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# The Antecedent of Educational Staff Contextual Performance in Medan City Private Universities

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**ABSTRACT**

**Resource Based View (RBV) theory appears often used to create models that explain how to achieve firm performance in an effort to win the competition. The level of analysis unit used by the RBV theory base is organization. The issue that arises in this RBV theory is its ability to reach the unit of analysis at the individual or individual level. To become an employee who has contextual performance, requirements are needed, among others, employees have valuable resources, where these resources will be able to exploit opportunities and neutralize threats, have scarce resources among existing employees, cannot be imitated, not equivalent as a substitute. The aim of this study was to determine and analyze the effect of cultural openness, personal and organizational suitability, and organizational climate on partially innovative work behavior. To identify and analyze the effect of cultural openness, personal and organizational suitability, organizational climate and innovative work behavior towards a partially contextual performance. To identify and analyze the effect of cultural openness on contextual performance which mediated by innovative work behavior. To identify and analyze the effect of personal and organizational suitability on contextual performance which mediated by innovative work behavior. To identify and analyze the influence of organizational climate towards contextual performance mediated by innovative work behavior. To identify and analyze the influence of organizational climate towards innovative work behavior moderated by intrinsic motivation. To identify and analyze the influence of organizational climate towards contextual performance moderated by intrinsic motivation.**

**Keywords:** Cultural openness, Personal and organization suitability, Organizational Climate, Intrinsic Motivation, Innovative Work Behavior, Contextual Performance

## INTRODUCTION

University as an institution that provides services in the field of education must always meet the needs and desires of the community, where the community as the users of educational services is a group of people who have an interest, either directly or indirectly, in the implementation of education and its results which include educators ( lecturers), education staff, students, society and government. The success of a university is strongly supported by the various parties mentioned above. One of the determinants of the success of a college is education personnel or employees, this is because employees directly interact with students. Employees are also the first figure to meet students who will apply to the university. Besides, employees also help students a lot in various administrative activities. Apart from having direct interaction with students, employees also have direct contact with teaching staff or lecturers.

In order to support this research, the authors use the Resource Based View (RBV) theory, which at the macro level is a theory that discusses how a company can achieve performance over its competitors, so that performance is a sustainable competitive advantage by optimally utilizing its resources. Companies are able to obtain high performance by implementing exploiting (optimally exploiting) their internal strengths, being responsive to opportunities which exist in the surrounding environment, and neutralizing external threats and avoiding internal weaknesses.

The theory of RBV appears to be often used to create models that explain how to achieve firm performance in an effort to win the competition (competitive advantage). The level of analysis unit used by the RBV basis theory is organization. The issue that arises in this RBV theory is its ability to reach the unit of analysis at the individual or individual level. Whether the resources that exist in a person can be exploited to improve performance, especially contextual performance. In organizations, contextual performance is very important, because what the employees do will benefit the organization, and employees do so consciously for the competitive advantage of their organization.

Jalalkamali, Ali, Hyun, & Nikbin, (2016), stated that contextual performance refers to the personal efforts of employees that are not directly related to their main tasks, but are important because they form organizational, social, and psychological backgrounds and able to facilitate activities and task processes. Although task performance has been described in a more conventional way compared to contextual performance, experts have begun to empirically show that contextual performance offers competitive benefits to organizations, Witt, Kacmar, Carlson, & Zivnuska (2002).

To become an employee who has contextual performance, requirements are needed, including (1) having valuable resources, where these resources will be able to exploit opportunities and neutralize threats, (2) having rare resources among existing employees, (3), has resources that cannot be duplicated by other companies, (4) having unequal resources as a substitute.

