



THE INFLUENCE OF ACADEMIC CULTURE, LEADERSHIP AND WORK MOTIVATION ON CAREER DEVELOPMENT OF PTKIS LECTURERS, JAMBI PROVINCE

Zaenal Abidin¹

Lecturer of STIE Syari'ah Al-mujaddid, Doctoral candidate of UIN STS Jambi, Indonesia

zaabiangsui@gmail.com

Mukhtar Latif², Ahmad Syukri SS³

Professor of UIN STS Jambi, Jambi, Indonesia

Article history:	Abstract:
<p>Received: 11th July 2022 Accepted: 11th August 2022 Published: 22nd September 2022</p>	<p>This study aims to examine 4 (four) variables using path analysis. The purpose of this study is to reveal the influence of academic culture, and leadership on career development mediated by work motivation. In this study, the authors used quantitative research methods with a sample size of 67 respondents from STAI Mambaul Ulum Jambi, STIT YPI Kerinci, and STIES Al-Mujaddid Tanjung Jabung Timur. The data collection method used is in the form of questionnaires and documentation and then processed by statistical analysis. The results include; 1). Academic culture has a significant and positive effect on career development by 11.9%. 2). Leadership has a significant and positive effect on career development by 5.8%. 3). Academic culture and leadership simultaneously have a significant and positive effect on career development by 23.0%. 4). Academic culture has a significant and positive effect on work motivation by 17.1%. 5). Leadership has a significant and positive effect on work motivation by 8.2%. 6). Academic culture and leadership simultaneously have a significant and positive effect on work motivation by 18.3%. 7). Work motivation has a significant and positive effect on career development by 60.5%. 8). Academic culture, leadership and work motivation simultaneously (simultaneously) have a significant and positive effect on career development by 80.5%. 9). Indirectly, academic culture has a significant and positive effect on career development through work motivation of 59.5%. 10). Indirectly, leadership has a significant and positive effect on career development through work motivation of 61.3%. The conclusion is that academic culture, leadership, and work motivation can affect career development. And it can be explained that work motivation apart from being an exogenous variable, is also able to carry out its role as an intervening variable.</p>

Keywords: Academic Culture, Leadership Work Motivation and Career Development

INTRODUCTION

Career development is the most important thing for every individual who works in an organization or institution, and will be a priority for him if he has met the qualifications, as well as the required criteria, at the organization or institution (Sharf, 2013). Career development is also the result of the interaction between individual careers and organizational career management processes (Brown & Lent, 2013). Every individual who works in an organization has the same expectations to develop his career (Rothmann & Cooper, 2008). One of the hopes is to achieve the goal of a position or position that is better than before as a reward for loyalty and achievements that have been given to the organization (Latham, 2013).

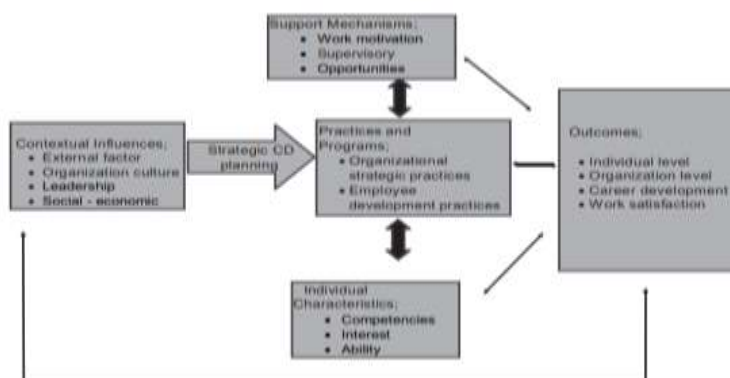
McDonald and Hite stated that career development requires the integration of career issues with the strategic direction of the organization. Organizations are directly involved in development planning, the process of assessing appropriate goals and objectives, and proper allocation of physical, financial, and human resources (McDonald & Hite, 2016). The bottom line is that career development requires integrating career issues with the strategic direction of the organization (Forsyth, 2002). Organizations are directly involved in career development planning, the process of assessing the right goals and objectives, as well as the proper allocation of physical, financial and human resources (Ita Tryas Nur Rochbani et al., 2022). Simultaneously, employees are directly involved in planning, development, career development which includes analysis of personal goals, competencies, and realistic evaluation of future

opportunities (Watkins, 2011). In addition, the external environment of the organization and organizational characteristics will also be able to significantly influence how career development is planned and carried out in an institution that covers various aspects such as technology, labor demographics, economics, industry trends, social and political issues, customs, culture, and other core values, the strategic direction of the organization, the current employee base, as well as the career development history of the organization itself.

