



The Influence of Work Motivation on Archive Management Performance Through Commitment As An Effort to Achieve the 4th SDGs Goal on the Quality of Education in Surabaya State University

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Abstract. Archive management plays an important role in supporting the implementation of quality education according to the 4th goal of SDGS "Quality of Education" at Surabaya State University, Faculty of Social Sciences and Law. So it is important to analyze the factors that influence Archive Management Performance. The objectives of the study are 1) To analyze the effect of motivation on employee commitment, 2) To analyze the effect of motivation on employee performance, 3) To analyze the effect of employee commitment on employee performance and 4) To analyze the effect of work motivation on employee performance through employee commitment. The type of quantitative research with a population of employees of Surabaya State University, Faculty of Social Sciences and Law. The sampling method uses Total Sampling so that the number of samples obtained is 39 people. Data collection through questionnaires with PLS analysis techniques. The results of the study prove that Work Motivation and Employee Commitment have a significant positive effect on Employee Performance in Archive Management, Work Motivation has a significant positive effect on employee commitment and There is a significant positive relationship between work motivation and employee performance in Archive Management mediated by employee commitment.

Keywords: Work Motivation, Employee Commitment, Employee Performance

1 INTRODUCTION

Archives play an important role in organizations as a means of containing information or information stored in recordings or writing which can be used as a guide in decision making. Based on Law number 43 of 2009 concerning archives, archives is the recording of activities on various media through institutional information and communication technology [1]. Archives can not only be used as a guide in decision making but also as a source of memory for schools that can support the smooth running of school administration activities [2].

With the important role of archives in the smooth running of administrative activities and decision making, it is necessary to have optimal archive management from

the beginning of creation to the disposal of archives. Archive management is one of the supporting efforts to create quality education in accordance with the fourth goal of the Sustainable Development Goals, namely Quality Education. With Archive Management, it can facilitate the search for documents or learning materials so that it can maximize the quality learning process [3]. Archives management is the implementation of management functions in order to manage the entire life cycle of archives which consists of the stages: creation and receipt; distribution; use; maintenance and depreciation of an archive [4]. Through good archive management, if at any time the archives are needed they can be quickly found again so that it will help parties who need the archives, both internal and external parties [5].

Surabaya State University (Unesa) is one of the tertiary institutions which is located in the city of Surabaya, East Java. Unesa has 76 Regular Study Programs which are divided into 7 faculties with different educational focus areas, namely the Faculty of Engineering, Economics, Mathematics and Natural Sciences, Social Sciences and Law, Sports Sciences, Education, Languages and Arts. With the large number of study programs at Unesa, the archive management process becomes increasingly complicated to carry out. This is because each study program has different supporting documents and cannot be mixed up. So it is important for Academic and Student Affairs Administration Bureau employees to have good records management performance.

Records Management Performance is the quantity or quality of the results of employee work in carrying out archive management. Performance refers to the overall evaluation and how well an individual meets organizational expectations in terms of employee performance [6]. In the archive management process, there are several influencing important factor. One of the influencing factors for records management performance is employee commitment. Employee Commitment is an engaged employee who is psychologically attached to the organization, dedicated to providing quality services to the organization, and rarely leaves the organization [7]. Employee commitment is relative to employee engagement or participation in the organization where they work [8]. The results of field observations on employees of the Faculty of Social Sciences and Law show that employees lack commitment to good work which can be proven by the length of the administration process carried out.

The next influencing factor for Records Management Performance is the Work Motivation factor. Work Motivation is a person's internal and external strength to work and determines its intensity, direction and duration [9]. Work Motivation is a catalyst that determines an organization's success in stimulating work effectiveness [10]. The results of field observations on employees of the Faculty of Social Sciences and Law show that employee work motivation is still considered to be lacking. This is proven by the high level of employee absenteeism, namely an average of 60%.

Several previous studies have examined the impact of Work Motivation and Commitment on Records Management Performance. Dhamera & Imam examines the impact of Work Motivation and Pancasila Leadership Style on Employee Performance through Organizational Commitment among employees at the University of 17 August 1945 Cirebon [11]. The relevance of the research is in the research analysis which examines the impact of work motivation on employee performance through commitment.