In achieving contextual performance based on RBV theory requires certain types of resources, namely Valuable resources, Rare, Imperfectly Imitable and Non-Substitutable properties, commonly abbreviated as VRIN. Valuable Resources are resources which exist within employees and in the organization which are considered valuable if they can be implemented using these resources. So that they can produce effectiveness and efficiency for the organization. Valuable

resources will be able to exploit existing opportunities and neutralize or reduce existing threats. Rare Resources, namely scarce resources, are resources that are not owned by other employees. With scarce resources, employees can implement their abilities, and at the same time, other employees do not have the ability to do the same, because they do not have the same resources to implement them. Imperfectly Imitable Resources are valuable and rare resources that can only be the strength of an employee, if other employees cannot imitate these resources perfectly. Non-Substitutability is a resource that produces contextual performance must also have characteristics that cannot be substituted. This means that other employees do not have equivalent resources as substitutes in implementing their performance.

Implementation of optimal use in employees and in organizations, the researchers try to apply this RBV theory to the world of education. The argument that can be stated by the researchers is that education is a very important investment in human resources because the competitiveness of a nation is very much determined by the quality of education of the people starting from elementary level education to the higher level of education. Education is an important element in fighting poverties, empowering women, improving the quality of environment and the competitive and comparative advantage of a nation. Higher education institutions bear the historical burden in building the civilization of their nation through mutual relations with the government, the private sector and civil society. Without high quality, reputable, and international-class universities, the nation's competitiveness will not increase significantly. Thus, Universities as a knowledge manufacture must always pay attention to its central position in a knowledge-based society.

**Research Questions**

1. Does cultural openness affect the innovative work behavior of educational staff in Medan City Private Universities?
2. Does cultural openness affect the contextual performance of educational staff in Medan City Private Universities?
3. Does innovative work behavior affect the contextual performance of educational staff in Medan City Private Universities?
4. Does personal and organizational suitability affect the innovative work behavior of educational staff in Medan City Private Universities?
5. Does personal and organizational suitability affect the contextual performance of educational staff in Medan City Private Universities?
6. Does the organizational climate affect the innovative work behavior of educational staff in Medan City Private Universities?
7. Does the organizational climate affect the contextual performance of educational staff in Medan City Private Universities.
8. Does innovative work behavior mediate the effect of cultural openness on the contextual performance of educational staff in Medan City Private Universities ?
9. Does innovative work behavior mediate the effect of personal and organizational suitability towards the contextual performance of educational staff in Medan City Private Universities?
10. Does innovative work behavior mediate the influence of organizational climate towards the contextual performance of educational staff in Medan City Private Universities?

11. Does intrinsic motivation moderate the influence of organizational climate towards innovative work behavior of educational staff in Medan City Private Universities?
12. Does intrinsic motivation moderate the influence of organizational climate towards the contextual performance of educational staff in Medan City Private Universities?

**Research Purposes**

1. To find out and analyze the effect of cultural openness on innovative work behavior of educational staff at the Medan City Private Universities.
2. To find out and analyze the effect of cultural openness towards the contextual performance of educational staff in Medan City Private Universities.
3. To find out and analyze the effect of innovative work behavior towards the contextual performance of educational staff in Medan City Private Universities.
4. To find out and analyze the effect of personal and organizational suitability towards innovative work behavior of educational personnel in Medan City Private Universities.
5. To find out and analyze the effect of personal and organizational suitability on the contextual performance of educational staff in Medan City Private Universities.
6. To find out and analyze the influence of organizational climate towards innovative work behavior of educational staff at the Medan City Private Universities.
7. To find out and analyze the influence of organizational climate towards the contextual performance of educational staff in Medan City Private Universities.
8. To find out and analyze the effect of cultural openness towards contextual performance mediated by innovative work behavior of educational staff in Medan City Private Universities.
9. To find out and analyze the effect of personal and organizational suitability towards contextual performance mediated by innovative work behavior of educational staff in Medan City Private Universities.
10. To find out and analyze the influence of organizational climate towards contextual performance mediated by innovative work behavior of educational personnel in Medan City Private Universities.
11. To find out and analyze the influence of organizational climate towards innovative work behavior moderated by the intrinsic motivation of educational staff in Medan City Private Universities.
12. To find out and analyze the influence of organizational climate towards contextual performance moderated by intrinsic motivation of educational staff in Medan City Private Universities.

