

The Impacts of Cultural Openness and Achievement Motivation Patterns on Contextual Performance through Innovative Work Behaviour

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Abstract. The survival of private tertiary institutions is largely determined by the performance of employees in providing services, especially to stakeholders. Employees who have innovative work behaviours will be able to carry out their duties and responsibilities to the fullest. The focus of this study is to determine the role of innovative work behaviour in mediating patterns of cultural openness and achievement motivation in the contextual performance of private university employees in the city of Medan. This research method uses smart PLS-based structural equation modelling (SEM). The target population for this study is 728 educators from seven private universities in Medan City. Where the sampling technique is purposive random sampling. So the researchers chose 100 employees from the seven private universities. Collecting data using a questionnaire with a Likert scale, the results of the study show that innovative performance behaviour has a significant role in mediating achievement motivation in context. Then innovative performance behaviour has no role in mediating cultural patterns of openness to contextual performance. The implications of the findings in this study indicate that private universities in Medan City have this competitive advantage through the concept of religious teachings. These colleges tend to be based on the Effect of the leadership of religious leaders compared to the leadership of the college.

Keywords: pattern of cultural openness, archived motivation, need for innovative work, contextual performance

1. Introduction

At present, the progress of a country is largely determined by the quality of education in forming a professional workforce (H. A. H. S. R. Nasib, 2022). To improve the quality of the workforce, it must also be properly planned, especially the management of tertiary institutions, both public and private, in a country. Preparing for the need for manpower from the industrial world for these needs is, of course, a big responsibility in the hands of higher education management (Pebri, 2020).

The quality of education in tertiary institutions is also a country's hope for encouraging the level of national income. So it is hoped that graduates from existing tertiary institutions can not only be accepted by private or foreign companies but also open a new business unit. Thus, the foundation of the country's economy will be stronger with more and more professional workers (A. F. Nasib, 2020).

Furthermore, the college is a place where a student gets education and training to improve the quality of his potential (D. M. S. Y. L. Nasib, 2022). Private tertiary institutions have duties and responsibilities in producing graduates who have good abilities and attitudes. In supporting these duties and responsibilities, of course, the role of professional employees cannot be separated (I. E. A. L. Nasib, 2023).

At present, private tertiary institutions, where all operational costs are derived from the education costs of their students, will face risks and uncertainties in the future (Syaifullah, 2021). Providing the best service during the educational process and continuing to maintain the quality of education in accordance with industry needs is a tough task for the college. Supporting these activities, of course, cannot be separated from the role of employees owned by tertiary institutions (Fadli, 2020). The ability of an employee to provide services to students and minimize complaints from students is the hope of a higher education leader [s8].

The ability of an employee to provide services to students and minimize complaints from students is the hope of a higher education leader (S. C. S. A. Y. Nasib, 2019). There are many heavy duties and responsibilities for an employee in dealing with this situation. Basically, establishing harmonious relations with students, the government, and the industrial world requires a strong commitment from all employees (I. L. Nasib, 2020).

Innovative work behaviour is considered feasible and is the right solution for maintaining the quality and quantity of an employee's work (Fitrio, 2021). Innovative work behaviour starts with an employee's ability to provide quick and appropriate solutions to students. Job innovation is an effort to speed up service and minimize work error rates. The results of previous studies stated that innovative work behaviour has a significant effect on an employee's performance. However, the research results (Mardikaningsih, 2022) disagree with the results. According to him, not as long as they are able to encourage increased employee performance.

Employee performance is also Affected by cultural openness. An innovative culture linearly creates an atmosphere that challenges employees' thoughts and ideas and enhances the employee collective (Khan, 2020). A cohesive organization creates a work environment that supports employee creativity through the development of new products and services. In addition, an innovative culture encourages all types of creativity among employees, thereby increasing employees' confidence that their creative behaviour is meaningful and valued by the organization (Jalalkamali et al., 2016). Then the research results (Luu, 2021) stated that the cultural openness that existed in the organization was able to improve the performance of employees. However, the research results (Zacca, 2021) I disagree that cultural openness is not always able to improve employee performance.

