

An Influence of Work Motivation in Archival Management on Performance With Variable Intervening Commitment LPPM UNESA

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ABSTRACT

Archival management is an activity to manage all existing documents in the organization at LPPM to support organizational activities. Superior HR will help in achieving success. This study aims to provide empirical evidence about the effect of work motivation on employee performance with employee commitment as an intervening variable by examining the direct and indirect effects of work motivation on employee performance. The sample in this study was employees of the LPPM Unesa Surabaya, with 45 people using the population or census method. The research instrument used was a questionnaire. Data were analyzed using path analysis. The results of the analysis in this study prove that: (1) work motivation in archive management has a significant effect on the work commitment of LPPM Unesa Surabaya employees; (2) work motivation in archive management has a significant effect on the Performance of LPPM Unesa Surabaya employees; (3) employee commitment has a significant effect on the Performance of the employees of LPPM Unesa Surabaya employees, and (4) Work motivation in archival management has a significant influence on the Performance of employees of LPPM Unesa Surabaya employees without going through work commitments as intervening variables.

Keywords: *Motivation, Commitment, Performance.*

1. INTRODUCTION

Archival management is one of the activities aimed at managing all documents in an organization in the Institute of Research and Community Service (LPPM) that are used as supporting organizational activities in achieving goals. With an exemplary work commitment from employees, the organization will benefit, among others, employees can carry out their work as well as possible. Employees, in this case, are included education workforces like a teacher, lectures, and education administration staff.

One of the critical factors that must exist in college is the human resources factor because human resources play an essential role in determining the survival of a college. In college, employees are expected to carry out their responsibilities more professionally, which means they must always think, work hard, work full-time, maintain discipline, honesty, and a high level of devotion and dedication to ensure the success of their work.

For this research to be more precise and more directed, it must have a research purpose, namely: (1) To test and analyze the influence of work motivation in archival management to the Commitment of LPPM Unesa Surabaya employees; (2) To test and analyze the

influence of work motivation in archival management on the Performance of LPPM Unesa Surabaya employees; (3) To test and analyze the effect of employee commitment on the work performance of LPPM Unesa Surabaya employees; (4) To test and analyze the influence of Motivation through the management of work archives on the Performance of LPPM Unesa Surabaya employees through work commitment as an intervening variable. Hopefully in this research can help LPPM to find the appropriate policy to improve the performance of its members.

The study from Irawanto [1] finds that the motivation of the workers affects their commitment. The finding of [2], found that higher motivation of the workers gives higher work performance. Dyahrini also found that Commitment give an effect on the performance of the workers [3]. Hastuti's finding [4] found that motivation influences performance through commitment. All those findings support the theory from [5].

1.1. Motivation

Motivation arises due to two factors, namely intrinsic factor, and extrinsic factor. Intrinsic factor is a factor from within humans that can be attitudes, personalities, education, experiences, knowledge, ideas. Extrinsic

factors are factors outside the human self. This factor can be the leadership style of a person and so on.

Motivation is the driving force that drives people to choose a particular employee, stick with that employee, and work hard. [6] explained that leaders fully understand what their employees want and correctly design the work environment that can complement what they want to improve employee performance.

Open Considering Motivation in a person can be divided from the source of Motivation itself [7]. Internal Motivation is the process of influence in a person who wants to do what they want with the possibility of gaining profit or reward. Besides that, [8] Internal motivation is a person's natural relationship with why he or she is doing something. This Motivation is often referred to as intrinsic Motivation. External Motivation is the opposite of all actions that a motivator gets in carrying out something. This condition shows there is a significant relationship between a person and what he does.

1.2. Archive Management

Each organization must have an archival unit as a work unit that manages archives/documents and is responsible for archives/documents, security, control and control of archives/documents, have and update databases, and process data and information. Based on the above, archiving management is divided into three, namely:

An electronic record is an archive created, communicated, and managed electronically [9]. In this case, the archive is created electronically, or the result of media transfer from conventional archives using computer technology. From that description, it can be concluded that electronic documents/records are archives that are created, communicated, and managed electronically and using computer technology. Emergency management is a planned approach related to disaster prevention, preparedness, and response to emergencies and recovery carried out after an emergency or disaster.

