
Influence of Innovative Behavior, Work Discipline, Creative Thinking and Work Environment on the Performance of Lecturers with Work Commitment as Intervening Variables

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Abstract

The purpose of this study was to analyze and prove the effect of Innovative Behavior, Work Discipline, Creative Thinking and Work Environment on Lecturer Performance at Kadiri University with Work Commitment as an intervening variable. Currently the phenomenon related to the management of higher education in Indonesia is increasingly complex, the management is required to be globally oriented. Institutions must be managed professionally through the selection of strategies that are supported by professional human resource management, namely by implementing strategies that are oriented towards innovation, work discipline, creativity, harmonizing the work environment and the right work commitment in order to anticipate continuous competition or educational competence increase.

Data analysis using Structural Equation Modeling (SEM). The research population of lecturers at Kadiri University is 454 people. With the Slovin formula the sample is determined to be 212 people.

The results showed 1). There is a significant influence between the variables of Innovative Behavior on Lecturer Performance. 2). There is a significant influence between Work Discipline on Lecturer Performance. 3). There is a significant influence between Creative Thinking variables on Lecturer Performance. 4). There is a significant influence between the variables of the Work Environment on Lecturer Performance. 5). There is an influence between the variables of Innovative Behavior on Lecturer Performance with Work Commitment as an intervening variable. 6). There is an influence between the variables of Work Discipline on Lecturer Performance with Work Commitment as an intervening variable. 7). There is an influence between the Creative Thinking variable on Lecturer Performance and Work Commitment as an intervening variable. 8). There is an influence between the variables of the Work Environment on Lecturer Performance with Work Commitment as an intervening variable.

Keywords: Innovative Behavior, Work Discipline, Creative Thinking, Work Environment, Work Commitment and Lecturer Performance

1. Introduction

Competition between universities in Indonesia is getting tougher, the management is required to quickly orientate globally. Institutional management needs to be carried out professionally through the selection of strategies in managing human resources, especially lecturers. The strategy is mainly related to improving the performance of lecturers, which is related to the ability to innovate, work discipline, be creative, harmonize the work environment and the right work commitment to anticipate competition or educational competence that continues to increase. Davila, Epstein & Shelton, (2005) explained that the strategy of higher education that is oriented towards creativity and innovation encourages institutions to become leaders through the creation of new learning methods. The determination of the strategy must be supported by the performance of lecturers and the institutional environment that encourages creative, innovative thinking and work discipline. The match between creative thinking, innovation, work discipline, work environment and commitment is very important to support the achievement of lecturer performance.

Human resources have a very important role, in their interactions and complexity can determine human quality. Therefore we must always be vigilant and pay attention to details. Synder, (1989) once stated "humans are the most valuable resource and behavioral science provides many techniques and programs that can guide the more effective use of human resources". This aims to achieve the performance of human resources (HR) which is increasingly qualified.

In order to achieve optimal performance, institutional leaders must consider the influence of innovative behavior, work discipline, creative thinking, work environment and work commitment on lecturer performance (Stoner in Jumiati et al, 2009). Mangkunegara, (2000:42) identifies performance as a record of the acquisition resulting from the function of a particular job or activity for a certain period of time, while according to Rivai and Basri, (2004) stated that performance is an achievement achieved by a person in carrying out his duties or work in accordance with standards and criteria set by the Higher Education. Aspects of innovation and high creativity play an important strategic role in the management of human resources (HR).

According to Mangkunegara (2000:42), performance is the result achieved by a person according to the size applicable to the work in question. Performance as the result of a person's work on a certain unit of time or measure. So there are two dimensions in understanding the concept of performance, namely the dimension of motivation and the dimension of ability. Hellriegel in Hamid (2002) states individual performance as a result of multiplication or a function of motivation and ability.

According to Keith Davis in Mangkunegara (2003) factors that affect the achievement of performance (human performance) in the ability factor (ability) and motivation factor (motivation). The extent to which a person can achieve satisfactory results in work depends on his abilities. Ability is closely related to the physical and mental abilities that people have to carry out their work.

The chosen strategy needs to be supported by committed and competent human resources and adheres to innovative, professional, open and flexible values. The suitability between

institutional strategy, HR strategy, and institutional culture is very important to support the achievement of lecturer performance.