According to (Basril, 2022) states that performance is a factor that creates job satisfaction when a non-performing worker is dissatisfied with his job. These factors are summarized in the motivators that motivate them, including responsibility, progress, the work itself, achievement, and recognition (Munandar, 2012). Motivation can be in the form of strength, energy, difficult circumstances, or the will within the individual to move towards a certain goal, both consciously and unconsciously (Nurhadi, 2020). A person's motivation can arise and grow by itself, either from within or from the external environment (Wachyudi, 2020). The results of research conducted by (Herlisha, 2021) states that archived motivation directly has a significant effect on employee performance. However, the research is not in line with the results of the study (Lam, 2019) does not affect employee performance.

As an employee in education, students really need skills and knowledge, as well as a strong desire to learn, so that the quality of the learning provided is in accordance with the needs of the industrial world (Yanuarisa, 2022). It is hoped that these college graduates not only have good knowledge and skills but are also expected to have a good work ethic. Because education not only creates intelligent human beings, it will also produce graduates who are ethical and have character (Djaelani, 2020).

According to (Reilly & Aronson, 2012) states that the quality and quantity of work, communication, and responsibility are the main performance indicators of tertiary institutions in measuring the performance of their employees. Furthermore, tertiary institutions in Indonesia, especially in the city of Medan, are expected to continue to evaluate the work of their employees. At this time, the researchers had conducted a preliminary survey of 50 education staff at 5 private tertiary institutions in Medan City, namely Prima Indonesia University with 20 people, Islamic

University of North Sumatra (UISU) with 10 people, Nusantara Muslim University (UMN) with 10 people, North Sumatra Muhammadiyah University (UMSU) with 5 people, and the Indonesian Methodist University with 5 people, with details of the results of the respondents' responses as follows:

Table 1: Pre-contextual performance survey of education personnel

Question	Yes		No	
	F	%	F	%
Willing to help colleagues voluntarily complete a job	21	42	29	58
Accepting advice from others above self-interest	26	52	24	48
Placing higher education goals above self-interest	19	38	31	62
Take initiative in doing the work required.	27	54	23	46

Source: Researcher (2021)

From Table 1, it can be explained that there are still a lot of education staff, namely 29 people (58%) who are not willing to voluntarily help colleagues complete a job. This indicates that education staff do not respond if colleagues ask for help to complete a job. 24 people (48%) among education staff do not want to accept suggestions from other people above self-interest, meaning that there are still education staff who feel that their ability to complete a job does not require input from colleagues. 31 people (62%) of education staff do not want to place higher education goals above self-interest, meaning that educational staff prioritize their personal interests rather than the goals or interests of the tertiary institution where they work, and 23 people (46%) of educational staff do not want to take the initiative in doing the necessary work, meaning that there are still many educational staff who have low initiative in finishing a job.

Based on this phenomenon, it can be said that the contextual performance of educational staff in Medan City Private Higher Education still needs attention. Furthermore, during pre-survey interviews, researchers were able to find phenomena regarding the innovative contextual performance of educational staff, including in their daily work. Many educational staff were still unable to keep up with changes in the work system, and apart from that, there were still many educational staff who had not been able to apply new work methods. more efficient, especially in operating technology and digital skills, such as from manual systems to computerized or digital network systems, academic information systems (SIKAD), then feeders, and then to Pangkalan Data Pendidikan Tinggi (PDPT) by online

2. Theoretical Background

2.1 Contextual Performance

Contextual performance is very important in team settings. Such things as interpersonal assistance, work dedication, and initiatives that reflect contextual performance help the team function effectively (Reilly & Aronson, 2012). Next according (Borman et al., 2001) in the end proposes a three-factor model "three-factor model" to measure contextual performance including (1) interpersonal support, which includes being willing to give advice, teach certain skills to colleagues, willing to work together and accept suggestions above self-interest, prioritizing the interests of the organization, doing a job by showing trust, willing to accept the difficult consequences faced by the organization, (2) organizational support, namely participating in promotions, providing suggestions for improvements in accordance with the rules, carrying out work unit programs, supporting goals and carrying out established work procedures, (3) awareness initiatives (conscientiousness initiatives), namely initiatives in doing work, having awareness and skills to develop knowledge of the opportunities given. Although models (Borman et al., 2001) somewhat broader, but the two models are still aligned with opinion (Reilly & Aronson, 2012). Other researchers also proposed a model that includes contextual performance, viz [25][26] and all model similar behaviour patterns.