Apart from that, the research object was also carried out on university employees. However, differences in research exist in the Leadership Style factor which is not discussed in the current research.

Apart from that, research by Aditama & Arief examines the impact of motivation on employee performance mediated by organizational commitment [12]. The relevance of the research is found in the research analysis which both examines the impact of motivation on employee performance through commitment. However, the differences in research can be seen from the different research objects, namely this research examines employees of PT. Bina Nusa Teknik Bandung, while the current research examines employees of the Faculty of Social Sciences and Law, University of Surabaya. So based on the analysis of the two previous studies, State of Art research was obtained, namely this research contributes to discussing the Impact of Motivation on Employee Performance with Organizational Commitment as an Intervening Variable in Employees of the Faculty of Social Sciences and Law, University of Surabaya in a recent way and has never been done before.

From the problem description, it can be seen that archival management is an important thing to do. There are factors influencing records management performance, namely employee motivation and commitment. The research objectives are 1) Analyzing the impact of motivation on employee commitment, 2) Impact of motivation on employee performance, 3) Impact of employee commitment on employee performance and 4) Impact of work motivation on employee performance through employee commitment.

2 METHOD

The type of research is quantitative as research method that uses data, namely numbers with added emphasis on objective measurement of results accompanied by statistical analysis [13]. The population in this study were employees at the Faculty of Social Sciences and Law, Surabaya State University. The Total Sampling method was used to determine the sample size because the population was less than 100 people [14]. So the research sample was 39 employees.

There are 3 types of research variables, namely independent variables, as a variable the influence of the dependent variable is work motivation (X), the dependent variable is the variable that is influenced [14] namely Employee Performance (Y). Meanwhile, intervening variables are intermediate variables that are influenced by the independent variable but influence the dependent variable [14]. The dependent variable of the research is Employee Commitment (Z).

In measuring the magnitude of influence between variables, there are measurement indicators for each variable. According to Orpen (2015), indicators of Work Motivation are divided into two, namely Internal Motivation with indicators a) Variations in completing work depending on skills and talents, b) The work carried out is quite challenging, c) Your work has clear goals that will be achieved, d) Have autonomy in carrying out the work, e) Have knowledge of previous work performance, f) Can be fully involved in completing the work from start to finish, g) Completion of

your work has the opportunity to be done with different things, h) Your work is very significantly completed in the same area broader and i) Completion of work can provide feedback on your performance[15]. Meanwhile, indicators of external motivation are a) the training that has been attended is sufficient to help complete the work, b) the Unesa Research and Community Service Institute provides sufficient resources to achieve goals effectively, c) the Unesa Research & Community Service Institute helps you in completing work and d) Unesa Research & Community Service Institute policies often help in completing work.

The indicators for measuring Employee Commitment according to Yousef (2000) consist of 3 dimensions, namely strong desire to become a member of the organization, with indicators: a) Loyalty to the organization to continue working, b) Feelings of guilt when leaving the organization, c) Feeling of little choice if you leave the organization and d) There is a sense of willingness to sacrifice for the interests of the organization, the Dimension of Willingness to try to improve oneself on behalf of the organization, with indicators: a) There is a willingness to help the organization to be successful in achieving organizational goals, b) There is a willingness to accept every task provided by the organization, c) There is a sense of concern for the success of the organization in the future, d) There are creative suggestions for the development of the organization and e) Collaboration with other parties in various organizational activities as well as dimensions of definite belief and acceptance of the value of the organization's goals, with indicators: a) The same views as the organization, b) The same perception of organizational policies relating to employee interests, c) The decision to work for the organization is one of the best decisions in life and d) The decision complete work according to standards in the organization[16].

The indicators for measuring employee performance according to Rees & Nicholson (2004) are a) the level of employee reliability in completing work, b) the level of good employee cooperation between related units, c) the level of opportunity for employees to develop professionally within a certain period, d) the level of responsibility in carrying out work and e) Level of information dissemination through effective methods [17].