**Research Benefits**

***Theoretical Benefits***

1. For academics, this research can contribute to the development of science, especially management science and also as a reference for future research.
2. Contributing thoughts to private universities which continue to develop in accordance with the demands of society and in accordance with the needs of the education world development.

### *Practical Benefits*

1. For foundations, as the manager of education may become part of the consideration in implementing policies for the development and management of private universities in Indonesia.
2. For Region I Higher Education Service Institutions, this research is expected to provide information in improving the contextual performance of educational staff in private universities.
3. For educational staff, this research is expected to increase knowledge and thought contributions on how to improve contextual performance in private universities.
4. For researchers, this research is expected to increase their insights and direct knowledges about how to promote a system of cultural openness, build an innovative organizational climate, create personal and organizational suitability in order to develop innovative work behavior and produce contextual performance of educational personnel in the workplace.

## LITERATURE REVIEW

This study uses the main theoretical basis, that is Resource-Based View Theory (RBVT). This theory was originally developed to build competitive advantage for a company by using or utilizing its firm resources. In its development Resource-Based View Theory (RBVT) is a theoretical concept that was born from the research of economists around the world, where this theory is believed to provide answers in creating competitive advantage for a company.

The competitive advantage of the company context is that the internal resources and capabilities of the company are the inputs that allow the company to cunduct operational activities and determine the right strategic choices to be able to compete in a modern business environment. Resource Based View Theory sees the company as a collection of resources and capabilities that the company has. Differences in the company's resources and capabilities with competitors will provide a competitive advantage for the company.

The dynamics of the company business situation mentioned are changing so fast. Thus, in order to survive, a company is required to have better competitiveness than other companies. Unfortunately, not all companies have such competitiveness or competitive advantage. Competitive advantage is a concept which is believed to help companies win the competition.

Based on the RBV theory concept, this study makes a breakdown of the theory for the level of human resources or employees. Economists believe that the performance of an organization or company which is also the company's competitive strength is the accumulation of the strength or performance of its employees. It is impossible for a company to have a competitive advantage without the support of excellent employee performance.

Like a company, where employees as a part of the company must have high competitiveness, have a better performance than other employees. The basis thought of how employees must be competitive are the resources owned by the employees. In conducting all their activities, employees are supported by internal resources that exist in the employee, as well as external resources in the company environment where employees do their work.

Experts have conducted continuous research to find out how employees get a better performance than other employees or how employees have a competitive advantage, so that the company will be able to build its business strategy efficiently and effectively. Various initial studies which later created a theory which known as Resource Based View Theory (RBVT) came from four sources of theory that had been developed previously. They are, the traditional study of distinctive competencies, Ricardian economics, Penrosian economics, and the anti-trust implication of economics. This theory is the initial foundation in finding out how an employee can have superior performance compared to other employees. (Barney, 1991).

Grant (1991) classified resources into six major groups, namely financial resources (welfare), physical resources (welfare), mental resources (culture / motivation / innovation), technology resources, reputation (contextual performance), and organizational resources. The main function of resource based view is to maximize productivity by striving the existing resources to support all activities undertaken by the employees.

The resource-based view theory stated that employees can achieve sustainable competitive advantage and gain personal benefits by owning or controlling what has been in the employee's internal strength. According to Rumelt (1984) resource based view theory is defined as an economic tool to translate strategic resources according to what employees have as strengths, so that in principle, it is seen as the basis for determining competitive advantage for themselves in collaborating a set of valuable resources for employees.