2.2 Innovative Work Behaviour

The innovation was originally introduced by (Schumpeter, 1934) which makes observations regarding the role of entrepreneurs and how they benefit from the introduction of new ideas. Several scholars have the same definition of innovation, including aspects of novelty and the implementation of creative ideas, among others (De Jong & Hartog, 2005). According to (West & Farr, 1989) Innovation is a quality shared by most or all professional and managerial workers, and given an appropriately facilitated environment, individual innovation is likely to be enforced in the work environment. According to (West & Farr, 1990) states that innovation focuses more on the implementation and acceptance of ideas and less on the creative aspects. Innovative ideas occur after someone implements them.

Meanwhile, creative ideas occur before implementation. Creativity is a mental ability that involves creative thinking skills, domain-specific expertise, and motivation that lead to the development and implementation of innovative solutions. Meanwhile, creativity is a component of innovation but does not represent innovation as a whole, and there is a symbiotic relationship between creativity and innovation (Watley, 2016). Researchers often use the terms creativity and innovation interchangeably, even though the two constructs differ significantly (Watley, 2016).

2.3 Patterns of Cultural Openness

According to (McCrae & Costa, 1980) was the academic who first postulated that openness to experience was a personality dimension that should be given greater consideration. This trait in particular would describe the part of a person's personality that is involved in creativity or breadth of thought. Furthermore (McCrae & Costa, 1980) modernizing the Five Factor Model as it is known today to include personality traits or dimensions of openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism. Openness to experience is a personality trait that is linked to other important variables that include an employee's overall work experience (Surjanti, 2020). Nevertheless, it is also important to mention the weak or insignificant relationships found in organizational settings (Fitrio, 2021). Previous research has shown a weak correlation between openness to experience and overall job satisfaction (Judge et al., 2002). In addition, several studies have debated the validity of personality measures in predicting job performance. According to (Griffin et al., 2000) confirmed that openness to experience is the most unpredictable personality trait in job performance. In previous research, (Barrick & Mount, 1993) have also found that the relationship between openness to experience and work performance is not significant.

2.4 Achievement Motivation

Motivation plays an important role in learning to achieve better learning outcomes (Nicholls, 1984). Furthermore (Anique, 2007), because with this motivation, a person has the energy to move and can maintain it to achieve maximum results. Someone who has motivation is usually able to achieve the goals he wants to achieve, even though he encounters many obstacles in achieving these goals. Many experts conclude that motivation is closely related to behaviour, even the concept of motivation. closely related to the principle that predetermined behaviour is more likely to be repeated than behaviour that has not been reinforced or punished (Kan, 2007). Motivation itself is defined as an internal process that sometimes activates, directs, and maintains behaviour (Collins, 2009). This is in accordance with the findings put forward by (Adegboyega, 2018) which defines motivation as an internal state that stimulates, moves, and supports behaviour, meanwhile (Worrell, 2016) mentions motivation as a factor that facilitates and supports the achievement of behaviour. target of these positions. Simply put, motivation is something that makes a person go, moves them, and determines where a person is trying to reach (Opwis, 2017).

3. Method

This type of research in this dissertation uses causal research. Furthermore, this research is expected to be able to confirm the theoretical and empirical models built from patterns of cultural openness, achievement motivation, organizational climate, innovative work behaviour, and contextual performance. The population in this study was all educational staff at private tertiary institutions in the city of Medan. From the information obtained, it is known that the total number is 728 education staff, with the details shown in Table 4.1.

Table 1. Population Framework

No	University Name	Education Staff
1	Universitas Prima Indonesia	227
2	Universitas Islam Sumatera Utara	117
3	Universitas Muhammadiyah Sumatera Utara	81
4	Universitas Medan Area	110
5	Universitas Pembangunan Panca Budi	66
6	Universitas Muslim Nusantara Al-Wasliyah	56
7	Universitas Methodist Indonesia	71
Total		728

Source: Medan City PTS, 2021

The sampling technique used purposive random sampling sideways. Where researchers chose 100 employees at private tertiary institutions in the city of Medan to be selected as research samples. The sources of data in this study are primary and secondary. Primary data is data obtained from respondents through questionnaire answers. Primary data is taken from the responses of respondents using direct questionnaires. Meanwhile, secondary data was obtained from the Higher Education Service Institute Region 1, North Sumatra. Secondary data is a variety of data related to the object of research. The data analysis technique uses smart PLS-based structural equation modeling.