Lopez suggested that career development has a contribution that is crucial to the employment center objectives (Lopez et al., 2020). Meaning that career development has a very important contribution to the goals of work centers. In higher education institutions, the goal of career development, one of which is to support the career achievement of lecturers, through available career planning and development. As well as in the work process, every lecturer has the right, and is responsible, for, succeeds, and achieves, the career, which he hopes for it (Mulyadi et al., 2018). The career development system is a key component of the activities of both individual lecturers and organizations/universities (Kaya & Ceylan, 2014). That is, if the career development system is managed properly, it will have a positive impact on the organization/university as a whole. And for individuals/lecturers it can lead to an increase in professional competence, which should be the demands and needs of the higher education organization/community.

Career development can be influenced by academic culture variables. Academic culture is defined as a culture of quality which can gradually become a habit in the behavior of the academic community in carrying out the educational process in higher education (Muhammad Fadyly Habibi et al., 2022). Furthermore, academic culture is also defined as a diverse, pluralistic, multicultural view of life in an institution based on truth values and scientific objectivity (Mulyati, 2015). Patton & Mc. Mahon stated that individuals develop their careers for certain activities as a result of their interaction with cultural forces from interpersonal, including peers, seniors, closest family, social & cultural strata, and environment (Patton & McMahan, 2014).

Furthermore, career development can also be influenced by leadership variables. Leadership is inherently a multilevel and elongated management process of an institution (Day et al., 2014). Leadership in an institution that exists in traditional societies is a complex interaction for leaders to explore their leadership about how social relations are dominated by biological and anthropological theories (Hooper et al., 2010). McDonald & Hite stated that Leadership is important in fostering a culture that promotes employees' career growth (McDonald & Hite, 2016). This means that leadership is very important in cultivating a culture that can encourage the growth of individual/employee careers. Career development can also be influenced by work motivation variables. Motivation plays an important role in education; for students, lecturers, and administrators. Motivating the academic community to achieve success is an activity for all faculties, raising awareness about motivation among the ranks that may not exist in other types of organizations (Khan, 2017). Patton & Mc.mahon stated that motivation is an integrated individual aspect that goes through the process of the human function itself, so that in the context of an effective motivation function it will focus more on individual career development (Patton & McMahan, 2014). The emotional attitude of employees when doing work needs to be controlled. If the feeling condition is unstable to carry out its roles and responsibilities as an employee, it is certain that it will affect the results that are not optimal (James et al., 2018). Robbins and Coulter assert that motivation is a willingness to exert high-level efforts to achieve organizational goals that are tailored to the ability to both meet individual-organizational needs (Robbins & Coultier, 2012). The following is the career development model adopted from McDonald & Hite;



Figure; career development model.

Based on the description of the grand theory and grand tour above, the author is very intense in conducting studies to examine and analyze aspects of academic culture, leadership, work motivation and career development. Therefore, in this study the author intends to conduct research with the title; The Influence of Academic Culture, Leadership and Work Motivation on Career Development of PTKIS Lecturers in Jambi Province.

METHODS

In this study the author uses a quantitative approach. While the method used is the survey method. According to Sugiono in research with a quantitative approach, the author can determine, only a few variables from the object under study, then can make an instrument, to be able to measure it (Sugiyono, 2018). According to

Cresswell "A survey design provides a quantitative description of trends, attitudes, and opinions of a population, or tests for associations among variables of a population, by studying a sample of that population (Creswell & Creswell, 2018).

