



(Research/Review) Article

Follow Dual Profession : Practitioner Business and College Lecturer

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Abstract: Phenomenon profession double as practitioners business at a time lecturer college tall the more come to the fore along increasing demands relevance education tall to dynamics of the business and industrial world . Universities tall need lecturers who do not only control theory , but also has experience practical for learning more contextual and applicable . On the other hand , practitioners business looking at the academic world as room devotion intellectual at a time means actualization professional . This article aim For study profession double from perspective career , ethics , honor , devotion , and welfare term long . Writing article This use method study conceptual – reflective based on experience professional authors and reviewers literature scientific , regulatory education high , and policy related profession lecturer . Approach This used For integrate dimensions normative , practical , and strategic in understand profession double in a way intact . Study results show that profession double can become road meaningful career if executed in a way ethical and professional . Profession This allows integration experience business to in learning , strengthening legitimacy academic , as well as build honor social as figure public . In addition , the profession double also gives structure greater well- being stable through diversification source income and financial strategy term long , at the same time become vehicle devotion through the transfer of knowledge , values and experience to students and society.

Keywords: profession double , lecturer , practitioner business , welfare , devotion

1. Introduction

Transformation economy based knowledge and acceleration innovation technology demand college tall For produce graduates who do not only superior in a way theoretical , but also relevant with needs of the world of work . One of them an increasingly sophisticated approach strengthen is involvement lecturer with background behind practitioners business , which runs profession double as academics and professionals industry . Literature show that connectedness between practice and research academic play a role important in increase impact social and economic from education high (Marabelli & Vaast, 2020; Lau et al., 2025).

1.1. Background

Challenge professionalism in the business and academic world . Business world operate in demanding environment speed , efficiency , and results orientation , while the academic world emphasize accuracy methodological , validity scientific , and accumulation knowledge term length . Difference logic institutional This creates a research–practice gap, namely gap between findings academic and its application in practice (Marabelli & Vaast, 2020). Research latest show that involvement direct practitioners in activity academic can reduce gap the with push more research contextual and applicable (Lau et al., 2025).

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Need college tall to lecturer background practitioners . College tall the more realize that experience industry lecturer contribute significant to quality learning , especially in development of case-based learning and problem-based learning. In Indonesia, the policy national through the Practitioner program Teach in a way explicit push integration practitioners to in class as effort increase relevance curriculum with need industry (Ministry of Education, Culture , Research and Technology, 2023a). Approach This in line with literature international which confirms that collaboration academics – practitioners increase readiness Work graduate employability and enrichment experience Study students (Boud & Solomon, 2001).

Relevance profession double in context human resource development and science and technology. Professionals who carry out role double as practitioners and lecturers functioning as knowledge brokers who accelerate over knowledge and technology from campus to industry and society . This role relevant with a development agenda source Power human and strengthening ecosystem innovation national (OECD, 2019).

In the Indonesian context , recognition to experience practical lecturers are also reflected in indicator performance and policy assignment the lecturer who assesses contribution three pillars in a way more wide , no solely based publication scientific (Ministry of Education, Culture , Research and Technology, 2023b).

1.2. Problem Formulation

a. How profession double form character , career , and well-being ?

Studies show that profession double can strengthen competence adaptive , network professional , and opportunities career cross sector . However , without good management , role double also increases risk fatigue work and conflict role (role strain) (Riley et al., 2022).

b. What is the value honor and devotion in operate profession double ?

Operate profession double often viewed as form devotion intellectual , namely transform experience practical become useful knowledge for students and society . Honor values This depends heavily on integrity , ethics , and commitment. to interest public (Boyer, 1996).

1.3. Purpose and Benefits of Writing

Writing This aim For give understanding conceptual and practical about profession double practitioners business and lecturers college high , and identify the benefits and challenges that come with it based on literature latest .

In a way practical , articles This expected become reference for practitioners who consider career academic , for lecturers who want to involved more active in the industry , as well as for manager college tall in designing policy management sustainable lecturer-practitioner (Lau et al., 2025; OECD, 2019)

2. Dual Profession in Ethics and Responsibility Perspective

2.1. Dual Profession and Prudent Attitude in Decision -making

Prudence as professional values . In ethics profession , prudence or caution understood as moral virtues that guide individual For consider consequence term short and long term long from every decision taken . For individuals who undergo profession double as practitioners business and lecturers college high , prudent attitude becomes the more crucial Because decisions taken potential impact simultaneously in the business world , institutions academics , students , and the community wide (Boatright, 2020).