4. Results

4.1 Construct validity testing

Table 2. Results of the Analysis of Cultural Disclosure Pattern Question Items

Variable	Statement	Loading		
		Factor	Alpha	Information
Patterns of Cultural Openness (X1)	PB1	0.712	0.7	Valid
	PB2	0.727	0.7	Valid
	PB3	0.799	0.7	Valid
	PB4	0.885	0.7	Valid
	PB5	0.900	0.7	Valid
	PB6	0.910	0.7	Valid
	PB7	0.854	0.7	Valid
	PB8	0.927	0.7	Valid
	PB9	0.936	0.7	Valid
	PB10	0.891	0.7	Valid

Table 3. Results of Analysis of Achievement Motivation Question Items

Variable	Statement	Loading		
		Factor	Alpha	Information
Achievement Motivation (X2)	AM1	0.909	0.7	Valid
	AM2	0.989	0.7	Valid
	AM3	0.704	0.7	Valid
	AM4	0.845	0.7	Valid
	AM5	0.912	0.7	Valid
	AM6	0.993	0.7	Valid
	AM7	0.847	0.7	Valid
	AM8	0.938	0.7	Valid
	AM9	0.967	0.7	Valid
	AM10	0.721	0.7	Valid
	AM11	0.827	0.7	Valid
	AM12	0.956	0.7	Valid

Table 4. Results of Innovative Work Behaviour Question Item Analysis

Variable	Statement	Loading		Information
		Factor	Alpha	
Innovative Work Behaviour (Y1)	PK1	0.845	0.7	Valid
	PK2	0.832	0.7	Valid
	PK3	0.973	0.7	Valid
	PK4	0.868	0.7	Valid
	PK5	0.982	0.7	Valid
	PK6	0.902	0.7	Valid
	PK7	0.782	0.7	Valid
	PK8	0.882	0.7	Valid
	PK9	0.878	0.7	Valid
	PK10	0.979	0.7	Valid

Table 5. Results of Analysis of Contextual Performance Question Items

Variable	Statement	Loading		Information
		Factor	Alpha	
Contextual Performance (Y2)	KK1	0.909	0.7	Valid
	KK2	0.825	0.7	Valid
	KK3	0.982	0.7	Valid
	KK4	0.936	0.7	Valid
	KK5	0.854	0.7	Valid
	KK6	0.819	0.7	Valid
	KK7	0.752	0.7	Valid
	KK8	0.927	0.7	Valid
	KK9	0.879	0.7	Valid
	KK10	0.918	0.7	Valid

From the table above, it is known that the validity value of the questions for all of the research variables is valid because the overall validity value is greater than 0.7.

4.2 Construct Reliability Test

The results of data processing show that:

Table 6. Construct Reliability

Variable	Composite Reliability	Average Variance Extracted (AVE)
Patterns of Cultural Openness (X1)	0.963	0.542
Archivement Motivation (X2)	0.971	0.542
Innovative Work Behaviour (Y1)	0.921	0.542
Contextual Performance (Y2)	0.943	0.542

Based on the table above, the average value is > 0.5. Then the value of composite reliability is > 0.7. So it can be concluded that the indicators in the study were able to be measured well.

4.3 Construct Reliability Test

The results of data processing show that:

Table 7. Construct Reliability

Variable	Composite Reliability	Average Variance Extracted (AVE)
Patterns of Cultural Openness (X1)	0.963	0.542
Archivement Motivation (X2)	0.971	0.542
Innovative Work Behaviour (Y1)	0.921	0.542
Contextual Performance (Y2)	0.943	0.542

Based on Table 6, the average value is > 0.5. Then the value of composite reliability is > 0.7. So it can be concluded that the indicators in the study were able to be measured well.