Furthermore, in this study the authors used data analysis techniques in the form of path analysis. This model is used to analyze the pattern of relationships between variables with the aim of knowing whether there is a direct or indirect effect of a set of independent variables (*exogenous*) on the dependent variable (*endogenous*) (Bacon-shone, 2020). Sinambela explained that the analysis used in the quantitative approach consisted of formulating problems, compiling models, obtaining data, finding solutions, testing solutions, analyzing results, and implementing results (Sinambela, 2014). The respondents in this study were permanent lecturers at the Jambi Province Private Islamic Religious College. This means that the data collected is data that is directly related to the career development of permanent lecturers at PTKIS Jambi Province. The results of data processing will provide an overview of the level of influence of academic culture, transformational leadership, and work motivation on the career development of PTKIS permanent lecturers in Jambi Province. The following is a constellation that describes the relationship between variables in this study;

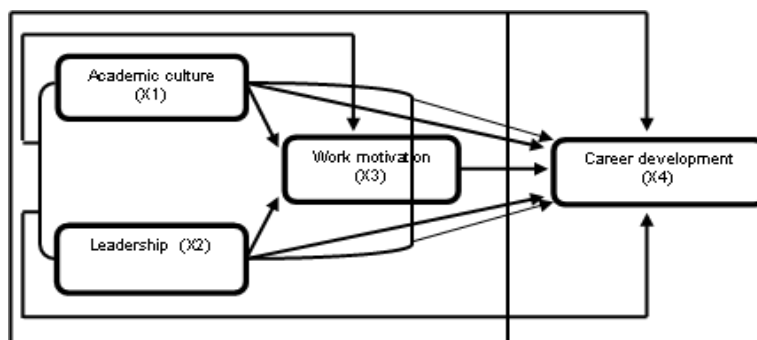


Figure.1; Research constellation

The population in this study were all permanent lecturers of PTKIS Jambi Province with a west-central-east sampling area. Therefore, the authors took of sample are 67 respondents from three PTKIS. The PTKIS institutions were STIT YPI Kerinci, STAI Mamba'ul Ulum Jambi, STIES Al-Mujaddid Tanjung Jabung Timur.

The sampling technique or sampling method in this research is done by dividing into groups, or clusters with certain criteria, this is called cluster random sampling (Kothari, 2004). In this case the cluster can be interpreted as a group or collection, where the elements in a cluster are homogeneous, while between one cluster and another there are differences (Priyono, 2016). Data collection techniques in this study, using implementation procedures, namely: questionnaires and documentation. The method used to measure the data collected through this method is based on a Likert scale(Suwartono, 2014). The Likert scale is a scale based on the sum of the attitudes of the respondents, in response to statements relating to indicators, concepts, or variables to be measured(Yusuf, 2017).

RESEARCH RESULT

In this segmen are to interpretations and to answer the objectives of this research include: 1). Direct influence of academic culture on career development; 2). The direct influence of leadership on career development; 3). Direct influence of academic culture and leadership on career development; 4). The direct influence of academic culture on work motivation; 5). The direct influence of leadership on work motivation; 6). The direct influence of academic culture and leadership on work motivation; 7). The direct influence of work motivation, on career development; 8). The direct influence of academic culture, leadership and work motivation on career development; 9). The direct influence of academic culture on career development through work motivation; 10). The direct influence of leadership on career development through work motivation. here are the results;

1. Academic culture (X1) has a significant effect on career development (X4).

Based on empirical evidence, academic culture has a significant influence on career development. This means that academic culture in this study can be interpreted as an important variable and has a direct effect on career development. This means that if the condition of the academic culture of the university is getting better, the lecturer's career development will also be better. In other words, the better the academic culture of PTKIS, the Jambi Province Private Islamic Religious College, the better the lecturer's career development will be.

Based on the description above, it can be proven by obtaining the results of inferential statistical analysis using path analysis. From these results, it is stated that the path coefficient value of the total influence of academic culture on career development is 0.299. The t-count is 2.963 at the significance level = 0.05, the t-table value is 1.997. Then it can be stated that the value of t-count > t-table (2.963 > 1.997) means that the path coefficient is significant. Furthermore, it is known that the value of the determinant coefficient r^2 is 0.119 (11.9%). Then it can be decided to reject H_0 and accept H_a , which means that academic culture has a significant and positive effect on career development by 11.9% and the remaining 88.1% is influenced by other variables outside of the academic culture variable. The meaning is that the better the conditions of academic culture owned by universities, the better the career development of PTKIS lecturers in Jambi province.

