


IMPROVING ORGANIZATION PERFORMANCE ACCOUNTABILITY THROUGH INTEGRATED PARTICIPATORY COMMITMENT

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 20 February 2023</p> <p>Accepted 08 May 2023</p>	<p>Purpose: The study aims to analyze the influence integrated participatory commitment-based archiving on the accountability of archiving performance of Indonesian universities. Participatory commitment in the organization is lack of understanding, therefore examining factors to enhance organization performance through commitment is urgently needed.</p>
<p>Keywords:</p> <p>Performance Accountability; Integrated Participatory; Commitment; Archives Management.</p>	<p>Theoretical framework: The job embeddedness theory suggests that employee commitment is influenced by the extent to which employees feel embedded in their job and organization, which includes factors such as fit with the organization and the availability of alternatives</p> <p>Design/methodology/approach: This study used a quantitative approach to understand variables relationship. The research subject is archivists in several Indonesia universities, 248 respondents were selected as sample. The research model was tested using SEM-PLS.</p>
	<p>Findings: The results point out that archival policy and archivists' competence significantly impact archiving performance accountability through integrated participatory commitment. Archival funding and archival facilities have no impact and are not significant on archival performance accountability through integrated participatory commitment. The research indicate integrated participatory commitment is essential to develop archiving performance accountability.</p> <p>Research, Practical & Social implications: Based on research result, the study suggest board of leaders is expected to design and produce a complete archival policy consisting of at least four archival instruments</p> <p>Originality/value: The study found integrated participatory commitment is prominent factor to determine archiving performance accountability. The research fill the previous study gaps through job embeddedness theory.</p> <p>Doi: https://doi.org/10.26668/businessreview/2023.v8i5.2079</p>

MELHORANDO A RESPONSABILIDADE DE DESEMPENHO DA ORGANIZAÇÃO ATRAVÉS DO COMPROMISSO PARTICIPATÓRIO INTEGRADO

RESUMO

Objetivo: O estudo tem como objetivo analisar a influência do arquivamento baseado em compromisso participativo integrado na prestação de contas do desempenho arquivístico das universidades indonésias. O

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compromisso participativo na organização é uma falta de compreensão, portanto, é urgente examinar fatores para melhorar o desempenho da organização por meio do compromisso.

Estrutura teórica: A teoria da inserção no trabalho sugere que o comprometimento do funcionário é influenciado pela medida em que os funcionários se sentem integrados em seu trabalho e na organização, o que inclui fatores como adequação à organização e disponibilidade de alternativas

Desenho/metodologia/abordagem: Este estudo utilizou uma abordagem quantitativa para entender as relações entre variáveis. O sujeito da pesquisa são arquivistas em várias universidades indonésias, 248 entrevistados foram selecionados como amostra. O modelo de pesquisa foi testado usando SEM-PLS.

Resultados: Os resultados apontam que a política arquivística e a competência dos arquivistas impactam significativamente a responsabilidade do desempenho arquivístico por meio do compromisso participativo integrado. O financiamento e as instalações arquivísticas não têm impacto e não são significativos na responsabilidade do desempenho arquivístico por meio do compromisso participativo integrado. A pesquisa indica que o compromisso participativo integrado é essencial para desenvolver a responsabilidade pelo desempenho do arquivo.

Implicações de pesquisa, práticas e sociais: com base no resultado da pesquisa, o estudo sugere que o conselho de líderes deve projetar e produzir uma política arquivística completa que consiste em pelo menos quatro instrumentos de arquivamento

Originalidade/valor: O estudo constatou que o compromisso participativo integrado é um fator importante para determinar a responsabilidade pelo desempenho do arquivamento. A pesquisa preenche as lacunas do estudo anterior por meio da teoria de imersão no trabalho.

Palavras-chave: Performance Accountability, Compromisso Participativo Integrado, Gestão de Arquivos.

MEJORAR LA RENDICIÓN DE CUENTAS DE LA ORGANIZACIÓN POR EL DESEMPEÑO MEDIANTE EL COMPROMISO PARTICIPATIVO INTEGRADO

RESUMEN

Objetivo: El estudio tiene como objetivo analizar la influencia del archivo basado en el compromiso participativo integrado en la rendición de cuentas del desempeño archivístico de las universidades de Indonesia. El compromiso participativo en la organización es una falta de comprensión, por lo que es urgente examinar los factores para mejorar el desempeño de la organización a través del compromiso.