Research data is primary data obtained through questionnaires and secondary data through library research. The questionnaire was distributed to obtain data. Meanwhile, the research data analysis technique uses SEM Partial Least Square (PLS) analysis. Here's the conceptual framework:

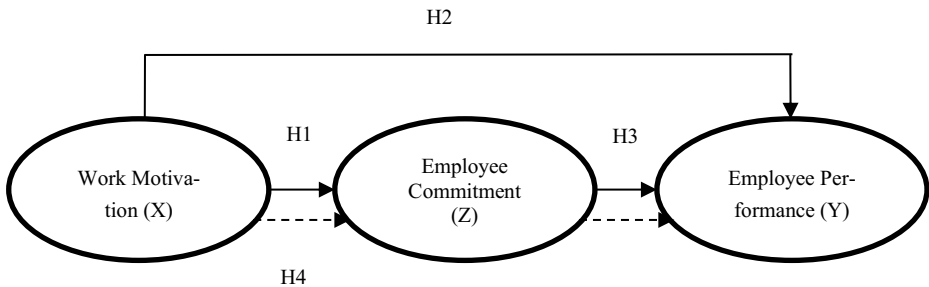


Fig 1. Conceptual Framework

So the research hypothesis studied is:

- H₁ : Work Motivation has a significant impact on Employee Employee Commitment at the Faculty of Social Sciences and Law, Surabaya State University
- H₂ : Work Motivation has a significant impact on Employee Performance at the Faculty of Social Sciences and Law, Surabaya State University
- H₃ : Employee Commitment has a significant impact on Employee Performance at the Faculty of Social Sciences and Law, Surabaya State University
- H₄ : Work motivation has a significant impact on employee performance through Employee commitment at the Faculty of Social Sciences and Law, Surabaya State University

3 RESULTS

3.1. Descriptive Analysis

In descriptive analysis, the respondent's background will be analyzed including gender, last education and age of the respondent.

Table 1. Descriptive Analysis

| No. | Background | Characteristics | Quantity (People) | Percentage (%) |
|-----|------------|-----------------|-------------------|----------------|
| 1 | Gender | Male | 27 | 69.2 |
| | | Female | 12 | 30.8 |
| | | Total | 39 | 100 |
| 2 | Education | SMA | 14 | 35.9 |
| | | D3 | 1 | 2.6 |
| | | S1 | 22 | 56.4 |
| | | S2 | 2 | 5.1 |
| | | Total | 39 | 100 |
| 3 | Age | < 25 | 3 | 7.7 |
| | | 26 – 30 | 5 | 12.8 |
| | | 30 – 40 | 7 | 17.9 |
| | | 40 – 50 | 17 | 43.6 |
| | | > 50 | 7 | 17.9 |
| | | Total | 39 | 100 |

Based on the descriptive table of respondents' backgrounds above, the majority of respondents are male with a bachelor's degree educational background and aged 40 - 50 years.

3.2. Outer Model Testing

The outer test functions to find the relationship between variables and indicators [18].

1. Convergent Validity

If the indicator factor loading value is > 0.50 then it is declared to have convergent validity

Table 2. Validity Test (Convergent Validity)

| Variable | Item | <i>Original Sample</i> | <i>P-Values</i> | Note |
|--------------------------|-------|------------------------|-----------------|-------|
| Work Motivation (X) | X.1.1 | 0,666 | 0,000 | Valid |
| | X.1.2 | 0,639 | | |
| | X.1.3 | 0,808 | | |
| | X.1.4 | 0,757 | | |
| | X.1.5 | 0,828 | | |
| | X.1.6 | 0,773 | | |
| | X.1.7 | 0,862 | | |
| | X.1.8 | 0,778 | | |
| | X.1.9 | 0,817 | | |
| | X.2.1 | 0,806 | | |
| | X.2.2 | 0,896 | | |
| | X.2.3 | 0,810 | | |
| X.2.4 | 0,850 | | | |
| Employee Commitment (X2) | Z.1.1 | 0,844 | 0,000 | Valid |
| | Z.1.2 | 0,834 | | |
| | Z.1.3 | 0,810 | | |
| | Z.1.4 | 0,804 | | |
| | Z.2.1 | 0,756 | | |
| | Z.2.2 | 0,828 | | |
| | Z.2.3 | 0,780 | | |
| | Z.2.4 | 0,793 | | |
| | Z.2.5 | 0,858 | | |
| | Z.3.1 | 0,920 | | |
| | Z.3.2 | 0,685 | | |
| | Z.3.3 | 0,851 | | |
| Z.3.4 | 0,862 | | | |
| Employee Performance (Y) | Y.1.1 | 0,826 | 0,000 | Valid |
| | Y.1.2 | 0,847 | | |
| | Y.2.1 | 0,793 | | |
| | Y.2.2 | 0,909 | | |
| | Y3 | 0,843 | | |