To create a sustainable competitive advantage, depends on the resources owned by employees as a strength that has the characteristics: valuable, rare, irreplaceable, imperfectly imitable by other employees, and irreplaceable (non-substitutiable) by any technology, Mata et.al (1995). Therefore, every manager must know precisely what are the employee's resources as the core of their strengths and what are their weaknesses, Barney (1991):

1) Valuable (V), a resource will be valuable if what is in the employee can provide strategic value to the company. Resources are valuable when they assist the company in exploiting opportunities for the growth of the company.
2) Rare (R), resources must be difficult to find among other existing employees, therefore resources must be unique in order to provide a competitive advantage. Resources owned by company employees cannot provide a competitive advantage because employees do not innovate and do not have a better motivation than other employees.
3) Imperfect Imitability (I), which means that the owned resources are not possible to reproduce or create imitation. Employees have special qualities that are too difficult for other employees to imitate.
4) Non Substitution (N), means that the resources which cannot be replaced by other alternative resources.
5) The concept of RBV is then linked with the theory of a person's personality to be more complete to underlie how the company can make optimal use of its employees without leaving the dignity of the employees as humans.

**Contextual Performance**

Sonnentag (2002), contextual performance refers to activities and does not contribute to the technical core, but supports the organizational, social and psychological environment in which

organizational goals are pursued. Contextual performance includes not only behaviors such as helping colleagues or being a reliable member of an organization, but also making suggestions on how to improve work procedures.

Borman & Motowidlo (1993), states that contextual performance is the result of behavior that contributes to maintaining and supporting the organizational, social and psychological environment in which the work is done. This contextual behavior includes discretionary behaviors, which means that is unlikely to be determined. Borman & Motowidlo, 1993; Motowidlo & Scotter (1994), describe five types of contextual performance activities with work result orientation:

1) Volunteering to carry out task activities that are not formally a part of the job).
2) Persisting with extra enthusiasm or effort when necessary to complete their own tasks activities successfully)
3) Helping and cooperating others
4) Following organizational rules and procedures even when personally inconvenient
5) Endorsing, supporting, and defending organizational objectives

**Cultural Openness**

A recent study from Woo et.al (2014) highlighted previous research from Barrick & Mount (1991) and Hurtz & Donovan (2000) regarding the predictive power and usefulness of the nature of openness, which yields inconsistent results at the best phase, and in turn shows a very low relationship or correlation between this construct and most of the organizational criteria. In an advanced explanation, Woo et.al (2014) believe that weak evidence for predictive validity may be due to a lack of consensus on the taxonomic structure of openness and failure to go beyond the broader level of personality dimensions, Ashton (1998); Griffin & Hesketh (2004); and Paunonen (1998).

In this context, Woo et.al (2014) finally categorized the existing measures of openness into a lower array of characteristics, which are, two aspects (intellect and culture) and six aspects (intellectual skills, wisdom, curiosity, aesthetics). , tolerance, and experience). Where aesthetics is a happy feeling towards colleagues who have artistic souls at work and have a harmonious relationship with colleagues; tolerance is being able to share and apply thoughts, new ideas with colleagues in completing work; experience is being able to take lessons from the experience of oneself and others. Using this taxonomy, Woo et.al (2014) attempted to show how to examine the smaller and lower traits (aspects and facets). Openness is collected in three different levels, namely, overall openness, two aspects and six aspects) and seven types of organizational criteria namely task performance, contextual performance, counter productivity, turnover, leadership effectiveness, training performance, and adaptive performance, Woo et.al (2014).

**Personal and Organizational Suitability**

The key of success in organization according to Lam, Huo, & Chen (2018) is to adapt employees to the organizational environment so that they become the best and fit to the environment. No organization wants to make their employees worse off. Therefore, organizations always try to create high compatibility between employees and organizations so that there are no high costs to find a replacement in the organization. Wahyudi, Udin, Yuniawan, & Rahardja, (2019). Person-organization fit refers to the conformity between individual values and organizational values.

Ambrose, Arnaud, & Schminke (2008) explored how the compatibility of employee ethical values and organizational ethical climate affects their job satisfactions and organizational commitments. Their results indicate that the compatibility of employee ethical values and organizational ethical climate is closely related to higher levels of commitment and job satisfaction.