Literature ethics business confirm that caution No just attitude defensive, but rather form moral intelligence that integrates evaluation rational, consideration ethical and responsible answer social (Solomon, 2021). In the context of profession double, prudence functioning as mechanism controller so that interests business No distort objectivity academic, as well as on the contrary, so that idealism academic No ignore reality law and market.

As lecturer, individual sued guard integrity scientific, objectivity teaching and freedom academic. As practitioners, individuals bound by principles caution business, compliance regulations and responsibilities answer fiduciary. Prudence becomes point meeting ethically possible second role the executed in a way balanced and responsible answer (OECD, 2021).

Not quite enough moral and legal responsibilities. Profession double expand spectrum not quite enough responsibility attached to the individual, good both morally and law. Morally, lecturer-practitioners carry not quite enough answer For No abuse position academic interests commercial personal, such as conflict interest in research, teaching, or taking decision institutional (Resnik, 2020).

In a way law, violation ethics that are carried out in One role can impact cross sector. For example, misuse of corporate data in publication academic without permission can cause consequence law, while manipulation academic For interest business can damage reputation institutions education high. Therefore that, governance literature professional emphasize importance ethical self-regulation and transparency as foundation main profession double (Kaptein, 2019). With However, a prudent attitude is not only nature normative, but also becomes a mitigation strategy risk inherent law and reputation in role double

2.2 Dual Profession as Moral Fortress

Control lust and greed. One of them challenge ethical the biggest in the modern business world is domination orientation profit term short that can push behavior opportunistic and greedy. Profession academically, on the other hand, normative built on mark devotion, search truth and interests public. When someone undergo second role the in a way simultaneous, profession academic can functioning as moral anchor that holds trend excessive in practice business (Boyer, 1996).

Study ethics organization show that individuals who have attachment strong with values non-commercial professionals — such as education and services public — tends to own resistance more tall to moral hazard pressure and behavior deviant (Ghoshal, 2005). In the context of this, profession double is not source conflict only, but also a means internalization balancing moral values market logic.

Prevention deviation ethics and violations law. Profession doubles are also potential become fortress deterrent deviation ethics and violations law if executed with awareness reflective. Environment academic, with tradition criticism, evaluation peers, and standards strict ethics, encouraging individual For accountable decision in a way rational and open (Resnik, 2020).

In literature corporate governance, individuals who have orientation ethics cross sector tend more sensitive to risk deviations and more proactive in build system internal control (OECD, 2021). With Thus, lecturer-practitioner can play a role as agent ethical agents who bring mark caution, compliance law and responsibility answer social to in organization business.

However, the role as this moral fortress only effective if supported by personal and system integrity institutions that encourage transparency as well as accountability. Without that, profession double precisely risky enlarge opportunity conflict interest and abuse authority (Kaptein, 2019).

3. Dual Profession and Career Development

3.1. Practitioner Career Business

Competence professional and experienced field . Career as practitioners business built through accumulation competence professional , experience field , as well as ability take decision in condition uncertainty . Literature management confirm that competence practitioners No only nature technical , but also includes judgment , leadership , and ability manage risk (Mintzberg, 2009). Experience field become source difficult tacit knowledge obtained through formal learning alone , but it is very decisive success taking decision strategic (Nonaka & Takeuchi, 1995).

For individuals who undergo profession double , experience practical This functioning as a career capital that strengthens credibility Professional . Practitioner who is also a lecturer bring perspective rich contextual , so capable explain market dynamics , behavior organization , as well as implications policy business in a way more realistic and applicable (Lau et al., 2025).

Contribution practical for the business world . Contribution practitioners business No limited to achievement performance company , but also includes development practice more managerial ethical , sustainable and based knowledge . Collaboration with college tall allows practitioners For access research up to date and apply it in taking decision business (OECD, 2019). With Thus , the profession double expand room contribution practitioners , from just perpetrator economy become knowledge contributor who participated form practice business based evidence (evidence-based management) (Rousseau, 2006).