The results of research by Christina & Maren, (2010) concluded that the performance of human resources is influenced by commitment. Higher Education Commitment is a relative strength of lecturers in identifying their involvement as part of the Institution, with the above background encouraging further research on "The Influence of Innovative Behavior, Work Discipline, Creative Thinking, Work Environment on Lecturer Performance at Kadiri University with Work Commitment as an Intervening Variable".

2. Literature Review

2.1 Innovative Behavior

Anatomically and psychologically humans are not much different. This anatomical and psychological similarity leads to the occurrence of the same behavioral process in every human being. With the spirit of innovative learning, the individual's compensation will be well maintained and will learn how to integrate the knowledge he has from various sources to be donated to the company where he works. The spirit of innovative learning will also increase a person's level of intellectual capital from just knowing what to caring why. If all individuals in the organization have been at the level of caring why this is, then there will be an intelligent corporation.

Tunggal (2002) defines a smart company as a company that is able to develop its advantages on an ongoing basis from its activities based on knowledge and services, by relying on its intellectual property (intellectual assets). A person's enthusiasm for innovation can be observed when he participates in all activities related to innovation. The spirit of individual innovative work is very important because in doing innovative work, there are greater risks that must be taken compared to routine work. Successful innovation is simple and focused. Must be specific, clear and have a workable design.

2.2 Work Discipline

Heidjrachman and Husnan, (2002:15) reveal "Discipline is every individual and also a group that ensures compliance with orders" and takes the initiative to take an action that is needed if there is no order". The indicators are the effective use of time, adherence to the rules that have been set, and coming and going home on time. According to Davis (2002:112) "Discipline is management action to encourage the implementation of organizational standards, this is training that leads to efforts to justify and involve knowledge of employee attitudes and behavior so that there is a willingness in employees to lead to greater cooperation and good achievement."

According to Simamora (Reza, 2010) discipline is a procedure that corrects or punishes subordinates for violating rules or procedures. Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior as well as an effort to increase one's awareness and willingness to obey all company regulations and applicable social norms (Rivai, 2004).

2.3 Creative Thinking

Creativity has not received adequate attention in Indonesia, both in the midst of the general public and in the business environment. Many people assume that creativity is only good and positive among children. But not in adults. Whereas creativity is one of the weapons in the world of industry and business in the next century full of competition. There are several aspects of creativity that are often expressed from the definition of creativity in the literature, such as the creation of something new, the process of finding ideas, combinations and associations between knowledge of disciplines, leaving traditional thinking patterns, thinking about something new and unusual, having many ideas, using different points of view. The definitions of creativity include:

1. The skills to find new connections, see the subject from a new perspective, and can form new combinations of two or more concepts that already exist in the brain (Mc. Coy, 2002).
2. Creativity is the pooling of knowledge from different fields of experience to produce new and better ideas (MA West, 1997: 1).

West (1997: 2) defines innovation as the intentional introduction and application in a work, work team or organization, of new ideas, processes, products, or procedures for the work, work team, or organization, with the aim of benefiting the job, work team, or organization. So innovation begins with an idea, both from within and from outside the company, to create and implement something new, which ultimately can provide benefits and positive impacts for the company. So the most important of an innovation is the idea, implementation and usability. The notion of innovation must be distinguished from the notion of invention or creativity. Discovery is a creative process that includes the use of knowledge and information to create something new.

West (1997:31) reveals that the behavioral component of an attitude is related to a person's tendency to act against something in a certain way. So this behavioral component is the action component of attitude. The way a person acts towards another person or thing can be friendly, warm, aggressive, hostile, apathetic or in some other way. These actions can be measured and assessed.

2.4 Work environment

The work environment is one of the factors that can affect work productivity and work effectiveness of employees. The form can be in the form of a material environment such as the place and means of production, as well as a psychological environment such as the atmosphere of social relations between the company's personal. The definition of the work environment as formulated by Nitisemito (1999: 183) is: "Everything that is around the workforce and can affect him in carrying out the tasks assigned to him". The indicators are; the relationship between employees, work atmosphere, and employee work facilities.

The work environment is something that is around the workers and can affect them in carrying out their duties (Nitisemito, 1998 in Pramono, 2011). In line with what Supardi stated (Potu, 2013), the work environment is a condition around the workplace both physically and non-

physically that can give the impression of fun, security, reassurance and the impression of being comfortable working and so on.