Marco teórico: la teoría del lugar de trabajo sugiere que el compromiso de los empleados está influenciado por el grado en que los empleados se sienten integrados en su trabajo y organización, lo que incluye factores como el ajuste organizacional y la disponibilidad de alternativas.

Diseño/metodología/enfoque: este estudio utilizó un enfoque cuantitativo para comprender las relaciones entre las variables. El sujeto de la investigación son archiveros en varias universidades de Indonesia, 248 encuestados fueron seleccionados como muestra. El modelo de investigación se probó utilizando SEM-PLS.

Resultados: Los resultados indican que la política archivística y la competencia archivística impactan significativamente en la responsabilidad por el desempeño archivístico a través del compromiso participativo integrado. Las instalaciones de financiamiento y archivo no tienen impacto y no son significativas en la rendición de cuentas por el desempeño archivístico a través del compromiso participativo integrado. La investigación indica que el compromiso participativo integrado es esencial para desarrollar la responsabilidad por el desempeño del archivo.

Investigación, práctica e implicaciones sociales: con base en el resultado de la investigación, el estudio sugiere que el consejo de liderazgo debe diseñar y producir una política de archivo completa que consta de al menos cuatro instrumentos de archivo.

Originalidad/Valor: El estudio encontró que el compromiso participativo incorporado es un factor importante para determinar la responsabilidad por el desempeño archivístico. La investigación llena los vacíos del estudio anterior a través de la teoría de la inmersión laboral.

Palabras clave: Rendición de Cuentas de Desempeño, Compromiso Participativo Integrado, Gestión de Archivos.

INTRODUCTION

Higher education is an institution engaged in education, in which various daily and historical activities are bound to archive creation that will later become both static and dynamic types. As an educational institution serving all academic communities and parties in interest, archive managers in higher education must provide satisfying service (Ge, 2021). Therefore, the existence of an archive body in higher education as an archive manager is urgent. This situation is in line with Article 27, paragraph (1) of the Archives Law, declaring that state universities are required to establish university archives. It exemplifies that higher education institutions must manage archives reliably to provide optimal service for all users.

Views or assumptions on accountability are still diverse. Studies on the analyses of archive management to guarantee archivists' accountability according to the determined standard. Archive management includes creation, storage, usage, maintenance, and shrinkage. Odhiambo (2018) study found no record-keeping activity in each archive creation and usage that the archive needed to be more challenging to identify and find. Furthermore, more space and specific officers could have improved archive management. These obstacles were reduced by delegating students majoring in Office Administration and providing training to administrative staff regarding managing school records. Archive management is essential for university success, primarily in obtaining quality accreditation. Generally, higher education institutions have had archival units, yet they still need to build a particular College Archival Institution according to the standard (Feng et al., 2020). Archive management at college today takes position under the General Administration and Personnel Bureau—which focuses on finance, staffing, and administration.

Several results of studies on archival policy are revealed, saying that policy determines archive management. The need for a more or better-defined administrative policy on archives in higher education and the low capability of archivists there. Knowledge, skills, and abilities that have become part of a person enable to perform cognitive, affective, and psychomotor behaviors at their best (Guan & Frenkel, 2019). These are competencies that archivists must possess. They must be professional, qualified, and responsible for historical truth by saving static and dynamic archives. Affective and normative commitments, as well as satisfaction with pay, promotions, and nature of work, correlated intending to get negative turnover significantly (H. Li & Yin, 2022). Among the demographic factors, only age negatively correlates with a desire to turnover. Variables impacting turnover intention most are affective commitment, salary satisfaction, and normative commitment. Transformational and transactional leadership

positively affect practical commitment to organizational citizenship behavior (Hilman & Abubakar, 2019). Meanwhile, work involvement shows a significant positive mediating effect on the relationship between the analyzed variables. Then, the perception of organizational support positively impacts employee performance and affective commitment (Au-Yong et al., 2022; Jang et al., 2022). In addition, this relationship is also mediated by employee engagement.

