ANALYSIS OF THE ORGANIZATIONAL CLIMATE, JOB CHARACTERISTICS, AND CREATIVITY TOWARDS THE LECTURERS PERFORMANCE AT UNIVERSITY OF BUANA PERJUANGAN KARAWANG

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Abstract

Universities are educational institutions or institutions that have a role to play in preparing competent human resources. The quality of graduates determines by the teaching-learning system and the quality of the teaching staff, namely lecturers. The roles of organizational climate and creativity think to be variables to improve the performance of lecturers at the University of BuanaPerjuanganKarawang. This study aims to identify, analyze, and explain these variables, as well as to find out, analyze, and explain the amount of the influence both partially and simultaneously on the improvement of lecturer performance. The type of research used is quantitative with descriptive verification research methods and analysis methods using path analysis. The sampling technique in this research is Proportionate Random Sampling with a total sample of 146 lecturers from the total population of lecturers. The descriptive research results show that the organizational climate, job characteristics, and creativity are in the good enough category while the lecturers' performance is in a good category. The amount of correlation between organizational climate and job characteristics is 0.294, job characteristics with creativity is 0.280, and the organizational climate with creativity is 0.316, with the closeness of the relationship between these variables interprets below. Partially, organizational climate contributed significantly to the lecturer performance by 27.86%, job characteristics contributed significantly to the lecturer performance by 13.30%, and creativity contributed significantly to the lecturer performance by 16.69%. The conclusion in this study shows that simultaneously organizational climate, job characteristics, and creativity significantly contribute to the performance of the lecturers by 57.86%.

Keywords: OrganizationalClimate, JobCharacteristics, Creativity, Lecturersperformance

I. Introduction

According to Sutrisno (2016: 50), performance is a person's success in carrying out tasks, work results that can be achieved by a person or group of people in an organization by their respective authority and responsibility or about how someone is expected to function and behave by the task which has charged to them and the quantity, quality, and time spent in carrying out the task

Performance is the implementation of the plans that have prepared. Performance implementation is carried out by human resources who have the ability, competence, motivation, and interests. How an organization appreciates and treats its human resources will affect its attitudes and behavior in carrying out performance (Wibowo, 2016: 3). Seven factors affect performance, namely goals, standards, feedback, tools or means, competencies, motives, and opportunities. Of the seven factors, the most influencing performance is the objective and motive factors. Because performance is determined by the goals to be achieved and to do so requires a motive. Without a motive boost to achieve goals, performance will not be achieved (Wibowo, 2016: 86).

Lecturer performance is one of the determining factors for the success of any educational effort. In the Teacher and Lecturer Law No.14 of 2005 concerning Teachers and Lecturers, Article 3 section 1 states that lecturers are required to have a performance capable of transforming, developing, and disseminating science, technology, and art through education, research, and community service. The main task of a lecturer is as an educator. As educators, lecturers have the duty and responsibility to educate students to become individuals who have the abilities and skills that are

useful for their lives needed to enter the world of work, through their ability to teach various knowledge and skills. To improve lecturer performance, universities must align organizational goals with the personal goals of each lecturer and other staff. Organizations must understand the needs of each employee so that employees feel comfortable and satisfied at work. Fulfillment of all employee needs will provide a sense of satisfaction at work so that there will be an awareness and responsibility of employees to complete each task or job. Meanwhile, employee job satisfaction can be influenced by several good factors related to the employee themself (such as intelligence, ability/skills, age, education, work experience, etc.), and factors that come from outside (such as type of work, organizational structure, rank, promotion, and so on). In this study, the factors to be studied were organizational climate, job characteristics, and lecturer creativity.

Foster (in Indrasari, 2017) states that one of the factors that affect performance is the work environment. According to Molefe (in Indrasari, 2017), by creating a good work environment, high performance will be obtained. In this book context, the work environment manifests in terms of organizational climate. It means that organizational climate is an important factor in supporting the performance or performance of an organization because indirectly, a conducive organizational climate will trigger work enthusiasm, job satisfaction, and support efforts to improve lecturer performance. According to Lussier (in Indrasari, 2017) says that organizational climate is the employee's perception of the quality of the organization's internal environment, which is relatively perceived by members of the organization, which will then influence their subsequent behavior.