3.2. Academic Career as a Lecturer

The role of lecturers in education high . In education high , lecturer own role strategic as educator , developer knowledge knowledge , and agents devotion to society . Role models modern lecturers do not Again limited to teaching and research , but also includes involvement active in solution problem social and economic (Boyer, 1996).

Literature education tall emphasize that quality lecturers are greatly influenced by their abilities linking theory with reality , so that student No only understand concept , but also capable use it in context professional (Biggs & Tang, 2011).

Experience integration business in learning . Lecturers who have experience business capable integrate case real , simulation decisions and learning based project (project-based learning) to in the teaching and learning process . Approach This proven increase understanding conceptual skills analytical , and readiness Work students (Kolb, 2015).

In addition , integration experience practical push learning reflective , where students No only learn the “ what ” and “ how ”, but also the “ why ” of something decision taken in the real world . This is strengthen relevance academic and narrow gap between campus and industry (Lau et al., 2025).

3.3. Dual Career Prestige

Pride become practitioners business at a time academics . Undergoing career double as practitioners business and lecturers college tall often viewed as achievements prestigious professional . Individual with role double get confession social as a figure that is not only success in a way practical , but also contributes in development science and education generation young (Boyer, 1996). In literature sociology profession , prestige This appear Because ability bridging two worlds with different logics — market and academia — that demand capacity high intellectual , ethical , and leadership qualities (Mintzberg, 2009).

Position strategic as connecting the business world and campus . Profession double put individuals in positions strategic as boundary spanner , namely connector between the business world and campus . This role important in push collaboration research applied , development curriculum based need industry , as well as downstreaming innovation (OECD, 2019).

Literature latest show that actor hybrid like lecturer-practitioner play a role significant in strengthen ecosystem innovation , because they capable translate need industry to in Language academic , and vice versa , transforming knowledge scientific become solution practical (Lau et al., 2025). With thus , prestige career double No only nature symbolic , but also functional — contributing real to improvement quality education height and power competitiveness of the business world

4. Honor and Devotion in Dual Profession

4.1. Lecturers and Practitioners as Public Figure

Respect social and moral legitimacy . Lecturers and practitioners business that is running profession double occupy position special social as figure public that is trusted by the community . In the perspective of sociology profession , honor (honor) and moral legitimacy are attached to professions that have authority science at a time not quite enough answer social (Abbott, 1988). When someone capable maintain integrity academic and professional in a way simultaneous , legitimacy the No only nature symbolic , but also normative — becoming base trust public to knowledge and the decisions it produces .

Literature ethics profession confirm that respect social is not automatic rights attached , but rather results from consistency behavior ethics , competence , and commitment to interest general (Solomon, 2021). In the context of profession double , moral legitimacy becomes the more important Because individual at a crossroads interest economy and interests public . Success guard balance This strengthen position lecturer-practitioner as figure a credible and dignified public .

Exemplary behavior in society . As figure public , lecturers and practitioners business carry role role model for students , colleagues work and society broad . Learning theory social explain that values and norms do not only taught through formal instructions , but also through observation to behavior real figures who have authority social (Bandura, 1986).

In terms of this , lecturer-practitioner show that success professional can achieved without sacrifice ethics , integrity , and responsibility answer social . Exemplary This become important social capital in build culture organization and culture healthy academics , at the same time strengthen trust public to institutions education high and business world.

4.2. Education as Form Devotion Highest

Sharing science and technology as actions Good highest . Education in tradition academic viewed as form devotion highest Because development - oriented humans and sustainability civilization . Concept scholarship of engagement put activity share knowledge knowledge , technology and art (IPTEK) as form not quite enough academic moral responsibility to society (Boyer, 1996).

For practitioners business who is also a lecturer , sharing science and technology means transform experience professional become knowledge that can accessed , tested , and inherited to generation next . In perspective ethics virtue , action This is expression from generativity — desire For give meaning and benefits that go beyond interest self himself (Solomon, 2021).