4.4 Coefficient of Determination (R2)

Table 8. R Square

Variable	R Square	R Square Adjusted
Innovative Work Behaviour	0.642	0.668
Contextual Performance	0.751	0.769

Based on data from Table 7, it is known that the R squared adjusted value for the innovative work behaviour variable is 0.668, or 66.8%, while the remaining 33.2% is Effectd by other variables that are not the variables of this study. Then the contextual performance variable is the value of R squared adjusted by 0.769, or 76.9%, while the remaining 32.1% is Effectd by other variables that are not this research variable.

4.5 Predictive Relevance (Q2)

The Q2 value has the same meaning as the coefficient of determination (R-square). Q- large square value (Q2) of 0 indicates the model has predictive relevance; otherwise, if a value (Q2) is less than 0, this indicates the model has less predictive relevance; or, in other words, where all the Q2 values are higher, the model can be considered to fit the data better. The judgment of Q2 value can be done as follows:

$$Q_2 = 1 - (1 - R_1^2)(1 - R_2^2) \dots (1 - R_n^2)$$

$$Q_2 = 1 - (1 - 0.668)(1 - 0.769)$$

$$Q_2 = 1 - (0.332)(0.231)$$

$$Q_2 = 1 - 0.077$$

$$Q_2 = 0.923$$

Based on these results, the Q2 value was 0.923. So it can be concluded that all the variables in this study—patterns of cultural openness and archivement motivation, innovative work behaviour , and contextual performance—contribute original data to the existing structural model by 92.3%. Then the remaining 7.7% needs to be developed separately from the research variable.

4.6 Research Hypothesis Test

To find out the results of hypothesis testing, look at the probability value (probability) or the significance of the interrelationship of each research variable. The criterion is that if p < 0.05, then the relationship between variables is significant and can be analyzed further, and vice versa. Therefore, by looking at the probability number (p) at the output of the entire path, it shows a significant value at the 5% level, or the standard value must be greater than 1.98 (> 1.98). If you use a comparison value for the calculated t value with the t table, it means that the t calculated value is above 1.98, > 1.98, or greater than the t table. The results of hypothesis testing are presented in the table below:

Table 9. Research Hypothesis Test

Hypothesis	Original Sample (O)	Average (M)	(STDEV)	t Statistik	P Value	Conclusion
Patterns of Cultural Openness (X1)-Innovative Work Behaviour (Y1)	0.349	0.248	0.228	1.994	0.000	Significant
Archivement Motivation (X2)-Innovative Work Behaviour (Y1)	0.226	0.125	0.186	2.136	0.000	Significant
Patterns of Cultural Openness (X1)-Contextual performance (Y2)	0.198	0.186	0.147	1.437	0.431	Not Significant
Archivement Motivation (X2)-Contextual performance (Y2)	0.259	0.257	0.076	3.415	0.001	Significant
Innovative Work Behaviour (Y1)-Contextual performance (Y2)	0.472	0.531	0.347	2.095	0.000	Significant
Patterns of Cultural Openness (X1)-Innovative Work Behaviour (Y1)-Contextual performance (Y2)	0.318	0.294	0.275	2.273	0.000	Significant
Archivement Motivation (X2)-Innovative Work Behaviour (Y1)-Contextual performance (Y2)	0.329	0.218	0.247	1.994	0.000	Significant

The Effect of Patterns of Cultural Openness on Innovative Work Behaviour

The results of the analysis using structural equation modeling (SEM) with PLS software prove that patterns of cultural openness have a positive and significant effect on the innovative work behaviour of employees at private higher education institutions in Medan City. Every individual has different traits and personalities and has different potential to innovate. The results of this study are in line with the results of the study (Salmador, 2018) states that cultural openness directly has a significant effect on innovative work behaviour. Furthermore (Turban, 2018) It was also emphasized that the existence of a policy within the organization accepting any changes in progress is considered important in building a solid work team and achieving organizational goals. Then (Berger, 2019) Efforts that can be made to build cultural openness start with the leadership's responsiveness to input and suggestions from other employees. Final (Rahman, 2021) emphasized that the progress of a global company is also formed by an open culture that accepts the diversity of every employee.