Furthermore, the factor that affects performance in an institution is job characteristics. Otmo (in Novita et al., 2017) states that job characteristics are the identification of work various dimensions that simultaneously improve organizational efficiency and job satisfaction. Job characteristics will affect the psychological condition of a lecturer that is a lecturer will feel meaningful about the aspects of the work faced. Then, the lecturer will feel responsible for the results of a job they create and can apply the knowledge gained to face their work and improve the quality of a lecturer who will get the final result, namely high work motivation, high-quality performance, and job satisfaction of the lecturer.

Another factor that affects job performance is individual creativity. Human resources are the driver of creativity and innovation in a company that will increase the company's reputation and profit over a long period (Handoko in Pada et al., 2018: 67). Creativity defines as the ability to imagine and generate new ideas by combining, changing, or applying existing ideas in ways that have not been thought of before (Dama&Ogi, 2018: 90). Creativity is not just luck but hard work realized. Failure for creative people is simply a disruptive variable to success. Creative people use the knowledge all we have and make the leaps possible they see things in new ways. Creativity enables discoveries in science and technology, as well as in all areas of human endeavor. One of the main conceptual obstacles to the study of creativity is the notion of creativity as a trait that is inherited by people of extraordinary gifts or geniuses.

Universityof Buana Perjuangan Karawang (forthabbreviated as UBP Karawang) istheonlyprivateuniversity in Karawang thatreceivedpermissionfromtheMinistryofResearch, Technology, andHigherEducationonOctober 17, 2014, andonlyacceptedstudents in 2015. The Foundationestablished UBP Karawang withthehopethatthisagencyorinstitutionwillrapidlydeveloptoproducegraduateswhobecomethenation'ssuccessor. Ofcourse, thiscannotseparatefromtheroleof human resources, whichisnolessimportantthanotherresourcessuch as capital, investment, andtechnology. Theseotherresourceswill not benefitsifthey not manageby human resourceswho are competent in theirfields.

Thus, itcanbesaidthattheuniversityissuccessfulor not in providingqualityeducationservicesandproducegraduateswhocanbeabsorbedbycompanies, dependingonthemanagementof human resources, in thiscase, lecturers. Lecturers are consideredthemostimportant human resources in institutionsengaged in education. In carryingouttheirduties, lecturershavethreedharmasthattheymustlivethrough, which are oftencalledthe Tri Dharma Perguruan Tinggi, whichconsistsofteaching, research, andcommunityservice.

Table 1.
Recapitulation of the Lecturer Performance Assessment
University of BuanaPerjuangan (UBP) Karawang in 2019

No	Description	Target	Realization	Absence
	Presence			
1	Accounting	100%	94%	6%
	Pharmacy	100%	94%	6%
	Law	100%	96%	4%
	Management	100%	100%	0%
	Pancasila &CivicEducation	100%	100%	0%
	ElementarySchoolTeacherEducation	100%	99%	1%
	Psychology	100%	92%	8%
	Information System	100%	92%	8%
	Industrial Engineering	100%	88%	12%
	Informatics Engineering	100%	90%	10%
	Mechanical Engineering	100%	99%	1%
2	AdvancedStudies	100%	3%	97%
3	Provide material orparticipants in training / workshop / seminar			
	International	100%	0%	100%
	National	100%	100%	0%
	Local	100%	100%	0%
	Periodicpromotionorpositionof AcademicLecturer			
	Instructor / AssistantProfessor	100%	72%	28%
	AssistantProfessor	100%	34%	66%
	Associate Professor	100%	15%	85%
	Professor	100%	0%	100%
5	Involvement in committeeevents in UBP Karawang	100%	33%	67%

Source: LP3M UBP Karawang, 2019

Based on the data above, it shows that there are problems with lecturer performance, as seen from the realization that has not been optimal and still tends to absenteeism. It shows from the average absenteeism of 25.06% or the reached target only 74.94% in the performance achievements of the lecturers at the University of BuanaPerjuanganKarawang in 2019. Lecturer performance is a lecturer activity in learning process, namely how lecturers plan, assess and evaluate learning. The lecturer performance expected to boost the quality and relevance of education. Its implementation in the field depends on many factors that influence it and are interrelated. Based on the data and descriptions that have been presented, the author is interested in researching the performance of lecturers at University of BuanaPerjuangan (UBP) Karawang with the title "Analysis of the Organizational Climate, Job Characteristics, and Creativity towards the Lecturers Performance at University of BuanaPerjuanganKarawang".

