

THE SYNERGY OF INDIVIDUAL CAPACITY AND ORGANIZATIONAL SUPPORT IN LECTURER CAREER DEVELOPMENT

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ABSTRACT

This study aims to analyze the synergy between individual capacity and organizational support in lecturer career development at private higher education institutions. A qualitative approach was employed, with data collected through in-depth interviews, observation, and documentation. The findings reveal that individual capacity comprising academic competence, intrinsic motivation, and personality characteristics plays a significant role in promoting lecturer career development. However, such capacity cannot be optimized without adequate organizational support, including a conducive academic culture, supportive leadership, and a structured career management system. The lack of synergy between individual and organizational factors is identified as one of the main causes of career stagnation. Therefore, lecturer career development requires an integrative approach that combines strengthening individual capacity with continuous institutional improvement.

Keywords: career development, lecturers, individual capacity, organizational support, higher education

INTRODUCTION

The transformation of higher education in the era of disruption has positioned the development of academic human resources as a strategic priority in enhancing institutional quality and competitiveness (Altbach & de Wit, 2018). Higher education institutions are not only expected to produce competent graduates but must also be supported by lecturers who are productive, innovative, and adaptable to change (Luthans, 2021). In this context, lecturer career development has become a crucial issue, as it is directly related to the quality of teaching, research productivity, and academic contributions to society (Arifin, 2019).

However, in practice, lecturer career development does not always proceed optimally. Although various regulations have governed the mechanisms for academic promotion, their implementation often faces numerous challenges (Kementerian Pendidikan, Kebudayaan, Riset, dan Teknologi, 2020). Some lecturers experience career stagnation despite meeting administrative requirements, while others struggle to meet increasingly complex academic demands. This condition indicates that lecturer career development is not solely determined by formal aspects but is also influenced by more fundamental factors (Dessler, 2020).