All indicators are declared valid because the validity value is > 0.5 .

2. Discriminant Validity

It is declared to meet Discriminant Validity if the variable cross-loading value is greater than other variables.

Table 3. Cross Loading

| Item | Work Motivation (X) | Employee Commitment (Z) | Employee Performance (Y) |
|-------|---------------------|-------------------------|--------------------------|
| X.1.1 | 0,666 | 0,441 | 0,506 |
| X.1.2 | 0,639 | 0,496 | 0,410 |
| X.1.3 | 0,808 | 0,662 | 0,602 |
| X.1.4 | 0,757 | 0,520 | 0,622 |
| X.1.5 | 0,828 | 0,629 | 0,710 |
| X.1.6 | 0,773 | 0,728 | 0,744 |
| X.1.7 | 0,862 | 0,723 | 0,680 |
| X.1.8 | 0,778 | 0,550 | 0,448 |
| X.1.9 | 0,817 | 0,632 | 0,610 |
| X.2.1 | 0,806 | 0,666 | 0,632 |
| X.2.2 | 0,896 | 0,741 | 0,731 |
| X.2.3 | 0,810 | 0,716 | 0,672 |
| X.2.4 | 0,850 | 0,746 | 0,741 |
| Z.1.1 | 0,678 | 0,844 | 0,639 |
| Z.1.2 | 0,667 | 0,834 | 0,640 |
| Z.1.3 | 0,670 | 0,810 | 0,595 |
| Z.1.4 | 0,668 | 0,804 | 0,605 |
| Z.2.1 | 0,577 | 0,756 | 0,539 |
| Z.2.2 | 0,618 | 0,828 | 0,684 |
| Z.2.3 | 0,603 | 0,780 | 0,617 |
| Z.2.4 | 0,625 | 0,793 | 0,741 |
| Z.2.5 | 0,654 | 0,858 | 0,731 |
| Z.3.1 | 0,774 | 0,920 | 0,853 |
| Z.3.2 | 0,677 | 0,685 | 0,608 |
| Z.3.3 | 0,694 | 0,851 | 0,769 |
| Z.3.4 | 0,702 | 0,862 | 0,707 |
| Y.1.1 | 0,567 | 0,552 | 0,826 |
| Y.1.2 | 0,702 | 0,771 | 0,847 |
| Y.2.1 | 0,598 | 0,592 | 0,793 |

| Item | Work Motivation (X) | Employee Commitment (Z) | Employee Performance (Y) |
|-------|---------------------|-------------------------|--------------------------|
| Y.2.2 | 0,762 | 0,843 | 0,909 |
| Y3 | 0,710 | 0,672 | 0,843 |

The indicator is declared valid because the variable cross loading is greater than other.

3. *Average Variance Extracted*

AVE > 0.5 is considered reliable

Table 4. AVE

| Variable | AVE |
|--------------------------|-------|
| Work Motivation (X1) | 0,631 |
| Employee Commitment (Z) | 0,671 |
| Employee Performance (Y) | 0,713 |

AVE > 0.5 so it is declared reliable

4. *Composite Reliability*

A composite reliability value > 0.70 is declared reliable

Table 5. Composite Reliability

| Variable | Composite Reliability |
|--------------------------|-----------------------|
| Work Motivation (X1) | 0,957 |
| Employee Commitment (Z) | 0,963 |
| Employee Performance (Y) | 0,925 |