II. Research Method

The research method, according to Sugiyono (2017:2), is a scientific way to get data with specific purposes and uses. The research method used in this research is a descriptive research method using a combined quantitative approach. Quantitative research methods, according to Sugiyono (2017: 8), can be interpreted as a research method based on the philosophy of positivism, used to research certain populations or samples, data collection using research instruments, data analysis is quantitative statistics, intending to test predetermined hypotheses

In conducting this research, the writer used quantitative descriptive research with a survey method. The survey method, according to Sugiyono (2017: 6), is used to obtain data from certain natural (not artificial) places, but researchers treat data collection, for example, by distributing questionnaires, tests, and structured interviews." By using the survey method, the author can obtain facts from the phenomena that arise and seek factual information. The survey method research instrument uses the same structured and systematic questions or statements to certain groups according to the research objectives so that the data obtained from the respondents will be recorded, processed, and analyzed. The steps for carrying out the survey method begin by collecting data, classifying the data, analyzing the data, and then making conclusions and compiling reports from the series of studies that have been done. It aims to describe and see a relationship or influence and linkages between variables.

The analysis method used is path analysis, which is the method used to determine the value effect of each path diagram shown by the path coefficient. According to Riadi (2018: 3) states that path analysis is an extension of multiple regression in providing a regression model or equation that can be estimated simultaneously and provides a more effective way. The samples taken were 146 people (rounded) who consider being representative of the existing population. The sampling technique is grouped into 2 (two), namely Probability Sampling and Nonprobability Sampling. According to Sugiyono (2013: 140), the definition of Probability Sampling is a sampling technique that provides equal opportunities for each element (member) of the population to be selected as a sample member.
As for data collection techniques, according to Sugiyono (2017: 223), various settings, sources, and methods can be carried out. In this study, the research data source is primary data, so Sugiyono added that primary data collection techniques by interview, questionnaire, observation, and a combination of the three. Based on this concept, in obtaining the desired primary data, the authors use a questionnaire data collection technique (questionnaire).

ResearchMethodology

This research uses descriptive and verification research methods. According to Sugiyono (2012: 35), descriptive study is research conducted to determine the value of the independent variable, either one or more (independent) variables without making comparisons or connecting with other variables. Meanwhile, verification research, according to Sugiyono (2010: 3) the research method used for research on specific populations or samples, and statistical data analysis to test predetermined hypotheses. The purpose of a descriptive study is to obtain a systematic description of the effect of work motivation and Compensation as an independent variable and employee performance as the dependent variable. At the same time, the verification aims to test the hypothesis with statistical calculations.

In this study, researchers used three independent variables (X_1 and X_2) and one dependent variable (Y). According to Sugiyono (2012: 38), research variables are anything in the form that is determined by the researcher to study so that information is obtained about it, then conclusions are drawn. The variable used is X_1 is work motivation, and variable X_2 is compensation, which affects variable Y, namely employee performance. At the same time, the population is all cleaning officers in the Cleanliness section of the CiptaKarya Office of KarawangDistricts, as many as 69 people. Sugiyono (2012: 80) says the population is a generalization area consisting of objects or subjects that have certain qualities and characteristics that are determined by researchers to be studied and then draw conclusions. This study also uses two sources, one primary source and one secondary source. The data collection techniques through interviews, questionnaires and observations and data analysis used Path Analysis.

III. Findings and Discussion

After the researcher analyzed the data, several results were obtained as described below:

Descriptive Analysis of Respondents' Answer to Organizational Climate, Job Characteristics, Creativity and Lecturer Performance.
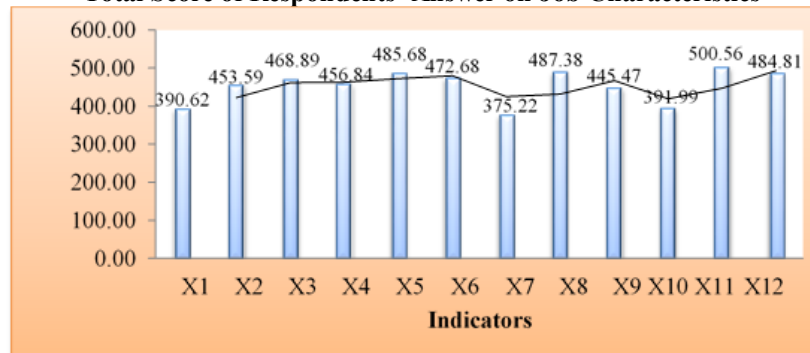
Chart 1.
Total Score of Respondents' Answer on Organizational Climate
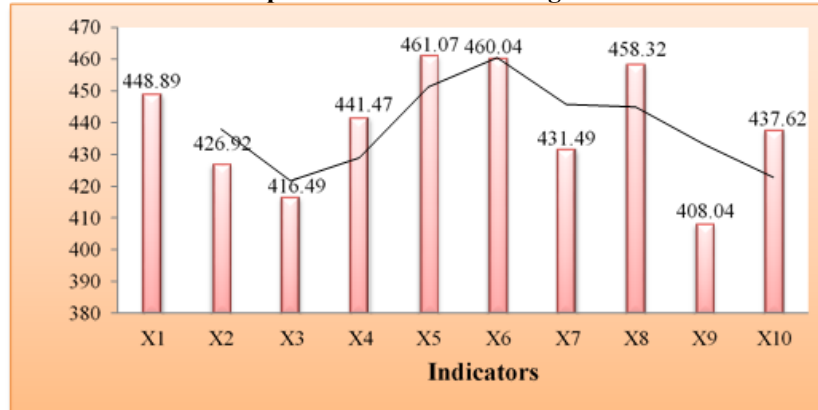
Source: Primary Data Processing Result, 2020

Based on chart 1. above, it shows the total score of the results of the answers on the ten indicators statements about the organizational climate. The highest score on organizational climate is on indicator X5 or the statement that the lecturer always implements discipline in performing their duties with a score of 461.07. While the lowest score on organizational climate is on the X9 indicator or the statement when there is a problem, it is always resolved well with a score of 408.04. Its condition shows that the organizational climate is perceived to be quite agreeable by the respondents due to the level of problem-solving because of conflicts in the workplace.
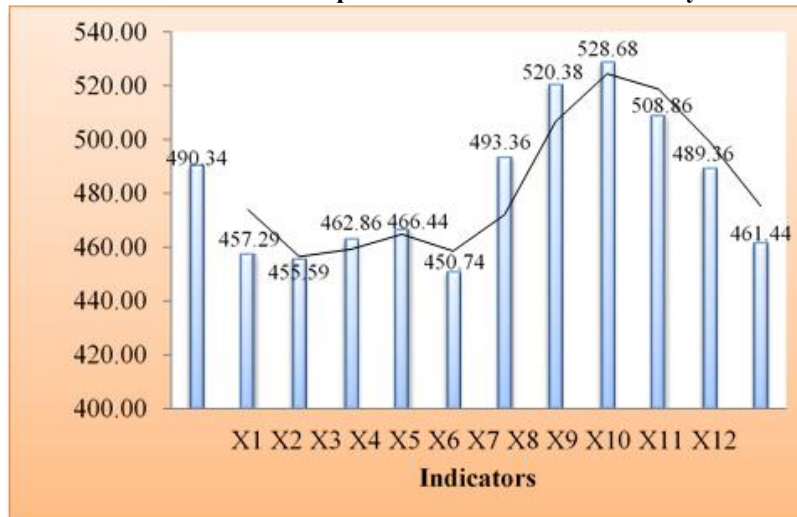
Chart .2
Total Score of Respondents' Answer on Job Characteristics

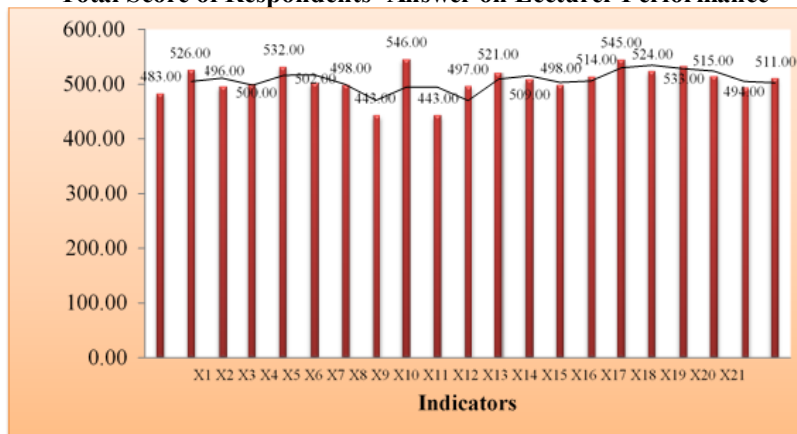*Source: Primary Data Processing Result, 2020*