Improvement of archive governance to provide authentic, complete, and reliable archival information to the Ministry of Education, Culture, Research, and Technology requires an active file center. This facility functions as an active archive repository in the processing work unit. In addition, the formation of an inactive archive center as a place to store inactive records in the archive work unit is also needed. Active records management facilities and infrastructure include a central file area/room as a management center (Philip & Arrowsmith, 2021; Wu et al., 2019). The main tasks of the archival unit are receiving notes, recording notes, distributing notes as needed, and storing, organizing, and retrieving archives according to a particular system (M. Li et al., 2022; Oktarina et al., 2020). They must also provide services to parties requiring archives, perform maintenance, and organize or plan archive depreciation.

Meanwhile, the primary tasks of archive management consist of providing service to the community, fostering supervision, and granting permits. Services in dynamic archives are not for the community but only for the agency itself. However, the dynamic archive has become a static archive and is stored in the National Archives of the Republic of Indonesia. In that case, it can be examined and made open to the public. Archive development, including research of archival systems throughout Indonesia, is the task of the National Archives by providing guidebooks or guidelines. The same body performs the task of granting permission. It focuses on whether the static archives submitted by State Institutions or Private Bodies to the National Archives have been made available to the public after considerations have been made in various aspects.

Funding for archive management for national archival institutions, state institutions, universities, and certain archival activities by regional governments is allocated in the National Revenue and Expenditure Budget (APBN). Law Number 43 of 2009 on Archives states that dynamic archive management is carried out to ensure the availability of records as material for performance accountability and valid evidence based on a system that meets the requirements: reliable, systematic, intact, thorough, and under norms, standards, procedures, and criteria.

Participation is currently the keyword in every community empowerment program. It is a new brand that must be "imprinted" on every policy outcome and project proposal.

Participation means taking part in one or more stages of a process. However, it is less applied, so it tends to have no meaning. There are three traditions of the participation concept, primarily when it is associated with the development of a democratic society, namely (1) political participation, (2) social participation, and (3) citizen participation. Job embeddedness theory suggests that employees who feel connected to their job and organization through links (relationships with coworkers, supervisors, and customers), fit (compatibility between an employee's skills, abilities, and values and job demands), and sacrifice (costs associated with leaving the job or organization) are more likely to be committed to their work and less likely to leave their job or organization (Palwasha et al., 2016). There is a significant relationship between job embeddedness and employee participation. When employees feel connected to their job, organization, and community, they are more likely to participate actively in decision-making processes and other aspects of their work (Su et al., 2020). This is because they have a greater sense of ownership and investment in their job and the organization, which motivates them to contribute more actively and effectively.

Archiving performance accountability is influenced by archival policies, archival facilities, archivists' competence, and archival funding. Accountability is a means of providing information to the public. Archiving accountability is the key to university success in managing all archives and records. This aspect depends on archival resources such as facilities, archivists' competence, and funding. Another factor is integrated participatory commitment, which indirectly impacts performance accountability. Archivists must possess effective, normative, and continuance commitments. If an individual only has one, then the human resource in archive management could be much higher. As a party directly related to archives, archivists must be active and integrated. Without both characteristics, archive management may become passive and even stop—instead of producing the useful things needed by the community. Departing from this situation, integrated participatory commitment is urgent. Hypotheses proposed in this study are:

H1: Archival policy will have a positive and significant impact on the performance accountability of universities

H2: Archival infrastructure will have a positive and significant impact on the performance accountability of universities

H3: archivists' competence will have a positive and significant impact on the performance accountability of universities

H4: archival funding will have a positive and significant impact on performance accountability in universities

H5: archival policy will have a positive and significant impact on the integrated participatory commitment of competence

H6: archival infrastructure will have a positive and significant impact on the integrated participatory commitment of competence

H7: archivists' competence will have a positive and significant impact on the integrated participatory commitment of competence;

H8: archival funding will have a positive and significant impact on the integrated participatory commitment of competence

H9: integrated participatory commitment will have a positive and significant impact on the performance accountability of university archives

H10: archival policy will have a positive and significant impact on performance accountability through the integrated participatory commitment of competence