All Reliability > 0.70 is declared reliable

5. *Cronbach Alpha*

Cronbach's alpha > 0.6 is declared reliable

Table 6. Cronbach Alpha

| Variable | Cronbach Alpha |
|--------------------------|----------------|
| Work Motivation (X1) | 0,951 |
| Employee Commitment (Z) | 0,959 |
| Employee Performance (Y) | 0,899 |

All Cronbach alphas are > 0.60 so they are reliable

3.2 Inner Model Testing

Inner analysis tests the size of the relationship

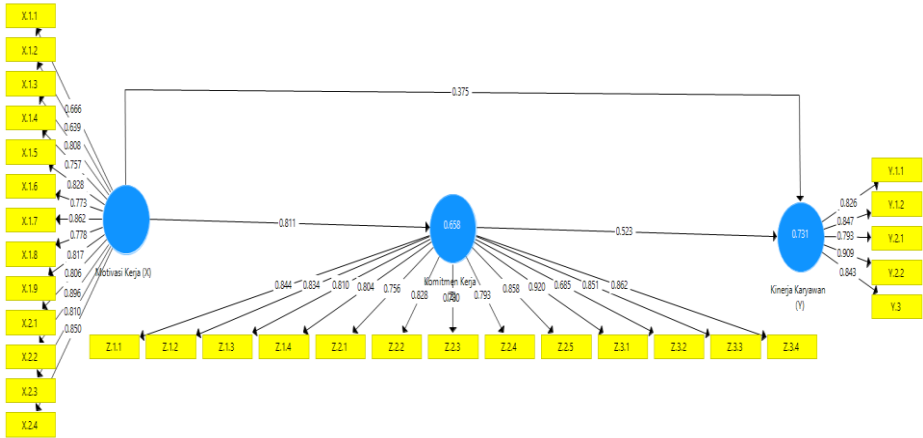


Fig. 2. PLS Measurement Model

The equation obtained is:

$$Z = 0,811 X$$

$$Y = 0,375 X + 0,523 Z$$

1. R Square Testing

Changes in R² show the influence of the independent and dependent variables. Requirements for the influence of the R² value are 0.75 ("strong"), 0.50 ("Moderate"), 0.25 ("weak")[19].

Table 7. R-Square Value

| | R Square |
|--------------------------|----------|
| Employee Commitment (Z) | 0,658 |
| Employee Performance (Y) | 0,731 |

Work Motivation (X) influence the Employee Commitment Variable (Z) with an R Square value of 0.658 indicates a "Morate" model and can form Employee Commitment of 65.8%. Meanwhile variables Work Motivation (X) and Employee Commitment (Z) influence the Employee Performance (Y) with an R Square value of 0.731 indicates a "Morate" model and can form Employee Performance of 73.1%.

2. Q Square Testing

Q² > 0 means it has a good observation value. The following is the Q² calculation
 $Q_2 = 1 - (1 - R^2_1) (1 - R^2_2) \dots (1 - R^2_n)$

$$Q_2 = 1 - (1 - 0,658) (1 - 0,731)$$

$$Q_2 = 1 - (0,342) (0,269)$$

$$Q_2 = 1 - 0,091$$

$$Q_2 = 0,909$$

Variable relationships have good predictive relevance

3.3 Hypothesis Testing

Table 8. Hypothesis Testing

| Variable Relationship | Original Sample | T Statistics | P Value | Note |
|--|-----------------|--------------|---------|-------------|
| Work Motivation (X) -> Employee Commitment (Z) | 0,811 | 12,768 | 0,000 | Significant |
| Work Motivation (X) -> Employee Performance (Y) | 0,375 | 2,067 | 0,039 | Significant |
| Employee Commitment (Z) -> Employee Performance (Y) | 0,523 | 2,822 | 0,005 | Significant |
| Work Motivation (X) -> Employee Commitment (Z) -> Employee Performance (Y) | 0,424 | 2,533 | 0,012 | Significant |

- a. Work Motivation (X) has a significant positive impact on Employee Commitment (Z) because T value of 12,768 > 1.96 and positive 0,811 Original Sample.
- b. Work Motivation (X) has a significant positive impact on Employee Performance archive management (Y) because T value of 2.067 > 1.96 and positive 0,375 Original Sample.
- c. Employee Commitment (Z) has a significant positive impact on Employee Performance archive management (Y) because T value of 2.822 > 1.96 and positive 0,523 Original Sample.
- d. Work Motivation (X) has a significant positive impact on Employee Performance archive management (Y) through Employee Commitment (Z) because T value of 2.533 > 1.96 and positive 0,424 Original Sample.