According to Kristof-Brown & Billsberry (2012), person-organization suitability refers to the harmony between individuals and organizations, which emphasizes how far individuals and organizations have the same characteristics or meet their respective needs. Person-organization suitability is generally defined as the suitability of values, knowledge, skills, abilities, and personalities between individuals and the entire organization, Hoffman & Woehr (2006). High person-organization suitability provides a better organizational understanding expectations and individual realization of their unique tasks, Gregory, Albritton, & Osmonbekov (2010). Employees who feel fit into a strong organization will be more cognitive and proactive in the organization than employees who feel fit into a lower organization. Employees will often remember and accurately process information when their values are consistent with an organization-specific scheme, Wahyudi et.al (2019).

### *Organizational Climate*

Organizational climate is a pattern of behavior, attitudes and feelings that often appear, which is displayed daily in the environment of an organization and individuals in organizational experiences and understand it, Isaksen & Lauer (1999). The research literature reveals that organizational climate is determined by the interactions of individuals with other people. The study of organizational climate and innovation has focused at the organizational or team level as well as on the individual level innovation, Axtell, Holman, & Wall (2006); J. P. J. De Jong & Den Hartog (2007). At the individual level: personality features, cognitive abilities and job features; and at the working group level: leadership features and working groups. At the organizational level; The factors included are work organization and environment or organizational climate, J. De Jong (2006).

Organizational climate has been presented as a multi-dimensional construction with four dimensions, consisting of (1) autonomy and control, that are autonomy to produce methods for working to be more efficient than before and willing to help each other with colleagues. 2) the degree of structure is encouraged to be more productive at work and the organization includes various social activities conducted by the organization, (3) rewards and considerations, that are receiving support and supervisors for formal and informal assignments and received an award from the organization, (4) warmth and support (warmth and support), that is getting prosperity and having a harmonious work atmosphere, Parker et.al (2003).

### *Intrinsic Motivation*

Locke & Latham (2004) motivations consist of internal and external components. The internal component drives the action and the external component supports that action. This internal component is the intrinsic motivation. Academics such as Deci & Ryan (1985) explain intrinsic motivation to conduct tasks where the main reward is a memorable experience and autonomy itself, "primary rewards are the experiences of effectance and autonomy." In their further study, Ryan & Deci (2000) explained more broadly that intrinsic motivation is the desire to invest all efforts based on an interest in the work itself.

In a further explanation, Adriaenssens et.al (2015) argued that this instrument is used to assess participants about interest or enjoyment, that is liking and enjoying activities at work, perceived competence, which is having the ability to complete work well and feel satisfied with the work result, effort and interest, which is doing the job better and considering the job as an important thing. Value and usefulness, which are feeling confident that the usefulness of work and the results of work has benefits for the organization, the pressure and tension felt, which are feeling not burdened, depressed and anxious at work, a perceived choice, which are feeling that work is the right choice, not limited in doing work and in accordance with the main duties and functions.

***Innovative Work Behavior***

J. P. J. De Jong & Den Hartog (2007), innovative work behavior refers to a series of behaviors about the introduction of new ideas that are important and useful to be developed and implemented with the aim of improving employee's performance and organizational performance.

King & Anderson (2002) argued that innovative work behavior is different from creativity which focuses on the discovery and creation of new ideas. Creativity is a process of starting new and useful ideas, while innovative work behavior includes a series of activities aimed at introduction, development, modification, adoption, and implementation of existing ideas.

