom with this career path program. In line with what was conveyed by the resource person from the personnel department, namely Mr. Niko Abdan Syakuro.

*"Interest is not an obstacle in advancing your career path, because all existing permanent lecturers are required to pursue a career path. Unlike practitioner lecturers, there are no obligations for them."*

c) Motivation

Motivation is one of the fundamental factors in a lecturer's career path. There are no obstacles at all in improving the career path of IAIDA lecturers in terms of motivation. On his part, he also provided motivation to all lecturers to immediately improve their existing careers. The motivation given by the campus is supported by the presence of three Vice Chancellors, namely the Deputy Chancellor for development, and the Vice Chancellor who never ceases to encourage all lecturers to develop the existing institution. one of them is by improving the careers of lecturers. The higher the level of lecturers, the higher the quality of the campus. So apart from individual lecturers, increasing career levels also influences the development of a campus.

Then there are two Vice Chancellors, namely the finance department. This is a motivation in itself because it will differentiate the calculations for permanent lecturers and practitioner lecturers. The last one is the Vice Chancellor for three student affairs departments. Vice Rector Three gave encouragement to all lecturers to help develop the potential

of students. This can be done by involving students in competitions, either inter-campus or national. The development of student achievements will help lecturers in improving their existing career paths.

## 2. External Factors

### a) Management Bureaucracy

Apart from factors within the lecturer himself, there are also supporting factors from outside the lecturer, namely regarding managing career paths. The process of managing career paths at IAIDA has no obstacles. Only sometimes there are a few new lecturers who have not been able to adapt to the existing climate. Therefore, the civil service staff provides information about the main tasks that must be carried out by a lecturer. As stated by Mr. Niko Abdan Syakuro, namely,

"There are no obstacles in terms of management, there is just a slight misunderstanding with the new lecturers, they are still not able to adapt to the existing climate, so we in the personnel department explain the main duties of a lecturer."

### b) Research and Publications

Research and publications are the most important factors in pursuing a lecturer's career path. Often an obstacle to research publication. The obligation to publish research results in reputable international journals often becomes an obstacle for a number of lecturers who want to become professors or professors. On the one hand, this obligation is good because it encourages lecturers to actively and

productively publish their work in journals that are accessed internationally. The IAIDA campus facilitates lecturers who will channel their work, namely the LPPM Institute (Institute for Research and Community Service). Lecturers who wish to conduct research or community service can collaborate with LPPM. In accordance with the statement of the source, Mr. Niko Abdan Syakuro.

*"The campus has provided facilities at an LPPM Institute for lecturers who want to develop their research."*

#### c) Effectiveness of Achieving Lecturer Career Paths

Achieving a major career is everyone's dream. Apart from having an impact on yourself, it also has an impact on the institution. The effectiveness of career management depends entirely on the attitude (awareness) of managers to recognize the important role of career planning and development in an effort to satisfy individual and organizational needs. Achieving a career path for lecturers on the IAIDA campus increases effectiveness in campus development. From the superior side, namely the Ministry of Higher Education, assessing the development of a campus is one of the lecturers' career levels. The higher the career level of lecturers and the more they are, the more influence it will have on the campus. In accordance with the words of the resource person, namely Mr. Niko Abdan Syakuro as Civil Service Staff.

*"The impact of increasing the career path of lecturers at IAIDA is that they will be more effective in campus*

development, which is assessed by the Ministry of Higher Education."

The future target of the IAIDA campus is to no longer have expert assistants at the lecturer career level. So all lecturers who have permanent status are already at the lector level. This also continues to be a process from the beginning, namely expert assistant and then moving up to the level of lecturer.

#### D. Conclusion

1. Factors that influence career advancement at IAIDA are:
  - a. Attitude, good attitude shown by all existing lecturers. All lecturers responded well to the increase in lecturer career levels, because it had a good impact on individual lecturers.
  - b. Interest, there are no obstacles in the interest factor. Because the campus requires improving the career path of lecturers.
  - c. Motivation, motivation is the main focus for lecturers. The campus also provides motivation to improve lecturers' careers.
  - d. Management bureaucracy, in terms of management, has been assisted by civil service staff. However, there are a few new lecturers who need guidance in improving their lecturer career path.
  - e. Research and publications, the campus has facilitated lecturers in terms of research or publications, namely the existence of the LPPM Institute which can assist in research or community service.
2. The effectiveness of achieving a career path, having lecturers with high career levels, will help in campus development. The more

lecturers with high career levels will make the campus get high marks from the Ministry of Higher Education.

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