1.3. Staff Commitment

Commitment is the mental attitude of an employee who specializes in the relationship between and the organization. [10]. Employee commitment is generally defined as the extent of an employee's involvement in an organization and the strength of his or her identification with a particular organization. [10]

1.4. Performance

Performance refers to a thorough evaluation and how well an individual meets organizational expectations regarding employee performance [10]. Performance is generally conceptualized at various levels of analysis

(e.g. individuals, workgroups, organizations, etc.). Performance assessment has long been recognized as an essential personnel function that can further enhance employee motivation. Hence, Performance and provides management with the necessary controls to achieve organizational goals [7].

2. METHODS

2.1. Research Design

The researchers used a correlational statistic to define and assess the degree of link (or relationship) between two or more variables or sets of scores in this study [11]. Fig 1 below displays the method framework for this research.

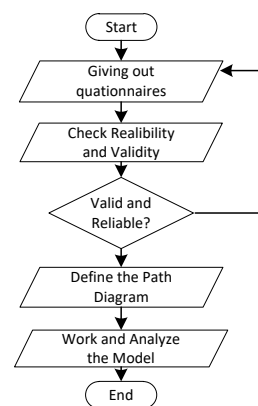


Figure 1 Path Analysis

2.2. Population and Samples

The complete group of individuals, events, or items of interest that the researcher desires to explore is referred to as the population [12]. The population in this study were LPPM Unesa Surabaya employees. Because the population is not too large, questionnaires will be given to all permanent employees of 45 people in this study. The number of samples in this study is equal to the population. The study uses census methods.

2.3. Variable Operational Definition

Work motivation can be defined as the force that drives people to choose a particular employee, stick with that employee, and try hard [6]. The Motivation in this research is measured through indicators that consist of internal Motivation (X_{1,1}) that consist of: (a) variance of getting the job done depending on skill; (b) challenging task; (c) purpose of the task; (d) autonomy in the task; (e) fulfill previous task; (f) fully motivated getting job done; (g) multitasking; (h) outstanding task; (i) getting feedback. Also, external motivation (X₂) that consist of : (a) training; (b) external source; (c) external help; and (d) external rules.

Commitment is the mental attitude of an employee who specializes in the relationship between and the organization. [10]. The Commitment is measured using a variety of markers, including (a) Strong Desire to Remain a Member of the Organization; (b) Willingness to Strive to Improve self and (c) Confidence in the Acceptance of Organizational Values and Goals.

Performance refers to a thorough evaluation and how well an individual meets organizational expectations regarding employee performance [10]. The Performance is measured using a variety of markers, including (a) Effectiveness in completing the work; (b) Employee perceived job satisfaction; and(c) Productivity at work.

2.4. Data Type and Source

In statistical analysis, data collecting is extremely important. There are two types of data collection procedures used in research: primary data collection and secondary data collection [13]. The data sources used are primary data. According to [7], primary data is information gathered from sources on the variable of interest for the study's specific aim.

2.5. Data Collection Method

The data collection method in this research uses a direct survey method, for instance, distributing questionnaires or facing respondents directly that meet requirements.

3. DATA ANALYSIS TECHNIQUE

According to [14], multiple regressions are statistical methods for examining the relationship between a single dependent variable and a small number of independent variables. Using multiple regressions, one or more independent variables are used to predict the dependent variable. If the study simply has one dependent variable and one independent variable, simple regression is the statistical technique to use. Multiple linear regression analysis is the relationship between two independent variables (skill, knowledge, attitude, and morality) and the dependent variable (achievement). The multiple linear regression similarity is as follows:

$$Y = a + b1X1 + b2X2 + bnXn \quad (1)$$

Notes from equation (1) :