2. Leadership (X2) has a significant effect on career development (X4).

Based on empirical evidence, leadership has a significant influence on career development. This means that leadership in this study can be interpreted as an important variable and has a direct effect on career development. This means that the better the leadership possessed by the university, the better the career development of its lecturers will be directly. In other words, the better the leadership of PTKIS, the Jambi Province Private Islamic Religious College, the better the lecturer's career development will be.

Based on the description above, it can be proven by obtaining the results of inferential statistical analysis using path analysis. From these results, it is stated that the path coefficient value of the total influence of leadership on career development is 0.154. The t-count is 2.011 at the significance level = 0.05, the t-table value is 1.997. Then it can be stated that the value of t-count > t-table (2.011 > 1.997) means that the path coefficient is significant. Furthermore, it is known that the value of the determinant coefficient r^2 is 0.058 (5.80%). Then it can be decided to reject H_0 and accept H_a , which means that leadership has a significant and positive effect on career development by 5.80% and the remaining 94.20% is influenced by other variables outside of the leadership variable. The meaning is that the better the leadership possessed by the university, the better the career development of PTKIS lecturers in Jambi province.

3. Academic culture (X1) and leadership (X2) have a significant effect on career development (X4).

Based on empirical evidence, academic culture and leadership simultaneously have a significant influence on career development. This means that academic culture and leadership can be interpreted as variables that are important and have a direct effect on career development. This means that if the conditions of the academic culture and leadership are better, the higher the career development of the lecturers will be directly. In other words, if the academic culture and leadership conditions of PTKIS Private Islamic Higher Education in Jambi Province are getting better, the lecturer's career development will be better.

Based on the description above, it can be proven by obtaining the results of inferential statistical analysis using path analysis. From these results, it is stated that the value of the multiple path coefficient value of the total influence of academic culture and leadership on career development is 0.230. The F-count is 9.558 at the significance level = 0.05, the F-table value is 3.990. Then it can be stated that the value of F-count > F-table (9.558 > 3.990) means that the multiple-path coefficient is significant. Furthermore, it is known that the value of the determinant coefficient r^2 is 0.230 (23.0%). Then it can be decided to reject H_0 and accept H_a , which means that academic culture and leadership simultaneously have a significant and positive effect on career development by 23.0% and the remaining 77.0% is influenced by other variables outside of the academic culture and leadership variables. The meaning is that the better the conditions of academic culture and leadership possessed by universities, the better the career development of PTKIS lecturers in Jambi province.

4. Academic culture (X1) has a significant effect on work motivation (X3).

Based on empirical evidence, academic culture has a significant influence on work motivation. This means that academic culture in this study can be interpreted as an important variable and has a direct effect on work motivation. This means that if the conditions of the academic culture of the university are getting better, the lecturers' work motivation will be better. In other words, if the condition of the academic culture of the Jambi Province Private Islamic Higher Education PTKIS is getting better, the lecturer's work motivation will be better.

Based on the description above, it can be proven by obtaining the results of inferential statistical analysis using path analysis. From these results, it is stated that the path coefficient value of the total influence of academic culture on work motivation is 0.361. The t-count is 3.666 and at the significance level = 0.05, the t-table value is 1.997. Then it can be stated that the value of t-count > t-table (3.666 > 1.997) means that the path coefficient is significant. Furthermore, it is known that the value of the determinant coefficient r^2 is 0.171 (17.1%). Then it can be decided to reject H_0 and accept H_a , which means that academic culture has a significant and positive effect on work motivation by 17.1% and the remaining 82.9% is influenced by other variables outside of the academic culture variable. The meaning is that the better the conditions of academic culture owned by the university, the better the motivation of the PTKIS lecturers in Jambi province.

5. Leadership (X2) has a significant effect on work motivation (X3).

Based on empirical evidence, leadership has a significant influence on work motivation. This means that leadership in this study can be interpreted as an important variable and has a direct effect on work motivation. This means that the better the leadership possessed by the university, the better the lecturer's work motivation will be. In other words, the better the leadership of PTKIS, the Jambi Province Private Islamic Religious College, the better the lecturer's work motivation will be.