Based on chart 2. Above, it shows the total score of the answers on the statements of twelve indicators about job characteristics. The highest score on job characteristics is on indicator X11 or the statement I get information from colleagues after carrying out the task with a score of 500.56. While the lowest score on job characteristics is on the X7 indicator or statement in carrying out tasks, Lecturers have the freedom to determine procedures and implementation schedules with a score of 375.22. This condition shows that the characteristics of the job perceive to be quite well by the respondent because in carrying out the task. The lecturer does not have the freedom to determine the procedures and schedule for the implementation of their duties.

Chart 3.
Total Score of Respondents' Answer on Creativity

Based on the chart.3 above, it shows the total score of the answers in the statements of twelve indicators about individual Lecturer creativity. The highest score on the individual creativity of the lecturer is in the X9 indicator or statement in solving a problem I have a different way from my friend with a score of 528.68. While the lowest score on the individual creativity of the Lecturer is on the X6 indicator or the statement when giving assignments, whether it always provides a solution with different methods with a score of 450.74. This condition shows that the individual Lecturer creativity is perceived to be quite well by the respondents due to how the task completed that always using the same method.

Chart 4.
Total Score of Respondents' Answer on Lecturer Performance

Source: Primary Data Processing Result, 2020

Based on chart 4. Above, it shows the total score of the answers in the twenty-one indicator statements about the Lecturer's performance. The highest score on Lecturer performance is on indicator X9 or the statement of openness in accepting student opinions, by paying attention to scientific principles and general truths with a score of 546.00. While the lowest score on Lecturer performance is on indicators X8 and X11 or a statement of ability to

create a harmonious relationship with students or a conducive classroom atmosphere and assign assignments to students such as writing papers, practicing in laboratories or workshops, field practice, chapter reports, book reports, critical analysis, translating, exhibitions, concerts according to the needs of the course with a score of 443 each. This condition shows that the good performance of lecturers is caused by openness in accepting student opinions, by paying attention to scientific principles and general truth.

Verification Analysis

Verification test analysis is needed to test the amount of the relationship and the effect of each variable. The value of the correlation between the variables X1 with X2, X2 with X3, and X1 with X3 can be explained as follows:

Table 2.

Correlation Value between Variables

		OrganizationalClimate	Characteristics	Creativity	Lecturer Performance
OrganizationalClimate	Pearson Correlation	1	.294**	.316**	.624**
	Sig. (2-tailed)		.000	.000	.000
	N	146	146	146	146
Characteristics	Pearson Correlation	.294**	1	.280**	.486**
	Sig. (2-tailed)	.000		.001	.000
	N	146	146	146	146
Creativity	Pearson Correlation	.316**	.280**	1	.532**
	Sig. (2-tailed)	.000	.001		.000
	N	146	146	146	146
Lecturer Performance	Pearson Correlation	.624**	.486**	.532**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	146	146	146	146

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Questionnaire Data Processing Result, SPSS, 2020

1. **CorrelationbetweenOrganizationalClimateandJobcharacteristics**

Based on Figure 2. Above, it shows the value of the correlation magnitude between the organizational climate variable (X1) and job characteristics (X2) of 0.294. The amount of this value means that the level of relationship between the two variables is low and unidirectional because it is in the correlation coefficient interval between 0.200 - 0.399 (Sugiyono, 2017: 184).

2. **Correlation between Job characteristics and Creativity**

Based on Figure 2. Above, it shows the value of the correlation magnitude between the variable job characteristics (X2) and creativity (X3) of 0.294. The amount of this value means that the level of

relationship between the two variables is low and unidirectional because it is in the correlation coefficient interval between 0.200 - 0.399 (Sugiyono, 2017: 184).

3. Correlation between Organizational Climate and Creativity

Based on Figure 4 above, it shows the value of the correlation magnitude between the organizational climate variable (X1) and job characteristics (X2) of 0.316. The amount of this value means that the level of the relationship between the two variables is low and unidirectional because it is in the correlation coefficient interval between 0.200 - 0.399 (Sugiyono, 2017: 184).

Path Analysis Models and Equations

Based on the results of calculations and data processing, the path coefficient for the variable organizational climate (X1), job characteristics (X2), and creativity (X3) on lecturer performance (Y) obtained. The results of this analysis can be seen in table 4:15.