4 DISCUSSION

4.1 Influence Work Motivation on Employee Commitment

Work Motivation has a significant impact on Employee Commitment as evidenced by the t-statistic of 12.768 above 1.96. Work Motivation and Employee Commitment is positively related or in the same direction so that good work motivation will increase employee commitment. So the first hypothesis can be declared accepted. In line with Putri's findings, there is a significant positive impact between work motivation

and employee commitment [20]. Then in line with Aditama & Arie who proved that Work Motivation has a significant positive impact on Employee Commitment [12]. So with the increasing work motivation will increase the Commitment of Surabaya University Employees in carrying out archive management. By having a commitment to good archive management, the institution can ensure that information about students, including academic records, health history, and other administrative data, can be managed well and can be accessed easily.

4.2 Influence Work Motivation on Employee Performance

Work Motivation has a significant impact on Employee Performance as evidenced by the t-statistic of 2.067 above 1.96. Work Motivation and Employee Performance is positively related or in the same direction so that good work motivation improves employee performance. So the second hypothesis can be declared accepted. In line with Supriatin & Endah's findings, it is proven that work motivation has a significant positive impact on employee performance. [21]. Providing motivation to employees will have a positive impact on work implementation [22]. Motivation is very necessary for the University of Surabaya so that employees continue to work in the archive management process well and always provide the best performance.

4.3 Influence Employee Commitment on Employee Performance

Employee Commitment has a significant impact on Employee Performance as evidenced by the t-statistic of 2.822 above 1.96. Employee Commitment and Employee Performance are is positively related or in the same direction so that good employee commitment improves employee performance. So the third hypothesis can be declared accepted. In line with the findings of Maranata et al where organizational commitment has a positive impact on employee performance [23]. In real terms, commitment has an impact on the work performance of human resources, and ultimately also greatly impact the performance of an organization [24]. Commitment has an impact on the performance of human resources in archive management, thus influencing the performance of the University of Surabaya in providing quality education.

4.4 Influence Work Motivation on Employee Performance through mediation Employee Commitment

Work Motivation has a significant impact on Employee Performance through mediation Employee Commitment as evidenced by the t-statistic of 2.533 above 1.96. Work Motivation and Employee Performance through mediation Employee Commitment relationship is positively related or in the same direction so that work motivation and commitment improve employee performance. So the fourth hypothesis can be declared accepted. In line with Purnama's findings, employee commitment is able to mediate the relationship between work motivation and employee performance [25]. So, the influence of Work Commitment can influence the Motivation of Archive Management Officers at the University of Surabaya, thus having an impact on improving Officer Performance and the quality of education in accordance with the fourth goal of the Sustainable Development Goals related to "Quality of Education".

5 CONCLUSION

The research conclusion is: 1) Work Motivation has a significant positive impact on Employee Commitment, 2) Work Motivation has a significant positive impact on Employee Performance in Archive Management, 3) Employee Commitment has a significant positive impact on Employee Performance in Archive Management and 4) Work Motivation has a positive impact positive significant impact on Employee Performance in Archive Management through the mediation of Employee Commitment. So it can be concluded that the fourth objective of the Sustainable Development Goals, namely the Quality of Education, can be created through Archives Management which supports the implementation of quality education with the influence of motivation and commitment.

From the results of the analysis, several suggestions were obtained, namely 1) It is recommended to the Unesa University Management, Faculty of Law and Social Affairs to increase employee work motivation by implementing a reward and punishment system, 2) It is recommended to the Unesa University Management, Faculty of Law and Social Affairs to increase employee commitment by creating a culture cooperation between employees, and 3) It is recommended for further research to add research variables that influence Employee Commitment and Employee Performance such as Leadership Style to perfect this research.

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