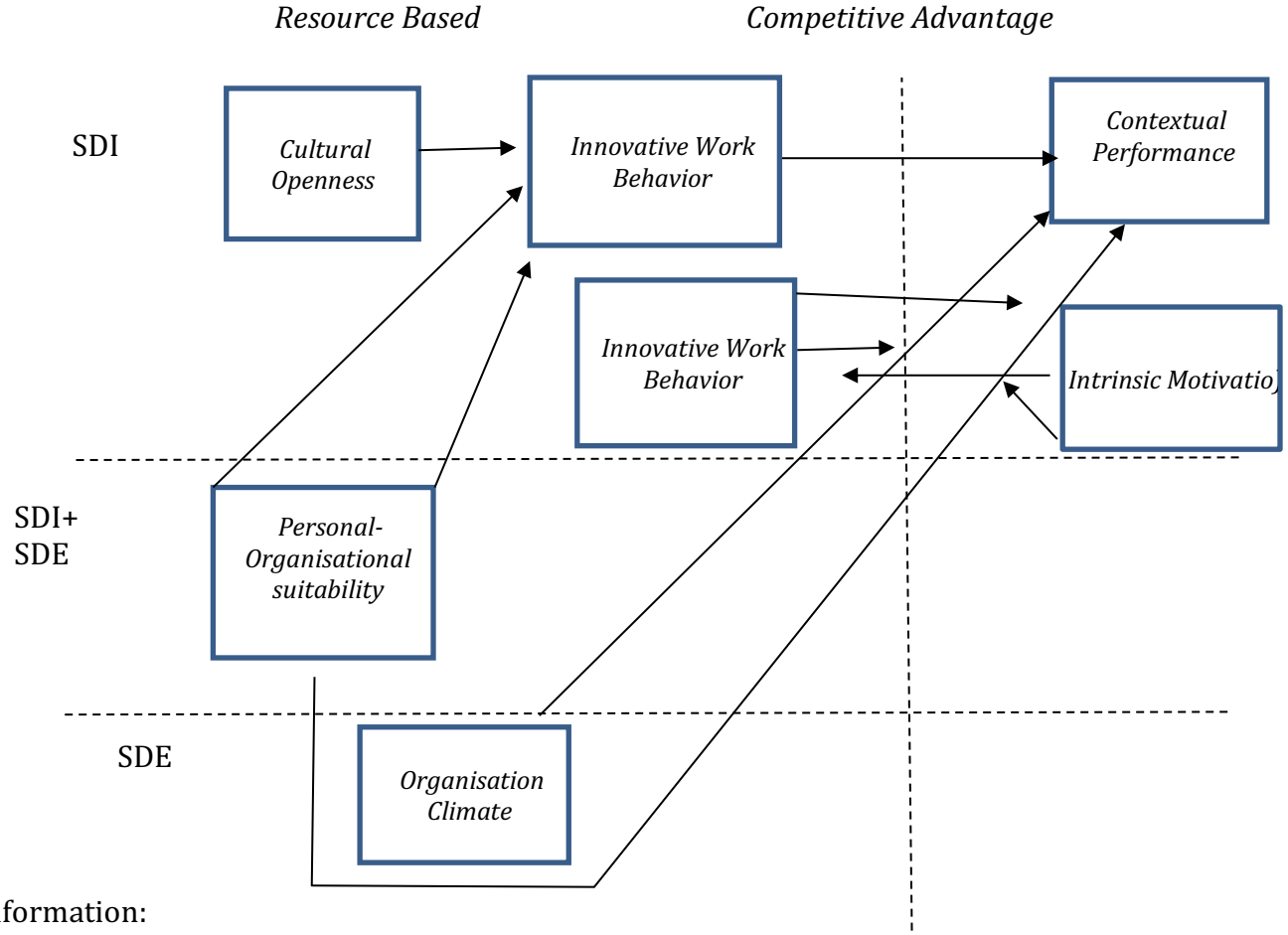
Innovative work behavior usually includes not only exploration of opportunities in generating new ideas, but also includes behaviors that are directed to implement changes and new knowledges or improve work processes to achieve individual performance and organizational performance, J. P. De Jong & Hartog (2008).

Janssen (2000) stated that innovative work behavior consists of three interrelated behaviors, they are: (1) idea generation; (2) promotion of ideas; and (3) idea realization. He further asserted that innovative work behavior is "discretionary behavior" that is not included in a formal job description or an explicitly defined role.

The same opinion of Ramamoorthy, Flood, Slattery, & Sardessai (2005) also support this view and stated that discretionary behavior is not guaranteed by organizational systems, rewards and recognition. Therefore, Ramamoorthy et.al (2005) concluded that the tendency to engage in discretionary behavior can lead to the enhancement of team and organizational effectiveness, and promote superior performance.