Transfer of knowledge , values , and experience . Service through education No only includes knowledge transfer technical , but also internalization values , ethos work and wisdom practical wisdom . Literature education tall confirm that meaningful learning happen when student get understanding conceptual at a time moral values and experiences reflective (Biggs & Tang, 2011).

Lecturer- practitioner be in position unique For perform multidimensional transfers said , because they capable linking theory academic with experience real , including dilemma ethics and consequences decision professional . This process help student build competence complete professional — no only intelligent in a way intellectual , but also mature morally and socially (Kolb, 2015). With Thus , the profession double No just track career alternative , but rather form devotion meaning that connects individual achievement with interest public and development term long

5. Financial Well-being and Strategy Dual Profession

5.1. Structure Income Dual Profession

Income from practice business . Income from practice business generally nature variable , depending on performance business , market conditions , and capabilities managerial individual . Literature finance mention that income based business own potential high upside , but accompanied by risk fluctuations and uncertainty (Bodie et al., 2024). Therefore that , income This in a way rational positioned as source main capital accumulation and risk capital

For practitioners who are also lecturers , income business No only functioning as fulfillment need consumption , but also as means build independence financial term long . Perspective life-cycle finance emphasize that individual with income tall However fluctuating need allocate part his income to instrument investment For reduce risk future income (Campbell & Viceira , 2002) .

Income from profession lecturer . On the other hand , income from profession lecturer — good in the form of salary , allowances functional , as well as honor academic — nature more stable and repeatable . In theory personal finance , stable income viewed as human capital bond-like , namely resemble instrument income fixed (Bodie et al., 2024).

Characteristics This make income very strategic lecturer as investment funding sources term long , because need consumption base has relatively fulfilled by income main from practice business.

5.2. Investment Strategy Long- term

a. Allocation income practitioners business

Management prudent finance encourages allocation part income business For investment . A common and conservative approach is allocate around 20% of income practitioners business For investment term long , like stocks , gold , silver , or instrument finance other .

This strategy in line with principle pay yourself first , which emphasizes priority investment before consumption excess (Richards & Bacon, 2020). Selected stocks For growth mark term long , while gold and silver functioning as hedging assets to inflation and instability economy (Baur & Lucey, 2010).

b. Allocation income lecturer

Different with income business , income from profession lecturer can allocated in a way more aggressive For objective investment . Within the framework profession double , 100% earnings lecturer allocated For investment is a rational strategy if need life has sufficient from income business .

c. Literature behavioral finance show that separation source income For objective different (mental accounting) can increase discipline saving and investing (Thaler, 1999). In the context of this , income lecturer functioning as forced saving mechanism which is systematic build welfare term long

5.3. Simulation Welfare Long- term

Growth 10- year investment

For describe the impact of this strategy , it is assumed scenario following :

Income lecturer per month : Rp. 5,000,000

All of it invested (Rp. 60,000,000 per year)

Rate of return results average investment : 10% per year

Use formula future value of annuity :

$$FV = P \times \frac{(1+r)^n - 1}{r}$$

with :

$$P = 60.000.000$$

$$r = 10\% = 0,10$$

$$n = 10$$

Then the value investment after 10 years approximately reach :

$$FV \approx 60.000.000 \times 15,94 = \text{Rp}956.400.000$$

Calculation This show that income relatively lecturer moderate can develop become almost One billion rupiah through discipline investment term length (Bodie et al., 2024).

The concept of “ insurance welfare ”. Accumulation investment term long This can understood as form of “ insurance” welfare ”, namely protection non- formal financial future risks like decline income business , crisis economy , or need post-retirement . Concept This in line with theory self-insurance , where individuals manage risk through accumulation assets , not solely depend on product insurance conventional (Campbell & Viceira , 2002).

Example calculation mark investment . If added allocation investment from income business — for example Rp. 10,000,000 per month (20%) — then the total investment annual to Rp. 180,000,000. With assumptions reward same result , value 10- year investment can exceeding Rp2.8 billion . Example This confirm that profession double give superiority structural in build welfare term long through diversification income and discipline investment.