Table 3.

Path Coefficient value

| Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-26.453	7.658		-3.454	.001
	OrganizationalClimate	1.093	.145	.446	7.540	.000
	Characteristics	.662	.145	.267	4.563	.000
	Creativity	.805	.150	.317	5.381	.000

a. Dependent Variable: Kinerja Dosen

Source: Primary Data Processing Result, SPSS, 2020

The results of the path analysis test as a whole can be described as shown in Figure 1.

Figure 1.

Path Coefficients of Organizational Climate (X1), Job Characteristics (X2) and Creativity (X3) on Lecturer Performance (Y)
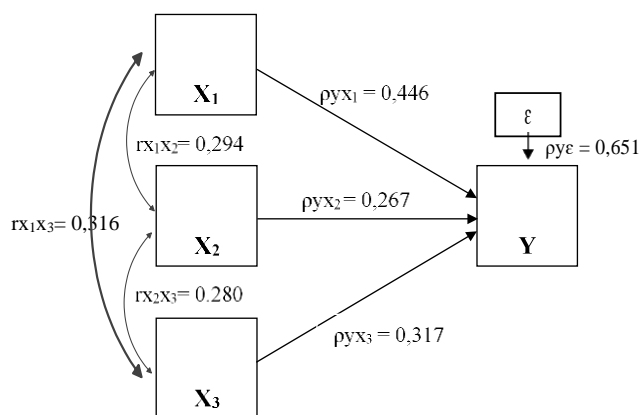
Based on Figure 1, it can be seen for each independent variable on the dependent variable that the amount of the associative degree or path coefficient of the organizational climate variable (X1) is higher than the creativity variable (X3) or the job characteristic variable (X2), which means organizational climate (X1) more influence on Lecturer performance (Y) than the creativity variable (X3) or job characteristics variables (X2). So that the path equation is as follows:

$$Y = 0{,}446 \, X1 + 0{,}267 \, X2 + 0{,}317 \, X3 + 0{,}651 \, \varepsilon$$

Notes:
X1   : Organizational Climate
X2   : Job Characteristics
X3   : Creativity
Y   : Lecturer Performance
ε : Another variable that is not measured, but affects Y From the above equation, it can be interpreted:
1. There is an associative relationship between organizational climate (X1) and lecturer performance (Y), the amount is 0.446 ($\rho YX1$).
2. There is an associative relationship between job characteristics (X2) and Lecturer performance (Y), the amount is 0.267 ($\rho YX2$).
3. There is an associative relationship between creativity (X3) and lecturer performance, the amount is 0.317 ($\rho YX3$).

PartialEffectsofOrganizationalClimate (X1), JobCharacteristics (X2) andCreativity (X3) onLecturer Performance (Y)

1. Partial Effect of Organizational Climate (X1) on Lecturer Performance (Y)

Based on table 3, the path coefficient for the organizational climate variable (X1) on the Lecturer performance variable (Y) is $\rho YX1 = 0{,}446$ so, it obtains the direct effect of the organizational climate variable (X1) on the Lecturer performance variable (Y) of $\rho 2yx1 = 19{,}89\%$. Meanwhile, the indirect effect of the organizational climate variable (X1) on the lecturer performance variable (Y) is 7.97%. Thus, the effect of the organizational climate variable (X1) on the lecturer performance variable (Y) is 27.86%.

2. Partial Effect of Job Characteristics (X2) on Lecturer Performance (Y)

Based on table 3. the path coefficient for the job characteristic variable (X2) to the Lecturer performance variable (Y) is $\rho YX2 = 0{,}267$ so that it obtains a direct effect of the work characteristic variable (X2) on the Lecturer performance variable (Y) of $\rho 2yx2 = 7{,}13\%$. Meanwhile, the indirect effect of job characteristic

variables (X2) on lecturer performance variables (Y) is 6.18%. Thus, the effect of the job characteristic variable (X2) on the lecturer performance variable (Y) is 13.30%.

3. Partial Effect of Creativity (X3) on Lecturer Performance (Y)

Based on table 3. the path coefficient for creativity variable (X3) is derived from the lecturer's performance variable (Y), which is $\rho YX3 = 0,317$ so that it obtains the direct effect of creativity variable (X3) on the lecturer performance variable (Y) of $\rho 2 = 10,05\%$. Meanwhile, the indirect effect of the creativity variable (X3) on lecturer performance variable (Y) is 6.65%. Thus the effect of creativity variables (X3) on lecturer performance variables (Y) is 16.69%.