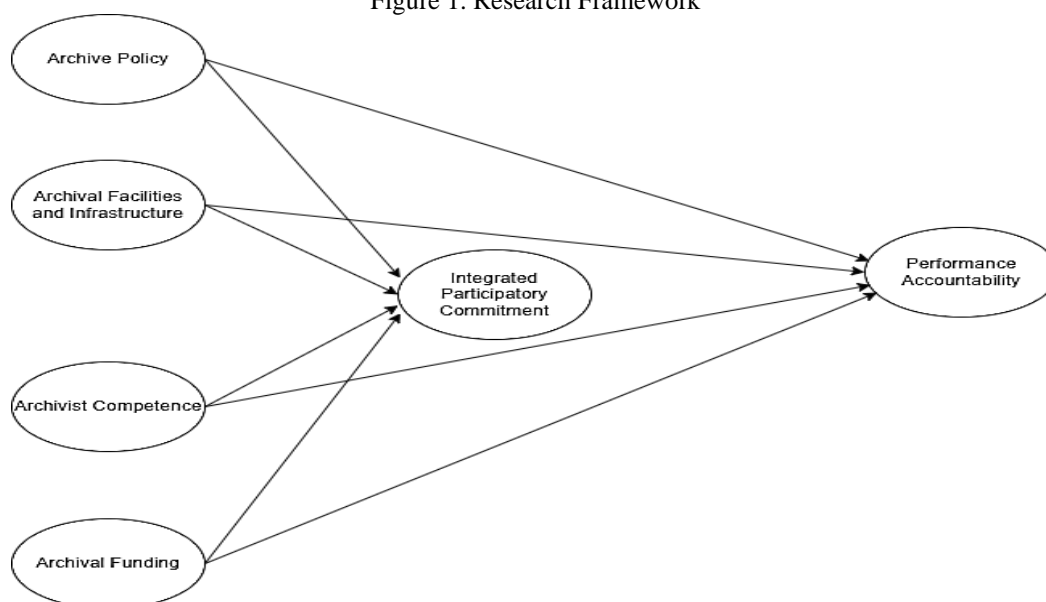
H11: archival infrastructure will have a positive and significant impact on performance accountability through integrated participatory commitment of competence

H12: archivists' competence will have a positive and significant impact on performance accountability through integrated participatory commitment of competence

H13: archival funding will have a positive and significant impact on performance accountability through the integrated participatory commitment of competence.

The research framework is depicted in the Figure 1.

Figure 1. Research Framework



Source: Prepared by the authors (2023)

METHODOLOGY

This study was categorized as causality, aiming to test hypotheses about the causal relationship of particular variables (Sekaran & Bougie, 2016). This model was proposed through a theoretical approach and tested using the SEM-PLS. The object was administrative/archiving staff in the Central Java region—under the Ministry of Education and Culture. The study unit was the archivist/archive manager/document manager/administrative staff. This recent study focused on implementing higher education archives with archival policy, archival facilities, archivists’ competence, archival funding, and integrated participatory commitment to accountability for good archival performance. Six hundred fifty archivists from Indonesian universities under the Ministry of Education and Culture which represented as sample is selected, there are from Universitas Negeri Semarang (UNNES), Universitas Diponegoro (UNDIP), Universitas Jenderal Soedirman (UNSOED), and Universitas Sebelas Maret (UNS). Two hundred forty-eight respondents were chosen using a proportional random sampling technique. Six determined variables were archival policy, archival facilities, archivists’ competence, archival funding, integrated participatory commitment, and archiving performance accountability. Exogenous variables were archival policy, archival facilities, archivists’ competence, and archival funding. Meanwhile, the endogenous variable was accountability for archiving performance. The mediating variable was integrated participatory commitment. Table 1 show the detailed research variable and indicators.

Table 1. Research Variables and Indicators

No.	Variable	Indicator
1.	Archival policy (AP)	a. Policy on archive management (official manuscript setting, archive classification, archive retention schedule, and rights for access). b. Policy on the development of archival human resources, c. Policy on archival facilities d. Policy on filing budget.
2.	Archival facilities (AF)	a. Buildings (office/archive management body/university archive) b. Room/space (record center and central file), c. Equipment (filing cabinet)
3.	Archivists’ competence (AC)	a. Knowledge (education, training, tenure, and promotion) b. Understanding, c. Capability, d. Value, e. Attitude, f. Interest.
4.	Archival funding (AFU)	a. Funding in policy, b. Funding for archive assistance, c. Funding in archive management,

No.	Variable	Indicator
		d. Funding in HR development, e. Funding in archive archival facilities, f. Funding in archival HR health insurance
5.	Integrated participatory commitment (IPC)	a. Affective commitment, b. Continuance commitment, c. Normative Commitment. d. Participation in activities, e. Strengthening the process at work
6.	Performance accountability (PA)	a. A written policy-making process is available for citizens/staff and meets prevailing administrative standards. b. Accuracy and completeness of information related to steps to reach program objectives. c. Clarity of determined objectives. d. Advisability and consistency of operational target. e. Management information system and result monitoring.