2.5 Work Commitment

As a general definition, Luthans (1995) defines organizational commitment as an attitude that shows employee loyalty and is an ongoing process of how an organization member expresses their concern for the success and goodness of the organization. The indicators are:

1. Have passion.
2. Have a will.
3. Have an emotional bond.

The success of organizational management is largely determined by the success of managing human resources. In the study of human resource management, organizational commitment as an aspect that influences human behavior in organizations has become an important matter that has been widely discussed and researched. The reason is very simple, for example, no matter how good the vision, mission, and goals of the organization, will not be achieved if it is not there is a commitment from members of the organization (Dongoran, 2001).

2.6 Performance of Human Resources (HR)

According to Maryoto, (2000:91), the performance of Human Resources (HR) is the result of work over a certain period compared to various possibilities, for example standards, targets/targets or criteria that have been mutually agreed upon. The indicators are:

1. Employee work quality.
2. Quantity of employee work.
3. Contribution to the organization.

Sherman and Ghomes in Soelaiman (2007:279) "Job performance is the amount of successful role achievement". According to Soelaiman in his book Performance Management (2007:279) gives an understanding of performance as something that is done and produced in the form of products or services, within a certain period and a certain size by a person or group of people through their skills, abilities, knowledge and experience. Then he also explained (2007: 283) employee performance is the level to which employees achieve job requirements.

3. Research Method

The process of data analysis technique was carried out with a quantitative approach with a population of Kadiri University Lecturers totaling 454 people. Sampling technique using proportional random sampling technique. The number of samples is 212 which is calculated using the Slovin formula. In accordance with the existing conceptual framework and hypotheses, the data were tested using SEM analysis.

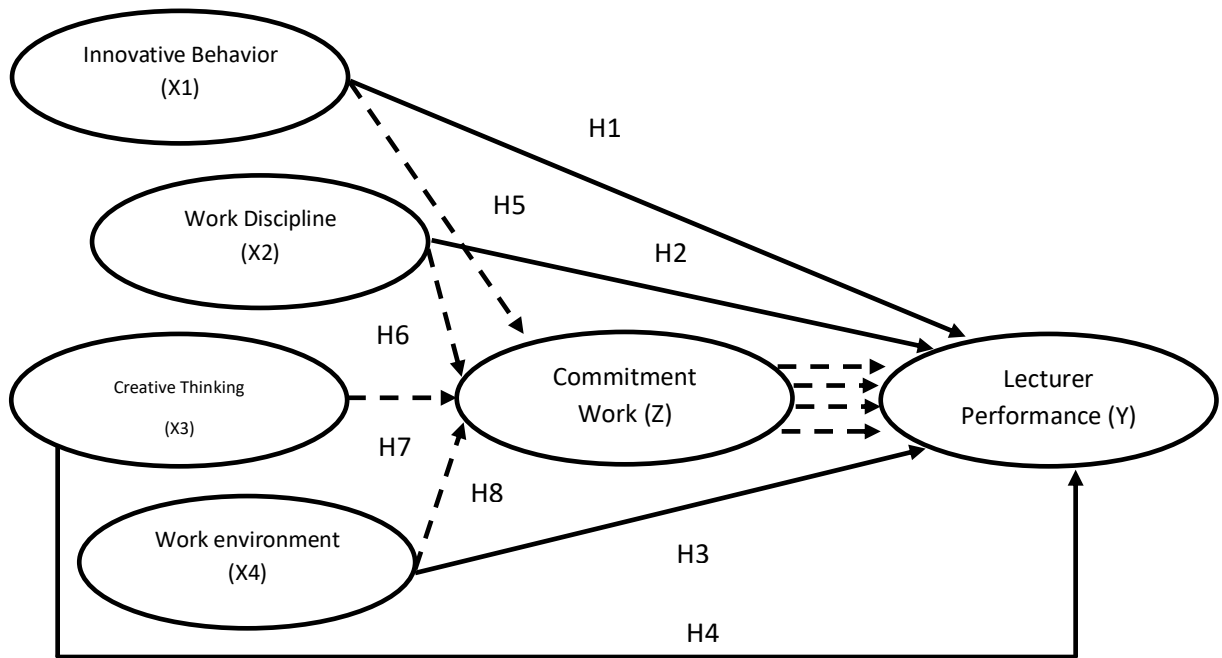


Figure 1. Concept Framework Drawing

4. Result and Discussion

4.1. Model Fit and Hypothesis Testing

The relationship between variables and the structural values of the model has shown a good or fit model, to find out the structural values of the model as a whole, it can be seen in the Goodness of fit Value Table. The table of the results of the good of fit analysis shows that all the suitability of the model provides an index according to the recommended one (fit).