Based on the description above, it can be proven by obtaining the results of inferential statistical analysis using path analysis. From these results, it is stated that the path coefficient value of the total influence of leadership on work motivation is 0.182. The t-count is 2.424 and at the significance level = 0.05, the t-table value is 1.997. Then it can be stated that the value of t-count > t-table (2.424 > 1.997) means that the path coefficient is significant. Furthermore, it is known that the value of the determinant coefficient r^2 is 0.082 (8.20%). Then it can be decided to reject H_0 and accept H_a , which means that leadership has a significant and positive effect on work motivation by 8.20% and the remaining 91.80% is influenced by other variables outside of the leadership variable. The meaning is that the better the leadership possessed by the university, the better the motivation of the PTKIS lecturers in Jambi province.

6. Academic culture (X1) and leadership (X2) simultaneously have a significant effect on work motivation (X3).

Based on empirical evidence, academic culture and leadership simultaneously have a significant influence on work motivation. This means that academic culture and leadership can be interpreted as variables that are important and have a direct effect on work motivation. This means that if the conditions of the academic culture and leadership are better, the higher the work motivation of the lecturers will be directly. In other words, if the academic culture and leadership conditions of PTKIS Private Islamic Religious Colleges in Jambi Province are getting better, the lecturers' work motivation will be better.

Based on the description above, it can be proven by obtaining the results of inferential statistical analysis using path analysis. From these results, it is stated that the value of the multiple path coefficient value of the total influence of academic culture and leadership on work motivation is 0.183. The F-count is 7.167 and at the significance level = 0.05, the F-table value is 3.990. Then it can be stated that the value of F-count > F-table (7.167 > 3.990) means that the multiple path coefficient is significant. Furthermore, it is known that the value of the determinant coefficient r^2 is 0.183 (18.3%). Then it can be decided to reject H_0 and accept H_a , which means that academic culture and leadership simultaneously have a significant and positive effect on work motivation by 18.3% and the remaining 81.7% is influenced by other variables outside of the academic culture and leadership variables. The meaning is that the better the conditions of academic culture and leadership possessed by universities, the better the motivation of the PTKIS lecturers in Jambi province.

7. Work motivation (X3) has a significant effect on career development (X4).

Based on empirical evidence, work motivation has a significant influence on career development. This means that work motivation can be interpreted as an important variable and has a direct effect on career development. This means that the better the work motivation of the university, the better the career development of its lecturers will be. In other words, the better the work motivation of the PTKIS lecturer at the Jambi Province Private Islamic Religious College, the better their career development will be.

Based on the above interpretation, it can be proven by obtaining the results of inferential statistical analysis using path analysis. From these results, it is stated that the path coefficient value of the total influence of work motivation on career development is 0.614 and the t-count is 9.983 at the significance level = 0.05, the t-table value is 1.997. Then it can be stated that the value of t-count > t-table (9.983 > 1.997) means that the path coefficient is significant. Furthermore, it can also be seen from the value of the determinant coefficient r^2 , which is 0.605 (60.5%). Then it can be decided to reject H_0 and accept H_a , which means that work motivation has a significant and positive effect on career development by 60.5% and the remaining 39.5% is influenced by other variables outside of the work motivation variable. The meaning is that the better the work motivation of PTKIS lecturers in Jambi province, the better their career development will be.

8. Academic culture (X1), leadership (X2), and work motivation (X3) simultaneously have a significant effect on career development (X4).

Based on empirical evidence, academic culture, leadership and work motivation simultaneously have a significant influence on career development. This means that academic culture, leadership and work motivation can be interpreted as variables that are important and have a direct effect on career development. This means that the better the conditions of academic culture, leadership and work motivation possessed by universities, the better the career development of their lecturers will be directly. In other words, the better the conditions of academic culture, leadership and work motivation of PTKIS, Private Islamic Religious Colleges in Jambi Province, the better the career development of the lecturers will be.