Source: (Han, 2020; Ishaque et al., 2022; Miško et al., 2021; Santoso, 2018; Silva & Flores, 2018; Vasylenko & Butko, 2021)

The result validity score using loading factor is represented by Table 2.

Table 2. Loading Factor Result (1)

Indicator	Archiving Performance Accountability	Archival Policy	Integrated Participatory Commitment	Archivists' Competence	Archival Funding	Archival Facilities
PA1	0.912					
PA2	0.922					
PA3	0.906					
PA4	0.881					
PA5	0.910					
PA6	0.885					
AP1		0.900				
AP2		0.914				
AP3		0.883				
AP4		0.743				
AC1				0.823		
AC2				0.917		
AC3				0.886		
AC4				0.896		
AC5				0.899		
AC6				0.829		
IPC1			0.895			
IPC2			0.913			
IPC3			0.910			
IPC4			0.702			
IPC5			0.768			
IPC6			0.749			
IPC7			0.887			

IPC8	0.896
AFU1	0.925
AFU2	0.919
AFU3	0.914
AFU4	0.886
AFU5	0.683
AFU6	0.825
AF1	0.800
AF2	0.877
AF3	0.887

Source: Prepared by the authors (2023)

Based on reserach result, 13 research indicators, AFU5 has a loading factor $0,683 \leq 0,7$. The item is removed due to the low value. AFU5 is one of the items in the archival funding variable—which is exogenous. This situation indicates that another indicator exists in the variable. Absolute reliability and the AVE table meet the criteria as shown in Table 3.

Table 3. Cronbach's Alpha

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Archiving Performance Accountability	0.954	0.955	0.963	0.815
Archival Policy	0.884	0.898	0.920	0.744
Integrated Participatory Commitment	0.941	0.950	0.952	0.712
Archivists' Competence	0.939	0.941	0.952	0.767
Archival Funding	0.929	0.940	0.946	0.745
Archival Facilities	0.818	0.836	0.891	0.732

Source: Prepared by the authors (2023)

Cronbach's alpha values of six variables are higher than 0,7. Then, the rule of thumb is 0,7. All variables are named reliable since their values are higher than 0,7 as seen in Table 4.

Table 4. Validity/Loading Factor (2)

Indicator	Archiving Performance Accountability	Archival Policy	Integrated Participatory Commitment	Archivists' Competence	Archival Funding	Archival Facilities
PA1	0.912					
PA2	0.922					
PA3	0.906					
PA4	0.881					
PA5	0.910					
PA6	0.885					
AP1		0.900				
AP2		0.914				

AP3	0.883	
AP4	0.743	
AC1		0.823
AC2		0.917
AC3		0.886
AC4		0.896
AC5		0.899
AC6		0.829
IPC1	0.895	
IPC2	0.913	
IPC3	0.910	
IPC4	0.702	
IPC5	0.768	
IPC6	0.749	
IPC7	0.887	
IPC8	0.896	
AFU1		0.926
AFU2		0.916
AFU3		0.924
AFU4		0.887
AFU6		0.846
AF1		0.800
AF2		0.877
AF3		0.887

Source: Prepared by the authors (2023)

Based on 32 indicators, the obtained value of the loading factor is higher than 0,7. The instrument is named as valid to use in the study as represented in Table 5.

Table 5. Reliability without AFU5

No.	Variable	Cronbach's alpha value	Rule of thumb	AVE	Rule of thumb
1	AP	0.954	0.7	0.815	0.5
2	AF	0.884	0.7	0.744	0.5
3	AC	0.941	0.7	0.712	0.5
4	AFU	0.939	0.7	0.767	0.5
5	IPC	0.929	0.7	0.745	0.5
6	PA	0.818	0.7	0.732	0.5

Source: Prepared by the authors (2023)

Cronbach's alpha values of six variables are $\geq 0,7$. Meanwhile, the rule of thumb is $\geq 0,7$. All variables are reliable since their values are higher than 0,7.

RESULTS

The research result is depicted in Table 6 for direct impact and Table 7 for indirect impact.

