

**Factor Analysis of Commitment as Mediation on Organizational Culture,
Motivation to Performance of Office Administration Employees**

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Abstract

Background - Efforts to improve the quality of human resources in the training system must be awakened by the enthusiasm of the teaching staff themselves. It is hoped that quality office administration will also be able to produce good office administration candidates.

Objective - To analyze the effect of organizational culture and motivation on office administration performance with office administration commitment as mediation.

Design/methodology/approach - In this study, the authors used quantitative methods. Crewell (2010: 24) reports that "quantitative methods are accurate measurements of quantitative and statistical data with objective calculations of the description of the number of people or communities who have been asked to answer certain questions related to survey questions to determine the frequency and percentage of their assumptions." (Crewell, 2010: 24).

Findings - Based on the findings, it shows that the Organizational Culture Variable and Work Motivation have a positive and significant effect on Office Administration Performance indirectly through Commitment as a mediating variable.

Research implication - To improve office administration performance, the government must be more proactive in responding to various issues related to changes in the regional environment both internally and externally. These changes must be responded wisely through research and development activities in order to maintain its existence in the future.

Limitations of Research - The study only discusses organizational culture and motivation that affect office administration performance and organizational commitment.

Keywords: Organizational Culture, Motivation, Commitment and Office Administration Performance.

Introduction

Training is very important for the future, both the future of the nation in general and the future of students in general (Darling-Hammond, 2010). With the right and good coaching, this country will be able to progress and develop and be able to compete with other countries. Training (Law No. 20 of 2003 concerning the National Training System) is a planned constructive effort to create a learning atmosphere and performance improvement process so that prospective office administrators actively develop their performance to have the spiritual strength of belief, noble character, skills they need, citizenship, nation and state (Darling-Hammond, 2014). Efforts to improve the quality of human resources in the training system must be with the rise of the spirit of the teaching staff themselves. It is expected that quality office administration is also able to produce good office administration candidates (Zeichner, Payne & Brayko, 2015).

In this commitment, not all office administrators are ready to set up an online preschool system by quickly preparing preschool materials digitally (Schussler, Stooksberry & Bercaw, 2010). At this time, the nature of training is very important to be able to equip prospective office administrators with 21st century skills. With these skills, it is expected that prospective office administrators have the performance of critical thinking and problem solving, innovating and creating, and having consistent activity and communication skills (Caena, 2014). Inevitably, office administration in institutions must have strong competencies and soft skills, including: Critical thinking, innovation, communication and collaboration (Binks-Cantrell, Washburn, Joshi & Hougen, 2012).

The current generation of office administration in educational institutions is known as the Equivalent Millennial Force. They are tech-savvy, active on social media, researching entertainment data, involved in politics (Cochran-Smith, Piazza & Power, 2013). Other personalities are innovative, German, individualized, intelligent, innovative, do not like to be demanded, tech-savvy, bored quickly. and looking for something that is not saturated. Dealing with these Powers requires the latest approaches that fit the office administration personality. What millennials need is an office administration that can lead with behavior, actions, and technological developments (Orphanos & Orr, 2014).

Office administration is a guardian in the field of education and is one of the factors that occupy a regular and very important position in the education system (Coady, Harper & De Jong, 2011). Office administration is a dominant thought related to improving the quality of training because office administration is an integral commitment of the training system with a holistic approach, participating directly in the teaching and learning process (Popham, 2011). The professionalism of an office administration can be seen from the suitability of office administration in orientation. In this regard, efforts need to be made to improve the quality of office administration skills through improving the quality of training.

Some office administrators admit that they have not optimized their capacity, despite the fact that office administrators do not have time to administer the office administration tasks of elementary school administration, and manage kindergarten improvement to make it feel more conventional (Malinen, Väisänen & Savolainen, 2012). Just like the habits of established organizations, in Training Organization there is also office administration that sometimes comes late. Many emerging cases confirm that the performance of office administration in adapting to the organizational culture does not guarantee maximum results (Kunter, Kleickmann, Klusmann & Richter, 2013).

Office administration competence is a measure of the success of an office administration in obtaining learning inputs that are in accordance with their responsibilities and authority from standardized competencies that have been formalized in certain long descriptions of achievement map training objectives (Zee & Koomen, 2016). Office administration competencies can be observed and measured from the details of the skills possessed by each office administration. In the current era, office administration must also be able to teach online by preparing themselves with digital literacy (Hollins, 2011). Although office administration is not one of the limiting factors affecting educational success, teaching is the usual criterion of training and qualification, like a mirror of quality, the office administration team plays a big role in the quality of training by taking responsibility (Helterbran, 2010). Schools are like institutions and the habits that exist in schools are institutional habits. A supportive school tradition is a prerequisite for implementing smart mentoring processes (Greenberg, Putman, & Walsh, 2014). (La Paro, Van Schagen, King & Lippard, 2018) state that "organizational culture is a set of numbers, principles, habits and rules of working methods, which have a common foundation of the organization" (Brokhart, 2011).

On the other hand (Stürmer, Könings & Seidel, 2013) explains organizational culture as a long-established feature of a system of values, beliefs, assumptions, or norms that are approved by organizational law as principles of action and the initial path of organizational problems (Clark & Newberry, 2019). In contrast to (Feuer, Floden, Chudowsky & Ahn, 2013), organizational culture is a commitment to organizational action in an organization that strives for capacity, innovation, breadth, and results focus (Sato, 2014).