- Y = Dependent variable [the values predicted]
- a = Constant [the value of Y if X1 and X2 is = 0]
- b = Regression coefficient
- X = Independent variables

3.1. Correlation Coefficient [R] and Determination Coefficient [R²]

Correlation coefficient [R] is used to know the level of closeness between independent variables and dependent variables. The correlation coefficient results

show whether the relationship between independent variables (Y) and the dependent variable is close or not. The coefficient of determination is used to measure the ability of the model to explain the variation in the dependent variable. The determination coefficient value is between zero and one. The small value of the Determination Coefficient [R²] means that independent variable abilities in explaining dependent variable variations are minimal. The comparable value means that independent variables give almost all the information needed to predict dependent variable variations.

3.2. Hypothesis Test

A significance test is used to determine whether or not there is a significant link between the dependent and independent variables [14]. The t value obtained from the calculation will be compared to the t value obtained from the table by the writer. The independent variable has a significant association with the dependent variable if the t value calculation is greater than the significance level of 0.05.

F-test is used to show if all independent variables entered into the model have influences simultaneously toward the dependent variable. If the significance value is < 0.05, it means that independent variables influence significantly simultaneously toward the dependent variable. If the significance value is > 0.05, it means that independent variables do not influence significantly simultaneously toward dependent variable.

4. RESULTS

4.1. Data Analysis

To find out the questionnaire's index validity, the author used the corrected item-total correlation formula from Pearson.

Table 1. Validity Test For Motivation (Internal Motivation-X1)

Indicator	R _{calc}	R _{table}	Note
X1.1	0.496	0,1947	Valid
X1.2	0.596		Valid
X1.3	0.588		Valid
X1.4	0.760		Valid
X1.5	0.881		Valid
X1.6	0.869		Valid
X1.7	0.892		Valid
X1.8	0.881		Valid
X1.9	0.816		Valid

Table 2. Validity Test For Motivation (External Motivation-X2)

Indicator	R _{calc}	R _{table}	Note
X2.1	0.762	0,1947	Valid
X2.2	0.576		Valid
X2.3	0.673		Valid
X2.4	0.583		Valid

Table 3. Validity Test Commitment (Will force To Be Part Of Organization-Z1)

Indicator	R _{calc}	R _{table}	Note
Z1.1	0.542	0,1947	Valid
Z1.2	0.519		Valid
Z1.3	0.687		Valid
Z1.4	0.732		Valid

The testing criteria are carried out if the correlation of each positive factor and the magnitude is 0.3 and above, then the factor is a strong construct. All the validity tests for the variable used in this research are displayed in Table 1 – Table 6. From tables 1-6, it can be concluded that all the indicators in the Motivation variable (Internal Motivation) are valid. Where the validity value or Corrected item-total Correlation for each variable has a calculated R-value greater than 0.3, and a Value R calculates > R table(n-2) where table R(62) is 0.1947. Thus each statement item of Internal Motivation sub-variables of motivation on each question/instrument item is declared valid and can further be used in research

From tables 2, it can be concluded that all the indicators in the Motivation variable (External Motivation) are valid. Where the validity value or Corrected item-total Correlation for each variable has a calculated R-value greater than 0.3, and a Value R calculates > R table(n-2) where table R(62) is 0.1947. Thus each statement item of External Motivation sub-variables of motivation on each question/instrument item is declared valid and can further be used in research

From the tables above, it can be concluded that all the indicators in the Commitment variable (Willforce to be part of the organization) are valid. Where the validity value or Corrected item-total Correlation for each variable has a calculated R-value greater than 0.3, and a Value R calculates > R table(n-2) where table R(62) is 0.1947. Thus each statement item of Will force to be part of organization sub-variables of commitment on each question/instrument item is declared valid and can further be used in research.