Based on the above interpretation, it can be proven by obtaining the results of inferential statistical analysis using path analysis. From these results, it is stated that the value of the multiple path coefficient of the total influence of academic culture, leadership and work motivation on career development is 0.727. The F-count is 86,692 and at the significance level = 0.05, the F-table value is 3.993. Then it can be stated that the value of F-count > F-table (86.692 > 3.993) means that the multiple-path coefficient is significant. Furthermore, it can be seen that the value of the determinant coefficient r^2 is 0.805 (80.5%). Then it can be decided to reject H_0 and accept H_a , which means that academic culture, leadership and work motivation together (simultaneously) have a significant and positive effect on career development by 80.5% and the remaining 19.5% is influenced by other variables outside of the variables of academic culture, leadership and work motivation. The meaning is that the better the conditions of academic culture, leadership and work motivation possessed by universities, the better the career development of PTKIS lecturers in Jambi province.

9. Academic culture (X1) has a significant effect on career development (X4) through work motivation (X3).

Based on empirical evidence, academic culture has a significant influence on career development through work motivation. This means that academic culture can be interpreted as an important variable and has an indirect effect on career development through work motivation. This means that if the condition of the academic culture of the university is getting better, it will indirectly improve career development mediated by work motivation. In other words, if the condition of academic culture is better owned by PTKIS, Jambi Province Private Islamic Religious Colleges, then indirectly the career development of lecturers will be better mediated by work motivation.

Based on the above interpretation, it can be proven by obtaining the results of inferential statistical analysis using path analysis. From these results, it is stated that the value of the path coefficient of the influence of academic culture on career development through work motivation is 0.374. The t-count is 2.265 and at the significance level = 0.05, the t-table value is 1.997. Then it can be stated that the value of t-count > t-table (2.265 > 1.997) means that the path coefficient is significant. Furthermore, it is known that the value of the determinant coefficient r^2 is 0.595 (59.5%). Then it can be decided to reject H_0 and accept H_a , which means that indirectly academic culture has a significant and positive effect on career development through work motivation of 59.5% and the remaining 40.5% is influenced by other variables outside of the academic culture variable. mediation by work motivation. The meaning is that if the conditions of academic culture are better owned by PTKIS, Jambi Province Private Islamic Religious Colleges, then indirectly, the lecturer's career development will be mediated by work motivation.

10. Leadership (X2) has a significant effect on career development (X4) through work motivation (X3).

Based on empirical evidence, leadership has a significant influence on career development through work motivation. This means that leadership can be interpreted as an important variable and has an indirect effect on career development through work motivation. This means that the better the leadership possessed by the university, the better the career development mediated by work motivation will be indirectly. In other words, the better the leadership of PTKIS, the Jambi Province Private Islamic Higher Education, the better the lecturer's career development mediated by work motivation will be.

Based on the above interpretation, it can be proven by obtaining the results of inferential statistical analysis using path analysis. From these results, it is stated that the magnitude of the path coefficient value of the influence of leadership on career development through work motivation is 0.501. The t-count is 2.234 and at the significance level = 0.05, the t-table value is 1.997. Then it can be stated that the value of t-count > t-table (2.234 > 1.997) means that the path coefficient is significant. Furthermore, it is known that the value of the determinant coefficient r^2 is 0.613 (61.3%). Then it can be decided to reject H_0 and accept H_a , which means that indirectly leadership has a significant and positive effect on career development through work motivation of 61.3% and the remaining 38.7% is influenced by other variables outside of the leadership variable mediated by work motivation. The meaning is that if the leadership conditions of PTKIS Private Islamic Higher Education in Jambi Province are getting better, it will indirectly improve the lecturer's career development mediated by work motivation.

IMPLICATION

Based on the research results that have been presented above, the implications for this research are as follows;