Table 6. Hypotheses Tests on Direct Impacts

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Archival Policy -> Archiving Performance Accountability	0.088	0.086	0.061	1.456	0.146
Archival Policy -> Integrated Participatory Commitment	0.335	0.338	0.071	4.728	0.000
Integrated Participatory Commitment -> Archiving Performance Accountability	0.436	0.431	0.062	7.056	0.000
Archivists' Competence -> Archiving Performance Accountability	0.284	0.286	0.072	3.951	0.000
Archivists' Competence -> Integrated Participatory Commitment	0.547	0.543	0.062	8.880	0.000
Archival Funding -> Archiving Performance Accountability	0.036	0.037	0.049	0.739	0.460
Archival Funding -> Integrated Participatory Commitment	0.087	0.089	0.05	1.734	0.084
Archival Facilities -> Archiving Performance Accountability	0.139	0.143	0.053	2.652	0.008
Archival Facilities -> Integrated Participatory Commitment	-0.014	-0.014	0.053	0.261	0.794

Source: Prepared by the authors (2023)

The hypothesis testing in the Table 6 show accepted and rejected hypothesis. The archival policy has no impact on archiving performance accountability. This statement is proven by a coefficient value of 0.088, a statistical t value of 1.456 ($\leq + 1.96$), and a significance value of 0.146 (≥ 0.05) which indicate do not meet the standard and the hypothesis is rejected. Archival policy has a positive and significant impact on integrated participatory commitment. This statement is proven by a coefficient value of 0.335, a statistical t value of 4.728 ($\geq + 1.96$), and a significance value of 0.000 (≤ 0.05), the hypothesis is accepted. Integrated participatory commitment has a positive and significant impact on archiving performance accountability. This statement is proven by a coefficient value of 0.436, a statistical t value of 7.056 ($\geq + 1.96$), and a significance value of 0.000 (≤ 0.05), the hypothesis is accepted. Archivists' competence has a positive and significant impact on archiving performance accountability. This statement is proven by a coefficient value of 0.284, a statistical t value of 3.951 ($\geq + 1.96$), and a significance value of 0.000 (≤ 0.05), the hypothesis is accepted. Archivists' competence has a

positive and significant impact on integrated participatory commitment. This statement is proven by a coefficient value of 0.547, a statistical t value of 8.880 ($\geq + 1.96$), and a significance value of 0.000 (≤ 0.05), the hypothesis is accepted. Archival funding has no impact on archive performance accountability. This statement is proven by a coefficient value of 0.036, a statistical t value of 0.739 ($\leq + 1.96$), and a significance value of 0.460 (≥ 0.05), the hypothesis is rejected. Archival funding has no impact on integrated participatory commitment. This statement is proven by a coefficient value of 0.087, a statistical t value of 1.734 ($\leq + 1.96$), and a significance value of 0.084 (≥ 0.05), the hypothesis is rejected. Archival facilities have a direct and significant impact on archiving performance accountability. This statement is proven by a coefficient value of 0.139, a statistical t value of 2.652 ($\geq + 1.96$), and a significance value of 0.008 (≤ 0.05), the hypothesis is accepted. Archival facilities do not affect integrated participatory commitment. This statement is proven by a coefficient of -0.014, a statistical t value of 0.261 ($\leq + 1.96$), and a significance value of 0.794 (≥ 0.05), the hypothesis is rejected.

The archival policy significantly and positively impacts archiving performance accountability through integrated participatory commitment. This statement is proven by a coefficient value of 0.146, a statistical t value of 3.626 ($\geq + 1.96$), and a significance value of 0.000 (≤ 0.05), the hypothesis is accepted.

Table 7. Hypotheses Tests on Indirect Impacts

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Archival Policy -> Archiving Performance Accountability	0.146	0.146	0.04	3.626	0.000
Archivists' Competence -> Archiving Performance Accountability	0.239	0.234	0.042	5.749	0.000
Archival Funding -> Archiving Performance Accountability	0.038	0.038	0.023	1.650	0.100
Archival Facilities -> Archiving Performance Accountability	-0.006	-0.007	0.024	0.257	0.797

Source: Prepared by the authors (2023)