The implications of the findings in this study indicate that employees of private tertiary institutions in Medan City are willing to share work experiences with new employees in order to provide solutions to problems faced by other employees. Furthermore, whether there is discrimination in terms of employment status or social status, social status can form a good work culture. So that family ties in this office become a sense of concern for every employee to share experiences. When facing accreditation, both at the level of study programs and institutions, all of them work well together from among the employees in completing the evidence requested by the assessors of the National Accreditation Board.

The Effect of Achievement Motivation on Innovative Work Behaviour

Structural equation modeling (SEM) is used in the results of the PLS Software analysis to prove that archiving motivation has a positive and significant effect on the innovative work behaviour of private higher education employees in Medan City. The results of this study support the results of previous research, which found that archive motivation has a positive and significant effect on innovative work behaviour (Crawford, 2017). Besides that, (Kristiawan, 2018) added that when employees feel that the organization provides honest and impartial feedback on their work and supports their actions, they are more likely to initiate creative ideas, explore opportunities, solve problems in the present and future, and turn around their work and creative contributions. for innovative operations and improvement of results. Then (Guimond, 2021) Innovative work behaviour is a continuous process whereby employees can generate new ideas and at the same time implement their own ideas to build organizational support, while the ideas of others become part of a general team in need. Certain ideas are implemented.

The implications of the findings in this study indicate that the innovative work behaviour of employees of private tertiary institutions in Medan City is supported by the statement that gets the highest number of respondents' answers, namely that employees will continue to provide good values that they believe will support their work. Each university has values that are set forth in its vision and mission. These values are certainly in accordance with the hearts of every

employee and the beliefs they have. This can be seen in the strong commitment of employees to carry out every task given by their superiors. Employees will not delay their work, which will later make the leadership feel it takes a long time to make a decision.

The Effect of Patterns of Cultural Openness on Contextual Performance

The results of the analysis using structural equation modeling (SEM) with PLS software prove that patterns of cultural openness are not significant to the contextual performance of private higher education employees in Medan City. The results of this study are not in line with the results of previous studies, which state that patterns of cultural openness have a significant effect on contextual performance (Wijaya, 2016). Furthermore (Hofman, 2021) The behaviour that is developed and implemented by these employees is non-task performance, or contextual performance. Contextual performance behaviour has a positive impact on improving the organizational, social, or psychological environment necessary to achieve effective and efficient performance in an organization. Contextual activities are activities that help maintain the organizational, social, and psychological environment and are not formally required as part of the task (Buretic, 2022). Contextual effectiveness is needed to maximize work productivity and improve organizational effectiveness and efficiency.

The implications of the findings in this study indicate that employees of private tertiary institutions in Medan City are given the freedom to provide suggestions and input in improving the work culture that exists in tertiary institutions. This finding can be seen when coffee-morning activities are carried out at the beginning of each new lecture. Each employee provides criticism and suggestions on the process of activities that have been running. These criticisms and suggestions are directed not only to structural officials but also to the permanent lecturers who do the teaching. In addition, lecturers and staff are also given the opportunity to provide criticism and suggestions to structural officials who are considered to still need improvement. So that the system that will be formulated by the chancellor is based on needs from the bottom up.

The Effect of Achievement Motivation on Contextual Performance

The results of the analysis using structural equation modeling (SEM) with PLS software prove that archived motivation has a positive and significant effect on the contextual performance of employees of private tertiary institutions in the city of Medan. The research results are in line with the research results (Garn, 2018) states that achievement motivation has a significant effect on contextual performance. Furthermore (Razav, 2019) Explain motivation as a conscious effort to move, direct, and maintain a person's behaviour so that he is compelled to act and do something so as to achieve certain results or goals. Whereas (García, 2020) Motivation concerns various goals that provide driving force and direction for action. Motivation also requires activities, both physical and mental, which are then initiated and maintained.

The implications of the findings of the research on the interest or pleasure of employees of private tertiary institutions in the city of Medan in doing their work will be able to provide a better motivational force for work. In general, employees at private tertiary institutions in Medan City will have different motives when they are married and have family life burdens. To keep this motivation high, a higher education leader has a promotion system and educational assistance for employees. So that loyalty to his work in producing quality and quantity of work is also maximized.