Table 4. Validity Test For Commitment (Willingness To Improve)

Indicator	R _{calc}	R _{table}	Note
Z2.1	0.681	0,1947	Valid
Z2.2	0.696		Valid
Z2.3	0.589		Valid
Z2.4	0.646		Valid
Z2.5	0.774		Valid

Table 4 can be concluded that all the indicators in the Commitment variable (Willingness to improve) are valid. Where the validity value or Corrected item-total Correlation for each variable has a calculated R-value greater than 0.3, and a Value R calculates > R table(n-2) where table R(62) is 0.1947. Thus each statement item of willingness to improve sub-variables of commitment on each question/instrument item is declared valid and can further be used in research.

Table 5. Validity Test For Commitment (Faith In Implement Value And Purposes Of Organization)

Indicator	R _{calc}	R _{table}	Note
Z3.1	0.773	0,1947	Valid
Z3.2	0.607		Valid
Z3.3	0.560		Valid
Z3.4	0.555		Valid

Table 5 explores the indicators in the Commitment variable (faith in implement value and purposes of organization) are valid. Where the validity value or Corrected item-total Correlation for each variable has a calculated R-value greater than 0.3, and a Value R calculates > R table(n-2) where table R(62) is 0.1947. Thus each statement item of faith in implementing value and purposes of organization sub-variables is declared valid and can further be used in research.

Table 6. Validity Test for Performance (Y)

Indicator	R _{calc}	R _{table}	Note
Y1.1	0.799	0,1947	Valid
Y1.2	0.892		Valid
Y1.3	0.877		Valid
Y1.4	0.919		Valid
Y1.5	0.790		Valid

Table 6 shows that all the indicators in the Job Performance variable are valid. Where the validity value or Corrected item-total Correlation for each variable has a calculated R-value greater than 0.3, and a Value R calculates > R table(n-2) where table R(62) is 0.1947. Thus each statement item of the Job Performance variable on each question/instrument item is declared valid and can further be used in research. Reliability measurement in this study is by using a one-shot method or measurement only once. To measure reliability by looking at Cronbach alpha. A constructed variable can be reliable if it gives a Cronbach alpha value of 0.60 [15]. The reliabilities test on each variable is displayed in Table 7.

Table 7. Reliability Test On Each Variable

Variable	Reliabilities Value	Critical Value	Note
Motivation (X)	0,926	0,6	Reliable
Commitment (Z)	0,881		Reliable
Performance (Y)	0,902		Reliable

From the reliability test results, the value of cronbach alpha can be seen. From the test results, Cronbach's overall alpha value of the variable is more significant than 0.60, which means the question items of the entire variable are entirely reliable and can be used in research.

4.1.1. Hypothesis Testing

Table 8. T-Tes

Test	Variable	t	Sig.
Sub-Structure 1	Motivation → Commitment	4.711	0.000
	Motivation → Performance	2.660	0.011
Sub-Structure 2	Komitmen → Performance	2.165	0.036

4.1.1.1. *T-test [partial] in variable of Motivation (X₁)*

Based on calculations using SPSS obtained t- the value of 4.711 with the significant level value of 0,000, which is a significant level more minor than the alpha level of 0.05. It was concluded that the motivation variable partially had a significant effect on Commitment. Based on calculations using SPSS obtained t- the value of 2.660 with the significant level value of 0.011, where the level is significantly smaller than the alpha level of 0.05. It is concluded that the motivation variable partially has a significant effect on Performance.

4.1.1.2. *T-test [partial] in the variable of Motivation (Z₁)*

Based on SPSS calculations obtained t- the value 2.165 with the significant level value of 0. 036, which is much lower than the alpha level of 0.05, was determined that the Commitment variable partially affects Performance. The following is a Path Analysis model shown in Figure 2.
 Direct influence (X→Y) = p1 = 0.391
 Indirect Influence (X→Z)*(Z→Y)= p2 x p3 = 0.583 x 0.319 = 0.186
 Total Influence (X→Y)+(X→Z)*(Z→Y) = p1 + (p2xp3) = 0.391 + 0.186 = 0.577