1. The results show that academic culture has a positive effect on career development. This means that the career development opportunities for lecturers at PTKIS Jambi Province can be optimized as much as possible by improving the conditions of academic culture. Because academic culture is a place for every academic community to have activities and interact among campus residents in building science and technology. The findings of this study have implications that in order to improve the condition of academic culture so that its influence is further increased in developing a lecturer's career, it is necessary to make positive efforts, namely by; a). Creating harmonization in interacting between campus communities (lecturers, leaders, staff and students). So that it will create an academic atmosphere that is safe, comfortable, peaceful and fun for others; b). Conduct routine scientific activities involving elements of the academic community such as workshops, seminars and positive studies; c). Completing infrastructure facilities such as libraries, internet networks, computer labs and representative language labs.
2. The results show that leadership has a positive effect on career development. This means that the career development opportunities for lecturers at PTKIS Jambi Province can be optimized as much as possible by improving the leadership pattern. Because leadership is an important role on how a leader can influence the campus community in managing and running the organization's wheels to achieve the vision, mission and goals of the university. The findings of this study have the implication that to improve the pattern of leadership so that its influence is further increased in developing a lecturer's career, it is necessary to make positive efforts, namely by; a). Be more communicative and transparent about the truth of information related to promotions; b). More appreciation for fellow lecturers who get achievements; c). Be more loyal in various positive things; d). Establish and implement policies regarding credible human resource development programs; e). Sufficient facilities for lecturers who continue their further studies; f). Collaborating with other campuses to synergize in student and lecturer exchange programs as a means for developing relationships and competencies.
3. The results show that academic culture and leadership have a positive effect on career development. This means that the career development opportunities for lecturers at PTKIS Jambi Province can be optimized as much as possible by improving the conditions of academic culture and leadership patterns. Because academic culture and leadership are bridges to achieve the vision, mission and goals of higher education. The findings of this study have implications that in order to improve the condition of academic culture and leadership patterns so that their influence is further increased in developing lecturers' careers, it is necessary to make positive efforts as described in points 1 and 2.
4. The results show that academic culture has a positive effect on work motivation. This means that the working motivation of lecturers at PTKIS Jambi Province can be improved as much as possible by improving the conditions of academic culture. Because academic culture is a place for every academic community to have activities and interact among campus residents in building science and technology. The findings of this study have implications that in order

to improve the condition of academic culture so that its influence is even more increased in motivating the work of lecturers, it is necessary to make positive efforts, namely by; a). Creating a safe, comfortable, peaceful and happy atmosphere in the work environment; b). Sufficient isoma needs as needed; c). Completing infrastructure facilities such as libraries, internet networks, computer labs and representative language labs; d). Provision of timely incentives in accordance with the guided provisions; e). Give rewards for those who excel; f). Provide health insurance.

5. The results show that leadership has a positive effect on work motivation. This means that the working motivation of lecturers at PTKIS Jambi Province can be improved as much as possible by improving the leadership pattern. Because leadership is an important role on how a leader can influence the campus community in managing and running the organization's wheels to achieve the vision, mission and goals of the university. The findings of this study imply that in order to improve the pattern of leadership so that its influence is further increased in motivating the work of lecturers, it is necessary to make positive efforts, namely by; a). Support and facilitate lecturer's scientific activities; b). Keep promises on things that can stimulate the enthusiasm of lecturers; c). Firm, but flexible in making decisions; d). Ensuring the health and safety of lecturers' work; e). Facilitate scientific publications (journals, proceedings, books).

6. The results show that academic culture and leadership have a positive effect on work motivation. This means that the working motivation of lecturers at PTKIS Jambi Province can be improved as much as possible by improving the conditions of academic culture and leadership patterns. Because academic culture and leadership have a very important role in achieving the goals of higher education. The findings of this study have implications that in order to improve academic conditions and leadership patterns so that their influence is further increased in motivating lecturers' work, it is necessary to make positive efforts as described in points 4 and 5.

7. The results show that work motivation has a positive effect on career development. This means that the career development opportunities for lecturers at PTKIS Jambi Province can be optimized as much as possible by increasing work motivation. Because work motivation is an individual's intrinsic drive in maximizing optimal effort to meet his needs or achieve his goals. The findings of this study have the implication that to increase work motivation so that its influence is further increased in developing a lecturer's career, it is necessary to make positive efforts, namely by; a). Creating a pleasant working environment (enjoyable); b). provide a clear career path; c). Provide incentives according to workload; d). Provide opportunities to convey ideas / ideas; e). Provide opportunities for training for self-development; f). Have a vacation together.

8. The results show that academic culture, leadership and work motivation have a positive effect on career development. This means that the career development opportunities for lecturers at PTKIS Jambi Province can be optimized as much as possible by improving the conditions of academic culture, improving leadership patterns and increasing work motivation. The findings of this study have the implication that in order to develop a lecturer's career, it is necessary to make positive efforts by improving the conditions of academic culture as described in point 1, improving leadership patterns as described in point 2, and increasing work motivation as described at point 7.