Archival Policy significantly impacts accountability for archival performance through integrated participatory commitment. This statement is proven by a coefficient value of 0.146, a statistical t value of 3.626 ($\geq + 1.96$), and a significance value of 0.000 (≤ 0.05), the hypothesis is accepted. Archivists' competence significantly impacts accountability for archival performance through integrated participatory commitment. This statement is proven by a

coefficient value of 0.239, a statistical t value of 5.749 ($\geq + 1.96$), and a significance value of 0.000 (≤ 0.05), the hypothesis is accepted. Archival funding does not significantly impact archiving performance accountability through integrated participatory commitment. This statement is proven by a coefficient value of 0.038, a statistical t value of 1.650 ($\leq + 1.96$), and a significance value of 0.100 (≥ 0.05), the hypothesis is rejected. Archival facilities have no significant impact on archiving performance accountability through integrated participatory commitment. This statement is proven by a coefficient value of -0.006, a statistical t value of 0.257 ($\leq + 1.96$), and a significance value of 0.797 (≥ 0.05), the hypothesis is rejected.

DISCUSSION

Archives policy highly supports archiving performance accountability. The policy includes archival management, archival HR, archival infrastructure, and archival budget policies. Accountability can be seen in work programs and policies. Based on the research questionnaire, archival policies do not show a direct effect due to the lack of policies in (1) archival management, (2) archival HR policies, (3) infrastructure policies, and (4) archival budget. Policies that still need to be more supportive are archival infrastructure and budget policies because higher education institutions/universities still need policies related to filing budgets and infrastructure.

Archival policy, which includes archive management policies, archival HR policies, archival infrastructure policies, and archival budget policies, impacts integrated participatory commitment (Sony & Mekoth, 2016). The most critical points in that commitment are busy work (affective commitment), sense of belonging (affective commitment), the obligation to work on archives (normative commitment), the obligation to grow the institution (affective commitment), affection to stay in the institution (continuance commitment) (Suhartono et al., 2023), sense of loss if leaving the institution (continuance commitment), participate actively in working in the field of archives (participatory), and help complete archival work (participatory) (Wu et al., 2019). Policy influences commitment, which impacts performance.

Integrated participatory commitment has a significant effect on archive performance accountability. Improvement in one aspect will lead to another's. Archivists' competence has a positive and significant effect on accountability. Outstanding archivist competence can be observed from several aspects, namely proficient archival knowledge, a good understanding of archival science, very agile practical skills in archiving, values at work (discipline and diligence) in qualified works, responsive attitude towards all works, and ability to give impacts

on archive performance accountability (Ray et al., 2013). Several impacts on the archiving performance accountability are 1) proposing right, measurable, and accurate decisions in archiving work, 2) completing archival information in a very detailed, clear, feasible, and consistent manner, and 3) monitoring work results according to archival performance targets. The magnitude of the influence of competence on accountability is 77.3%. Universities need to form archive management work units, recruit capable management/archivists, and take inventory of archives with high-use value, such as historical and scientific archives. There is also expected to be a policy for higher education leaders to develop archival activities. There is an influence of the competence of local government apparatus and the professionalism of the government's internal control apparatus towards implementing Good Government Governance (GGG) and the influence of GGG implementation on the performance of local government accountability (Ge, 2021). Competence could influence organizational performance accountability (Hamour, 2023).

The competence of archivists on integrated participatory commitment has a positive and significant effect of 77.1%. This means that the more skilled the competency of the archivist, the better the participatory commitment. Outstanding archivist competence can be observed from several aspects, namely proficient archival knowledge, a good understanding of archival science, very agile practical skills in archiving, values at work (discipline and diligence) in qualified works, responsive attitude towards all works, and ability to give impacts on archive performance accountability (Keshwan et al., 2022). Competence and participation affect performance accountability. There is no significant and positive effect of archival funding on archival accountability. Archival funding includes policy funding, coaching funding, HR funding, and HR guarantee funding. Funding for archives at state universities is still minimum it leads to weak archival performance accountability, such as long archival decision-making, low accuracy in archive management, incomplete archival information, long archival work completion, inadequate and inappropriate results in work completion—according to the determined procedure, and no evaluation of the results of archival performance (Kiran et al., 2022). Archivists say that archive management does not yet have a separate budget, so activities are slow.