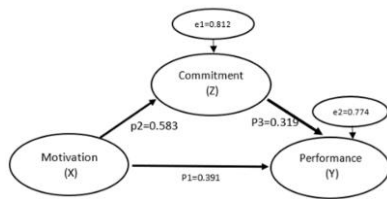


Figure 2 Path Analysis

Figure 2 shows that Motivation can directly affect Performance with the magnitude of direct influence is 0.391 and can also have an indirect effect, namely from Motivation to Performance through Commitment (as intervening) with an indirect influence of 0.186 so that the real influence of Motivation to Performance amounted to 0.577. Based on calculations using *the analysis path* above obtained the coefficient value of the direct influence of Motivation on Performance of 0.391 and the indirect influence of Motivation on Performance of 0.186, means that indirect influence (0.186) is smaller than the direct influence (0.391), it can be concluded that the actual relationship is a direct relationship or the absence of *intervening* variables (mediation). So, it can be known that Motivation (X) directly influences Performance without going through Commitment, meaning that commitment variables are not proven to be *intervening* variables.

5. DISCUSSION

5.1. *Effect of Motivation on Commitment*

The results of the data analysis indicated by the test conducted on the Commitment variable, where the significance value produced by the Motivation variable is

below 0.05, which is 0.000. The effect is shown from the respondents' most extensive answers on each sub-variable of Work Motivation and employee commitment sub-variable. This condition is also supported by previously proposed theories, such as [5] (p.39) and Mowday, Porter, and Steers (in [16](p.41). Overall, it shows that Work Motivation has a positive and significant effect on Employee Commitment has occurred in LPPM UNESA Employees. The results of this study are supported by research by [17], which shows that work motivation has a strong and positive effect on organizational commitment. However, [14] states that Motivation does not directly or indirectly affect Commitment.

5.2. *Effect of Motivation on Performance*

The results of data analysis showed that Motivation had a significant favorable influence on Performance. This is indicated by the test conducted on the Performance variable, where the significance value produced by the Motivation variable is below 0.05, which is 0.011. This shows that the characteristics of Employees of the Faculty of Engineering, Surabaya State University, have a strong desire/motivation in carrying out their duties and obligations as Civil Servants indicated in the implementation of their duties and obligations in the form of Employee Commitment. The higher the work motivation given, the higher the Commitment. The results of this study are supported by [18], which shows that Motivation affects employee performance, [19] states that Motivation affects Performance.

5.3. *Effects of Commitment on Performance*

Based on the results of the study found that the Commitment variable influences Performance, this can be known from the value of t sig of 0.036 or < 0.05, then H0 is rejected at a significance level of 5% so that the conclusion is that the Commitment variable has a significant favorable influence on Performance. This shows that the Faculty of Engineering, Surabaya State University, have a strong will in carrying out their duties and obligations as Civil Servants, which is finally shown in the form of high Employee Performance. The higher the Employee Commitment given will be higher the Performance. The results of this study are supported by [20], which shows that commitment affects Performance.

5.4. *Effect of Motivation on Performance Through Commitment*

Based on the analysis path, Motivation (X) directly influences Performance without going through Commitment, meaning that the commitment variable is not proven to be an intervening variable. This is evidenced by the value of the coefficient of direct influence of Motivation on Performance of 0.391 and the

indirect influence of Motivation on Performance of 0.186, where the indirect influence (0.186) is more than direct influence (0.391), it can be concluded that the actual relationship is a direct relationship or the absence of intervening variables (mediation). The results of this study show that organizational commitment can mediate the relationship of motivation to the performance

6. CONCLUSION

Based on the results of research on the respondents of LPPM UNESA Employees, it can be concluded that work motivation in archival management has a significant influence on the work commitment and performance of employees of LPPM Unesa Surabaya employees. The higher the work motivation given, the higher the Commitment and Performance. Employee commitment has a significant influence on the Performance of LPPM Unesa Surabaya employees. The higher the employee commitment, the higher the Performance. Work motivation in archival management has a significant influence on the Performance of employees of LPPM Unesa Surabaya employees without going through work commitments as intervening variables.

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