9. The results show that academic culture has a positive effect on career development through work motivation. This means that the career development opportunities for lecturers at PTKIS Jambi Province can be optimized as much as possible by improving the conditions of academic culture and increasing lecturers' work motivation as an intervening. The findings of this study imply that in order to develop a lecturer's career, it is necessary to make positive efforts by improving the conditions of academic culture as described in point 1, and increasing work motivation as described in point 7.

10. The results show that leadership has a positive effect on career development through work motivation. This means that the career development opportunities for lecturers at PTKIS Jambi Province can be optimized as much as possible by improving leadership patterns and increasing lecturers' work motivation as intervening. The findings of this study imply that in order to develop a lecturer's career, it is necessary to make positive efforts by improving the leadership pattern as described in point 2, and increasing work motivation as described in point 7.

NOVELTY

Based on the conclusions and implications described above, the novelty of this research can be described in the research model as follows;

Private Islamic Religious Colleges are educational organizations that have competent human resources (lecturers) in their respective fields, and their existence must be managed properly and maximally. In this case, PTKIS must be able to manage the career development of its lecturers by improving important aspects of academic culture, leadership patterns and increasing lecturers' work motivation. So that the productivity of the institution will be obtained as much and optimally as possible.

Figure.2 illustrates the career development model that refers to the empirical and theoretical data in this study. This career development model was developed through a systems approach to human resource management consisting of; 1). Inputs are elements that exist in academic culture and leadership; 2). Process, namely the condition of high lecturer work motivation; 3). Output, namely the career development of lecturers; 4). Outcome, namely career development of lecturers that will create institutional productivity on a continuous basis, coupled with improving conditions of academic culture, and increasingly credible and accountable leadership, as well as increasing lecturers' work motivation.

Academic culture is a forum for every academic community to engage in activities and interact among campus residents in developing science and technology based on religious norms, rules, and positive values and philosophies inherent in them. The point is to shape the characteristics of the campus community in acting, thinking, innovating and being adaptive and responsive to change and renewal from generation to generation.

Leadership occupies one of the most important roles in managing and running the institution to achieve the university's vision, mission and goals. As time goes by, higher education institutions are faced with the development of increasingly advanced science and technology. Therefore, good personality, communicative, trustworthy, and able to motivate are indicators of leadership. This is also inseparable from the role of a chairman who in fact as a manager is required to be able to have an appreciative, motivational, loyalist, credible and accountable attitude to promote the productivity of Islamic religious higher education institutions continuously.

Physiological, security, social, self-esteem and self-actualization are indicators of work motivation. Work motivation is the result of an individual's intrinsic drive to maximize efforts as optimally as possible in meeting needs and achieving individual goals. This is also inseparable from the carrying capacity in the form of aspects of achievement, awards and opportunities.

Abilities, Interests, Resources, and Opportunities are indicators of career development. Career development is the result of the process of individual efforts in carrying out a task/job role which is characterized by obtaining a position from one position to another that is better than before through the integration of career problems in the form of career plans and career management, so that their goals and expectations can be achieved. achieved.

In the Islamic perspective, the integration of career problems in the form of career plans and career management can be explained in QS. Al-Insiroh verses 7-8, which means; So when you have finished (from a business), do it seriously (business) another, And only to your Lord should you hope. (Surah Al-Insiroh; 7-8)

The point is that if someone has finished carrying out the obligations of his professional duties, then he is expected to immediately do other matters seriously/sincerely accompanied by the intention to worship Allah SWT (with another intention, namely by means of prayer). This suggests to us that the process of planning a career and managing/managing a career, apart from being well prepared, should be accompanied by a sincere intention to worship Allah SWT, hope and surrender to everything only to Allah SWT.

Based on the description above, efforts to improve academic culture, improve leadership patterns and increase work motivation if carried out seriously and accompanied by endeavor and surrender to Allah SWT, God willing, will be able to support optimally in developing lecturer careers, which is then followed by increased productivity institution.

Furthermore, another thing that needs to be considered is that there are still other variables/factors that can affect career development, which include; job satisfaction, policies, personality, discipline, loyalty, work commitment and others. These variables/factors can also contribute significantly to career development. Therefore, PTKIS leaders need to pay attention to it carefully and seriously, so that the achievements of lecturer career development can create sustainable institutional productivity.

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