6. Career Paths and Regulations for Lecturers in Higher Education

6.1. Academic Level of Lecturer

In the system education Indonesian height , career lecturer arranged in a way tiered and based performance tridharma . Level academic lecturer reflect level competence , experience , and contribution scientific and devotion that has been achieved (Ministry of Education, Culture , Research, and Technology , 2023a).

Expert Assistant

Expert Assistant is level beginning position functional lecturer . At the stage this , lecturer sued For build foundation teaching , starting involved in research , as well as participate in activity devotion to society . Position This emphasize strengthening capacity pedagogical and academic base .

Lecturer

Level Lecturer show improvement maturity academic . Lecturers at this level expected active produce publication scientific , involved in study independent or collaborative , as well as start play a role in development curriculum and institutions .

Lecturer Head

Lecturer Head represent position senior academic . Lecturers are required show leadership academic , consistency publication scientific , as well as contribution significant in guidance students and development scientific knowledge . For lecturers who are also practitioners , the level This often become point crucial integration experience industry to in research applied .

Professor

Professor or professor is position academic the highest awarded to lecturer with reputation science excellence and contribution sustainable to development knowledge . Position This No just position administrative , but rather state recognition of authority academic and integrity science (Ministry of Education, Culture , Research and Technology, 2023b).

6.1. Educational Qualifications

Master's degree and position beginning lecturer . In regulatory , minimum qualifications for become lecturer is Master's graduate (S2). At the stage this , lecturer positioned as early career academic that focuses on strengthening teaching and formation portfolio tridharma (Law No. 14 of 2005).

Bachelor's degree (doctorate) and acceleration level . Qualifications doctorate (S3) opens opportunity acceleration level academic . Literature policy education tall show that lecturer titled doctor own probability more tall to get promoted functional more fast , especially going to Lecturer Head and Professor , because capacity more research and publication strong (OECD, 2019).

6.3. Educational Qualifications

Teaching period . One of the condition main become professor is the working period certain minimum academic as lecturer and as Lecturer Head . Requirements This intended For ensure maturity academic and consistency contribution three pillars .

Publication scientific reputable international . Prospective professor must own publication in journals scientific reputable international (indexed by Scopus or equivalent). Requirements This confirm that professor is actor main in conversation global scientific and not solely teacher local (Altbach , 2015).

Experience guiding and testing student postgraduate . Professors are also required own experience guiding and testing master's and doctoral students . This reflect role professor as guard quality academic and heir tradition science to generation next (Boyer, 1996).

6.4. State Support for Lecturers

PhD scholarship from Dikti . The state provides support real through various scheme doctoral scholarship , good domestically and internationally abroad . This program aim increase proportion lecturer titled doctor and strengthen Power competition academic national (Ministry of Education, Culture , Research and Technology, 2023a).

Research and community service grants . In addition to education continue , lecturer get access grant research and community service to community . Grant scheme This become instrument important For guard productivity scientific and relevant social college high (OECD, 2019).

Certification lecturers and allowances profession . Certification lecturer is mechanism confession professionalism lecturer . Lecturer who passed certification entitled get allowance profession as form state award for role strategic lecturer in development source Power human (Law No. 14 of 2005).

6.5. Source Lecturer Income

Allowance government . Income lecturers , especially in universities high country, including wages main and various allowance government , such as allowance profession and benefits performance . Income This nature relatively stable and functional as income floor in structure welfare lecturer .

Teaching honorarium . In addition to allowances government , lecturers also receive honorariums from activity teaching , guidance , and testing . At the college tall private sector , this honorarium component often become part main income lecturer . In the context profession double income lecturer — although No always big — have mark strategic as source investment term length and symbols honor profession academic.

7. Officials Structural College and Dual Profession

7.1. Role of Officials Structural

Not quite enough answer managerial and academic . Officials structural in college high — like chancellor , vice chancellor , dean , vice dean , head of study program , and head of institution — has role strategic that combines not quite enough answer managerial and academic . Within the framework of governance education high , official structural on duty ensure organization three pillars college tall walk effective , accountable , and aligned with vision institutions (Ministry of Education, Culture , Research, and Technology , 2023).