Employees with high innovative work behaviors can quickly and appropriately respond to the work environment, propose new ideas and provide services and products, Afsar, Cheema, & Bin Saeed (2018). Therefore, to effectively encourage innovative work behavior, organizations need to facilitate and support personal-organizational suitability, Afsar, 2016; Afsar et.al (2018).

**CONCLUSION AND RECOMMENDATION**




Information:
SDI: Internal resources of education personnel
SDE: External resources of education personnel
SDI + SDE: The combination of the two resources

**Figure 2.1. The concept of RBV theory which linked to the research model**

In building a conceptual framework in this study, the researcher integrated from previous research models which related to the variables studied.

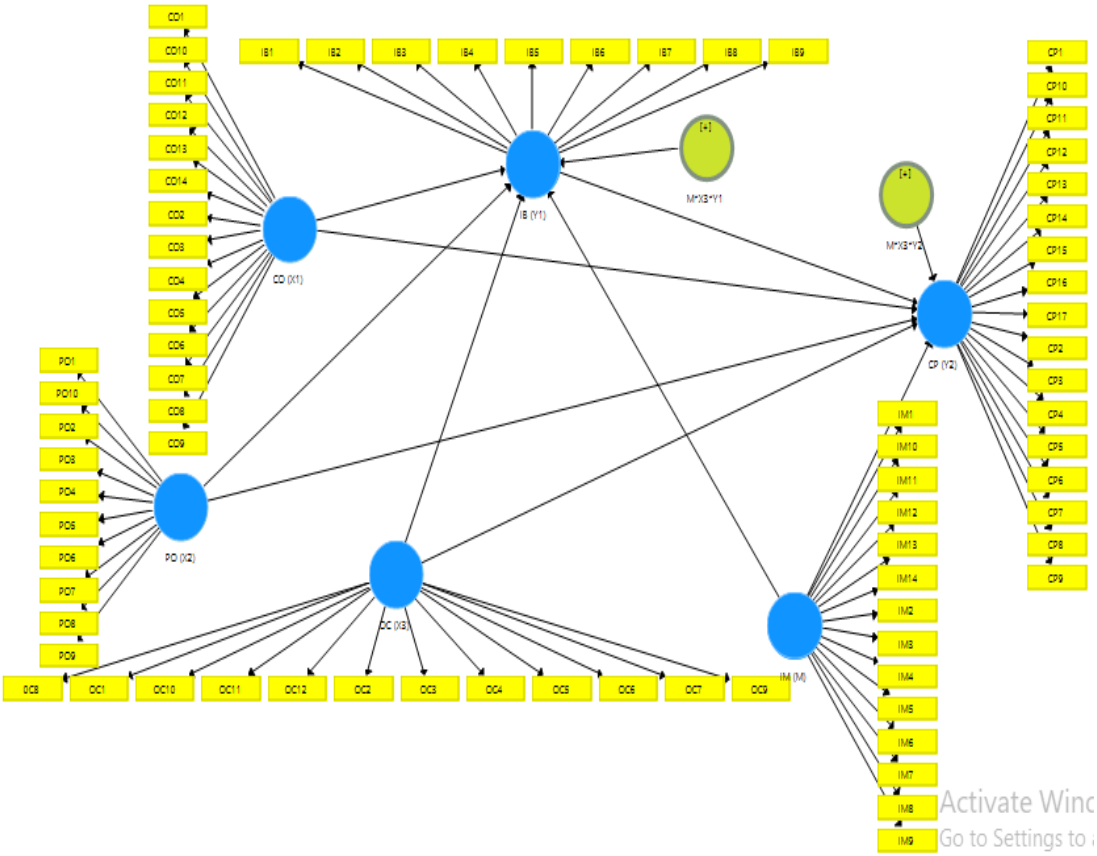



**Figure 2.2. Research Model**

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