Table 1. Table of Goodness of fit. Values

Criteria	Model Test Results	Cut-Off Value	Information
Cmin/df	1.905	< 3.00	Fit
RMSEA	0.058	≤0.08	Fit
GFI	0.944	≥0.90	Fit
AGFI	0.925	≥0.90	Fit
TLI	0.961	≥0.95	Fit
CFI	0.994	≥0.95	Fit
RMR	0.018	0.05	Fit
NFI	0.983	>0.90	Fit

Table 2. Structural Equation Model Hypothesis Testing Results

Hip	Influence		Coefficient	CR	Prob.	Information
H1	Innovative Behavior	Lecturer Performance	0.719	4.284	0.000	Significant
H2	Work Discipline	Lecturer Performance	0.760	6.332	0.020	Significant
H3	Creative Thinking	Lecturer Performance	0.895	7.187	0.000	Significant
H4	Work environment	Lecturer Performance	0.518	4.820	0.000	Significant
H5	Innovative Behavior	Lecturer Performance Through Work Commitment	0.367	2,957	0.047	Significant
H6	Work Discipline	Lecturer Performance Through Work Commitment	0.416	6.457	0.010	Significant
H7	Creative Thinking	Lecturer Performance Through Work Commitment	0.417	2.857	0.049	Significant
H8	Work environment	Lecturer Performance Through Work Commitment	0.523	4.820	0.000	Significant

1. Influence of Innovative Behavior (X1) on Lecturer Performance (Y)

There is a significant positive effect between the variables of Innovative Behavior on Lecturer Performance, on the statistical value in the form of Sig count < Sig table which is $0.000 < 0.05$.

This is in accordance with research from (Yuan and Woodman, 2010; Kim and Koo, 2017). These findings indicate that Lecturer Innovative Behavior will appear when the Lecturer is faced with urgent and challenging conditions when completing his work. In addition, the leadership provides freedom and opportunity for lecturers to realize their ideas to solve problems at work. This condition will develop a better work pattern. This is as evidenced in the results of previous research from Janseen (2000). With increasing competition, universities are required to continue to review and improve innovative lecturers to contribute their creative ideas to be able to change

things that are considered monotonous and hinder the development of higher education more quickly.

2. The Effect of Work Discipline (X2) on Lecturer Performance (Y)

There is a positive and significant influence that occurs between work discipline on Lecturer Performance, based on statistical data Sig count < Sig table ie $0.020 < 0.05$.

The results of this study indicate that discipline has a positive influence on Lecturer Performance, meaning that the higher the discipline of Lecturers/Teachers to Universities or Institutions will improve Lecturer Performance. This means that if the Work Discipline increases, the Lecturer's Performance will also increase or it can be said that the higher the Work Discipline, the higher the Lecturer's performance. These results are in accordance with the results of Reza's research (2010) which also found that Work Discipline had a significant effect on Lecturer Performance.

3. The Influence of Creative Thinking (X3) on Lecturer Performance (Y)

The result of the influence of brand image on purchasing decisions is that there is a significant positive effect between the two with statistical results Sig count < Sig table ie $0.000 < 0.05$.

The results of this study also support previous research conducted by Putra and Bayu (2017) which states that Creative Thinking has a positive effect on Lecturer Performance, this means that the higher the creativity, the higher the Lecturer's Performance directly. According to Aprianggi et al (2018), creativity has a positive and significant influence on lecturer performance, where lecturers have special skills in solving problems in work and teaching, so that the work done is completed on time and more effectively and also more accurately. According to Astuti, et al (2019) Creative Thinking has a positive and significant influence on Lecturer Performance, where Creativity is a factor that affects Lecturer Performance.

4. Effect of Work Environment (X4) on Lecturer Performance (Y)

The results of the influence of the Work Environment on Lecturer Performance is that there is a significant positive effect between the two with statistical results Sig count < Sig table i.e. $0.000 < 0.05$.

The results of this study indicate that the work environment has a positive influence on the performance of lecturers, meaning that a more conducive work environment will improve the performance of lecturers at Kadiri University. This shows that the Work Environment is able to improve Lecturer Performance. So that it can be interpreted that feeling comfortable with the work environment affects the motivation of lecturers, if the conditions around the workplace both physically and non-physically are getting better and more comfortable, the motivation of lecturers will increase and vice versa.