SimultaneousEffectofOrganizationalClimate (X1), JobCharacteristics (X2) andCreativity (X3) towardsLecturer Performance (Y)

The simultaneous effect of organizational climate (X1), job characteristics (X2) and creativity (X3) on lecturer performance (Y) are shown in the table 4.16.

Table 4.

Direct and indirect effect of organizational climate (X1), job characteristics (X2) and creativity (X3) on lecturer performance (Y)

Variable	Path Coefficient	Direct effect to Y	Indirect Effect			Total Effect
			X_1	X_2	X_3	
Organizational Climate (X_1)	0,446	0,1989		0,0350	0,0447	0,2786
Job Characteristics (X_2)	0,267	0,0713	0,0350		0,0267	0,1330
Creativity (X_3)	0,317	0,1005	0,0416	0,0249		0,1669
Total Effect						**0,5786**
Effect of other variables (ε)						**0,4214**

Source: Questionnaire Data Processing Results, SPSS, 2020

Based on table 4 above, it is obtained the simultaneous influence of the organizational climate variable (X1), job characteristics (X2) and creativity (X3) on Lecturer performance (Y) 0.5786 or 57.86%, while the influence of other variables outside the model is 42.14%.

The coefficient of determination (CD) on the relationship between organizational climate (X1), job characteristics (X2) and creativity (X3) on Lecturer performance (Y) can be explained as follows:

Table 5.

Model Summary

Model	R	R Square	Adjusted R Square	Std. ErroroftheEstimate	ChangeStatistics				
					R Square Change	F Change	df1	df2	Sig. F Change

1	.759ᵃ	.576	.567	10.13656	.576	64.390	3	142	.000

    a. Predictors: (Constant), Creativity, Characteristics, Organization Climate
    b. Dependent Variable: Performance

Source: Questionnaire Data Processing Results, SPSS, 2020

Based on table 5. above shows that the contribution of the organizational climate variable (X1), job characteristics (X2), and creativity (X3) to the lecturer performance (Y) is 0.576 or 57.60% while, the remaining 42.40% increase in lecturer performance is influenced by other variables not examined in this study.

IV. Conclusion

Based on the results of the analysis of this study, there are several findings related to organizational climate, job characteristics and creativity on the lecturer performance in the University of BuanaPerjuanganKarawang. Following are the conclusions of the findings:

1. Organizational climate, job characteristics, creativity, and lecturer's performance at University of BuanaPerjuangan (UBP) Karawang, when seen from the data that has been presented is quite good.
2. The correlation between organizational climate and job characteristics is interpreted to have a low relationship level. This is due to the relatively limited role of job characteristics in fostering organizational climate, because organizational climate is shaped by various aspects.
3. The correlation between job characteristics and creativity is interpreted to have a low level of relationship. It is because individual lecturers cannot achieve inventive abilities, because the freedom of expression has not been maximized to develop creations following their restricted desires by autonomy.
4. The effect of organizational climate on lecturer performance is 27.86%, the effect of job characteristics on lecturer performance is 13.30%, while the effect of creativity on lecturer performance is 16.69%.
5. The simultaneous effect, the effect of organizational climate, job characteristics, and creativity on the performance of lecturers is 57.86%. This condition shows that the lecturer performance of the University of BuanaPerjuanganKarawang is not optimal because the influence of organizational climate, job characteristics, and new creativity has a strong enough influence. The better the increase in the three variables, the better the lecturer performance and vice versa. The current lecturer performance of University of BuanaPerjuanganKarawang shows in the level of Lecturer discipline that is applied in carrying out their duties, it means that the discipline factor can be used as a measure of the performance of a lecturer by the University of BuanaPerjuanganKarawang.

V. Suggestion

1. For further research, it recommends to add or use other independent variables that have the potential to contribute to lecturer performance, especially at the University of BuanaPerjuanganKarawang. For example, work discipline variables, job satisfaction, competence, and compensation and use other methods to see the comparison between one method with other methods.
2. For future researchers who are interested in similar material, the results of this study can be used as reference material for further research development, of course, by paying attention to the weaknesses and limitations of this study.
3. For the University of BuanaPerjuanganKarawang, it is hoped that it will continue to improve the performance of its lecturers to be better.

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