The Effect of Innovative Work Behaviour on Contextual Performance

Based on the results of the data analysis, it shows that innovative work behaviour has a positive and significant effect on employee performance at private tertiary institutions in Medan City. The results of this study support the results of the study (Lindawati, 2021) states that innovative work behaviour directly has a significant effect on contextual employee performance. Furthermore (Sijabat, 2021) reinforces that innovative work behaviour originally started with transformational leadership in the organization. A leader plays a major role in shaping the behaviour of his subordinates (Fahmi, 2021).

The implications of the findings in this study of innovative work behaviour at private higher education in Medan City can be seen in the increasing enthusiasm of employees in providing ideas for progress for each department in the tertiary institution. Employees are given the time and place to provide an assessment of other departments as a form of criticism or input on suggestions for improving the existing system. In addition, innovative work behaviour is not only a medium to seek the attention of leaders; this behaviour is a conscious and non-coercive action.

The Effect of Cultural Patterns of Cultural Openness on Contextual Performance Through Innovative Work Behaviour

The results of the analysis using structural equation modeling (SEM) with PLS software prove that innovative work behaviour has a significant effect on mediating patterns of cultural openness on the contextual performance of

employees at private universities in Medan City. The results of this study are in accordance with the results of research conducted by (Sayer, 2018) which states that innovative work behaviour has a significant Effect on mediating patterns of cultural openness on employee performance. Furthermore (Welpel, 2018) also reinforces the same thing: patterns of cultural openness are considered very important in encouraging the quality and quantity of employee work through innovative behaviour. Then (Mišun, 2021) emphasizes that the existence of innovative work behaviour in employees causes family relations to become more harmonious, which in turn improves the quality of employee work.

The implications of the findings in this study of Patterns of Cultural Openness for contextual performance through innovative work behaviour can be seen from the criticisms and suggestions given by employees, especially to structural officials in tertiary institutions, which are not followed up. When a policy must be known by the foundation, often these criticisms and suggestions are not realized in policies or rules. So this does not have a direct impact on contextual performance.

The Effect of Archivement Motivation on Contextual Performance Through Innovative Work Behaviour

The results of the analysis using structural equation modeling (SEM) with PLS software prove that innovative work behaviour has a significant role in mediating achievement motivation on the contextual performance of private higher education employees. The results of this study support the results of the study (Adnan, 2016) which states that innovative work behaviour has a significant role in mediating archived motivation on employee performance. Furthermore (Nasir, 2019) also stated the same thing: in assisting management in improving performance, first the leadership must be able to motivate its employees to make their work a mandate and moral responsibility to shareholders. The implications of the findings in this study indicate that motivation in employees at private tertiary institutions arises when employees get the opportunity to continue their education at the Masters level and are promoted to teaching staff, which is the employee's big hope. Then employees are assisted in managing their functional positions, starting from 150-kum expert assistants to professors.

5. Discussion, Implications, Limitations and Future Research Directions

Based on the results of the data analysis and the discussion described above, the conclusions of this study are:

1. Patterns of cultural openness have a significant effect on the innovative work of employees at private universities in the city of Medan, but patterns of cultural openness have no effect on the contextual performance of employees at private universities in the city of Medan.
2. Archive motivation has a significant effect on innovative work behaviour and the contextual performance of employees at private universities in Medan City.
3. Innovative work behaviour has a significant effect on the contextual performance of employees at private universities in Medan City.
4. Innovative Work Behaviour has a significant role in mediating patterns of cultural openness and archivement motivation on the contextual performance of employees at private universities in Medan City.

The recommendations from the results of this study, especially for private universities in the city of Medan, are as follows:

1. It is better if the cultural openness in private tertiary institutions pays more attention to the professional aspect of work, especially in providing educational opportunities and opportunities to be appointed as a teacher with the status of a permanent lecturer at the Foundation. So that any employee who gets this opportunity is considered worthy of being the best employee at the college.
2. In order to increase work motivation in this employee, it is better to pay more attention to the status of the female type. Employees with the status of married women certainly have a lot of responsibility, especially to their families. In order to increase this motivation, management must pay more attention to the flexibility of working hours.
3. The limitations of this study are that the research samples came from various private universities in the city of Medan. The universities studied have different cultural patterns. There are universities that concentrate on teaching certain religious values. So it is very difficult to see the cultural culture that exists in these tertiary institutions.

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