5. The Influence of Innovative Behavior (X1) on Lecturer Performance (Y) with Work Commitment (Z) as the intervening variable.

There is a positive and significant influence that occurs between Innovative Behavior on Lecturer Performance at Kadiri University through Work Commitment, based on statistical data

Sig count < Sig table i.e. $0.047 < 0.05$. Innovative Behavior variables indirectly affect Lecturer Performance through Work Commitment. In the research, Makmur and Tahler (2015: 31) determine that basically the creation of an innovation begins with the search and discovery of opportunities that can be obtained by lecturers both from outside the institution and from within the institution, depending on the university's policy towards its lecturers. So it can be concluded that the lecturers work with a fairly good commitment and according to what the institution has set and can support the performance of the lecturers.

6. The Effect of Work Discipline (X2) on Lecturer Performance (Y) with Work Commitment (Z) as the intervening variable.

There is a positive and significant influence that occurs between Work Discipline on Lecturer Performance at Kadiri University through Work Commitment, based on statistical data Sig count < Sig table i.e. $0.010 < 0.05$.

Performance is the result of work produced by the ability of individuals or groups carried out based on skills, experience, sincerity and time to the maximum. According to Mangkunegara (2011) performance is the result of work in quality and quantity achieved by a lecturer in carrying out his duties in accordance with the responsibilities given to him. Work Commitment Variable can be an intervening variable between the effect of work discipline on Lecturer Performance. Lecturers who have high performance but have low work commitment will reduce the performance of lecturers. However, if the lecturer has high work discipline and has a high work commitment, of course it will also improve the lecturer's performance.

7. The Influence of Creative Thinking (X3) on Lecturer Performance (Y) with Work Commitment (Z) as the intervening variable.

There is a positive and significant influence that occurs between Creative Thinking on Lecturer Performance at Kadiri University through Work Commitment, based on statistical data Sig count < Sig table i.e. $0.049 < 0.05$.

The results of this study are in accordance with (Sumanto & Herminingsih, 2016) which states that a creative organizational culture has a significant effect on organizational commitment, where the dimension that has the strongest correlation to affective commitment is the dimension of team orientation. The equation of this research are both studying organizational commitment (Pratama & Dihan, 2017) which suggests that there is an effect on increasing commitment.

organization. Creative Thinking significantly affects Lecturer Performance, where the increase in Creative Thinking has a significant effect on improving Lecturer Performance.

8. The Effect of Work Environment (X3) on Lecturer Performance (Y) with Work Commitment (Z) as the intervening variable.

There is a positive and significant influence that occurs between the Work Environment on Lecturer Performance at Kadiri University through Work Commitment, based on statistical data Sig count < Sig table i.e. $0.000 < 0.05$.

The Work Environment can affect Lecturer Performance but it is necessary to have a Work Commitment first. A comfortable work environment will increase work commitment, so that if work commitment is in the high category, lecturer performance will increase. The Work Environment can affect Lecturer Performance but it is necessary to have a Work Commitment first. A comfortable work environment will increase work commitment, so that if work commitment is in the high category, lecturer performance will increase. Mathis & Jackson (2012) Lecturer performance is the work output that can be produced by the lecturer according to his ability. The Lecturer Performance Indicators used were designed by Mathis & Jackson (2012) as follows: Quantity of work, quality of work, timeliness and effectiveness, attendance, and independence.

5. Conclusion

Based on the problems, data analysis and discussion can be concluded as follows:

1. There is a significant influence between the online variables of Innovative Behavior on Lecturer Performance at Kadiri University.
2. There is a significant influence between the variables of Work Discipline on Lecturer Performance at Kadiri University.
3. There is a significant influence between Creative Thinking variables on Lecturer Performance at Kadiri University.
4. There is a significant influence between the variables of the Work Environment on the Performance of Lecturers at Kadiri University.
5. There is an influence between Innovative Behavior on Lecturer Performance at Kadiri University with Work Commitment as an intervening variable.
6. There is an influence between Work Discipline variables on Lecturer Performance at Kadiri University with Work Commitment as an intervening variable.
7. There is an influence between Creative Thinking variable on Lecturer Performance at Kadiri University and Work Commitment as an intervening variable.
8. There is an influence between the variables of the Work Environment on the Performance of Lecturers at Kadiri University with Work Commitment as an intervening variable.

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