In a way managerial , official structural responsible answer on planning strategic , management source Power human , control quality academic , as well as taking decision institutionally . In academic , they still carry not quite enough answer as lecturers , including

guard integrity science , culture academic and quality learning . Literature higher education governance confirm that officials structural ideally originate from circles academics who understand dynamics science at a time own capacity leadership and management organization (Altbach et al., 2017).

For lecturers who are also practitioners business , position structural expand complexity profession double . In addition to managing role academic and practical professionals outside campus , officials structural must ensure No happen conflict interest between interest personal , institutional , and public . Therefore that , transparency , accountability , and compliance with regulations become prerequisite ethical main in operate position structural (OECD, 2020).

7.2. Income Scheme

Wages still institution . Official structural generally accept wages still or allowance position structural from institutions college high . At college high country, components This arranged in system payroll apparatus civil servant or scheme remuneration college tall bodied law . At college tall private sector , salary structural set based on policy foundation or organizing body . Literature policy public mention that compensation structural intended as reward on not quite enough answer managerial additional , not as replacement role academic lecturers (OECD, 2020).

Allowance lecturer . Besides salary structural , official structural status lecturer still entitled accept allowance lecturers , including allowance profession for lecturers who have certified . Allowance This is form state recognition of competence professional lecturers and their contributions in three pillars college high (Law of the Republic of Indonesia Number 14 of 2005).

Sustainability allowance lecturer confirm that position structural No delete identity main individual as academics , but rather nature task addition in cycle career lecturer .

Honorarium for teaching outside of structural hours. In practice institutions , officials structural Still can receive teaching honorarium if carry out activity learning outside of class hours structurally . This scheme common implemented For guard involvement officials structural in activity academic at a time ensure sustainability interaction direct with students . However , the internal regulations of the university tall generally limit burden teach officials structural so as not to bother function managerial main . Governance literature emphasize importance arrangement burden work (workload management) for prevent decline quality leadership and learning (Altbach et al., 2017).

In context profession double , structure income consisting of from wages structural , allowances lecturers and honorariums teach create stability relative financial strong . Stability This allows officials structuralist who is also a practitioner business For operate role professionalism in a way more independent and ethical , without pressure economy term excessively short

8. Conclusion

Profession double as practitioners business and lecturers college tall is road strategic career , at the same time means achievement honor social and welfare sustainable . Through profession double , individual No only accumulate achievement economy and reputation professional , but also running role intellectual and social in build quality source Power man as well as ecosystem knowledge .

Description in article This show that profession double own mark significant increase if executed in a way conscious and managed with good . Integration between experience practice business and responsibility answer academic allows creation relevant learning , applicable research , and leadership rooted in reality and values . At the same time , the profession double demand caution ethical , control conflict interests , as well as discipline high professionalism .

With Thus , the profession double No just an economic strategy or choice career pragmatic , but rather manifestation integration mark ethics , dedication , and professionalism . When these values the guarded in a way consistent , professional double potential become moral role model as well driving force progress institutions education high and business world .

Recommendation

For practitioners business that wants entering the academic world . Practitioner interested businesses entering the academic world recommended For prepare self No only from aspect administrative and qualifications education , but also from side ethos academic and commitment dedication . Academic world demand patience , consistency , and integrity different scientific with logic all - round business fast . Therefore that , practitioner need put role lecturer No as activity side job only , but as calling professionals who have not quite enough long-term moral responsibility long .

In addition , practitioners recommended For in a way active transform experience field become teaching materials , studies cases and research useful applications for students and the community . Approach This will strengthen legitimacy academic at a time enrich contribution practical provided .

For colleges height and maker policy . College height and maker policy need designing framework adaptive regulations and incentives for lecturer with profession double . Policy the should No only focused on compliance administrative , but also in management burden work , prevention conflict interests , as well as fair recognition to contribution practical and academic .

In addition , it is necessary policies that encourage collaboration sustainable between campus and business world , including through scheme lecturer practitioners , research collaborative , and learning based project . With support proper policy , profession double can become instrument strategic For increase relevance education high , strengthening innovation national , and build trust public to institutions academic .

Profession double is not dilemma that must be avoided , but rather potential that is needed managed in a way ethical , professional , and visionary. In the context of development term long , lecturer-practitioner have a chance become actor the key that bridges knowledge , practice , and devotion for progress public

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