Funding is significant in managing institutions (Ray et al., 2013). It even becomes a source of income to increase accountability for archival performance. There is no significant and positive effect of archival funding on archival accountability. Archival funding includes policy funding, coaching funding, HR funding, and HR guarantee funding. Minimum funding

in archive management leads to not/less activeness at work, a low "sense of archiving," weak responsibility, the slight obligation to raise the work unit, and an absence of assistance among peer archivists. Funding is very influential in building organizational commitment (Roberts & Bolton, 2017). Several obstacles in realizing organizational goals must be supported by planned funding. There is an influence between archival facilities and archiving performance accountability of 60.90%. The indicators for infrastructure include buildings, rooms, and archival equipment. It can be seen that the Archival Institution of State Universities in Central Java already has its building, named Technical Implementation Unit for Archives. Therefore, works related to the archive can be carried out correctly. The building provides archive processing rooms, archive media transfer, record centers, and archive depots. Various archival equipment is given to support archivists, such as filling cabinets, hanging folders, and guides. This way, the officers can complete tasks more appropriately, accurately, and consistently. Archivists' competence, archival infrastructure, and archival layout for better archive management at the Library and Archives Service of Batang Regency is 62.8%. Partially, the competency variable for archiving officers has an effect of 11.35%, the variable for archival facilities and infrastructure is 19.98%, and the variable for archive spatial planning is 40.70%.

The data demonstrate no significant impact of archival facilities on integrated participatory commitment. The indicators for infrastructure include buildings, rooms, and archival equipment. It can be seen that the archival institution of state universities already has its building, named Technical Implementation Unit for Archives. Therefore, works related to the archive can be carried out correctly. The building provides archive processing rooms, archive media transfer, record centers, and archive depots. Various archival equipment is given to support archivists, such as filling cabinets, hanging folders, and guides. This way, the officers can complete tasks more appropriately, accurately, and consistently.

The indirect influence of archival policy on accountability through integrated participatory commitment is 81.3%. This means that indirectly, the commission contributes to archiving performance accountability. Even though the archival policy is good, integrated participatory commitment can mediate accountability for archiving performance. There is an indirect impact of the competence of archivists on archiving performance accountability through the integrated participatory commitment of 83.0%. This means that integrated participatory commitment indirectly influences archiving performance accountability. Moreover, it is supported by qualified archivists' competence and measurable archiving performance accountability (Oktarina et al., 2020). Archivists can work well and are active in

completing archiving work, have a good work ethic, do the work, promote it, and are willing to help fellow friends in archiving work.

There is an indirect effect between competence and accountability with commitment as a moderating variable. Archival funding does not directly impact archiving performance accountability and integrated participatory commitment. Therefore, it only indirectly impacts archiving performance accountability through integrated participatory commitment. Partially, archival facilities have a significant effect on archiving performance accountability. On the contrary, it has no significant impact on integrated participatory commitment, leading to an influence on archiving performance accountability. Archivists who have a well-integrated participatory commitment but need to be supported by archival infrastructure will have implications for poor performance. According to Law No. 43 of 2009, archival facilities play an essential role in archive management. Even though one's integrated participatory commitment is adequate, he will still show weakness if the facilities provided are minimum.

CONCLUSION

Archival policy and archivists' competence significantly impact archiving performance accountability through integrated participatory commitment by 81,3% and 83,0%. The direct impacts are (1) archival policy has no effect on archiving performance accountability; (2) archival policy has a positive and significant impact on integrated participatory commitment of 70.2%; (3) integrated participatory commitment has a positive and significant impact on archiving performance accountability of 78.5%; (4) archivists' competence has a positive and significant impact on archiving performance accountability by 77.3%; (5) archivists' competence has a positive and significant impact on participatory commitment of 77.1%; (6) archival funding has no impact on archive performance accountability; (7) archival funding has no impact on integrated participatory commitment; (8) archival facilities have a direct and significant impact on performance accountability by 60.9%; (9) archival facilities have no impact on integrated participatory commitment; (10) archival policy has significant influence on archiving performance accountability through integrated participatory commitment of 81.3%.; (11) archivists' competence has a significant impact on archiving performance accountability through an integrated participatory commitment of 83.0%; (12) archival funding has no impact and is not significant on archival performance accountability through integrated participatory commitment; (13) archival facilities have no influence and are not significant on archive performance accountability through integrated participatory commitment.

Suggestions proposed in this study are (1) board of leaders is expected to design and produce a complete archival policy consisting of at least four archival instruments, namely manuscript setting for official documents, access rights and archive security, archive classification, and Archive Retention Schedule by involving the National Archive, and 2) universities are expected to allocate budget for archival activities at the beginning of the year— involving archive units.

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