According to Zeichner (2010), motivation is the provision of motivation that creates enthusiasm in a person's activities, so that they want to cooperate, work wisely and integrate with all their efforts to achieve purity. The purpose of motivating office administration is to create interesting activities and increase creativity (Lee, Patterson & Vega, 2011). Office administration has high motivation, wants to understand what is done, is passionate about their work, likes to work

without pressure and can provide the best results. Incentives in the form of incentives from mentors to subordinates to try this after-break procedure will result in a good mentor-subordinate relationship (Rockoff, Jacob, Kane, & Staiger, 2011). Office administrators who are under pressure will feel cared for, valued, and involved in organizational activities, then they will develop commitment to the organization. The process of commitment formation, of course, is time-consuming and involves a lot of thinking, pictorial motivation (Mason, & Schroeder, 2010). According to Taylor & Ringlaben (2012), employee engagement is influenced by several thoughts such as motivation, healing, incubation training, orientation, common working atmosphere, enthusiasm with work and interactions that occur in the office. Office administration commitment to legitimate school organizations, such as institutions, is an atmosphere experienced by office administration that can lead to strong positive actions towards the organization of activities that are appropriate, relevant and related to recognition and membership in the organization (Buchanan, 2015). Professional commitment is a multidimensional perspective in the form of developing the philosophy of organizational commitment. In a multidimensional approach, career commitment, like organizational commitment, is a zoning description of a person's interest in his profession (Al-Sada, Al-Esmael) & Faisal, 2017). Organizational commitment to the feelings of recognition, participation, and compliance shown by employees in the organization or commitment from it (Rita, RandaPayangan, Rante, Tuhumena&Erari, 2018).

Literature Review

Performance

Performance starts from the word Job performance or actual performance which means the results of activities or the actual results achieved by a person (Elnaga& Imran, 2013). The interpretation of performance or the results of activities is the result of activities in the manner of quality or amount achieved by an employee in performing his efficacy in accordance with the responsibilities assigned to him. Dobre, O. I. (2013) the interpretation of legal performance is a kind of application result of a profession that defines the description when performance is a behavior and a sold behavior of a person in a direct manner. For Bakker & Bal (2010) legal performance is a kind of application content that a person can achieve by using the available skills and limits that have been formalized to achieve organizational goals, indirectly observable by others.

Organizational Culture

Culture comes from the Sanskrit language buddhayah which is the plural form of buddhi (budi or idea) as a result it can be referred to as a condition related to ideas. On the other hand, according to the science of anthropology, culture is the totality of systems, thoughts, actions and results made by people in the community's life chart that is made a person's self by practicing. There is a commitment to the values that underlie the life of organizational culture are:

- a) Social values consisting of humanity, security, comfort, meeting, harmony, practicality performance.

- b) Democratic figures consisting of the needs of people, discipline, self-actualization, minority rights, independence, accuracy, increase.
- c) Bureaucratic values which include method expertise, specialization, defined goals, defined objectives. rigid in action, logical, steadiness.
- d) Reliable values, including expertise, terminating authority, antipathy to individual needs, citizen recognition, activity commitment, social role, self-regulation, efficacy for clients, compliance.
- e) Economic values are logical, objective, performance, measurable numbers with modules, minimum intervention, related to market power.

Work Motivation

Motivational activities can spread people who move all the performance available to produce a great and leading will that raises determination and togetherness. In contrast, Manulang (2001: 165) describes legal motivation as a kind of atmosphere in a person that triggers people's willingness to carry out special activities in an effort to achieve goals.

From the above thoughts it can be concluded that activity motivation is something that triggers a good start from within or from outside a person, as a result of which the person will have, passion, willingness, great desire to carry out activity activities.

Commitment

Commitment is an action that reflects the extent to which a person understands and is bound to his or her organization. Commitment is a big commitment if a person wants to devote himself to the learning earth properly under any conditions. Commitment reflects the relationship or commitment to themselves to always be devoted and loyal to the organization or school where they work as a result they want to feel safe in carrying out their obligations as a result of which the desired goals can be successfully achieved.

According to Meyer, Allen and Smith (Setiawati 2007) organizational commitment is a solid desire of the organization of the organization to always be located, served and a sense of belonging to the organization. Commitment can be tried in a sincere and urgent way, related to the atmosphere of each individual, implementing commitment is a form of responsibility to yourself or others.

Research Methods

In this study, the authors used quantitative methods. Crewell (2010: 24) reports that "quantitative methods are accurate measurements of quantitative and statistical data with objective calculations of the description of the number of people or communities who have been asked to answer certain questions related to survey questions to determine the frequency and percentage of their assumptions." (Crewell, 2010: 24). According to Nazir (014: 72) the research concept is: "The research concept is the path that imposes itself in the programming and application of research". Taking into account Nazir's suggestion, the research was conducted in two ways, programming and implementation. Place and Time of Research.

Population is the totality of subjects under observation. Going from that, it can be understood that population is individuals or groups or the totality of subjects to be monitored in a research. There is also a population in this research is the office administration of the Learning Organization which amounts to 50 people. Illustration is a commitment of the number and character of the population or illustration is some or delegation of the population. In this research using illustration bored, because the entire population so illustration.

Result

Linear Assumption Test

The linearity assumption test is carried out before proceeding further to calculate the effect between variables using statistical tests. Testing the linearity assumption using the Ramsey test which is calculated using the help of SPSS software. The basis for determining whether a model is linear or not is to use the principle of Parsimony where a model is said to be linear if the linear model is significant. The model specifications used are test for linearity and anova table.

The linear assumption means that an increase or decrease in variation in the criterion is followed consistently by an increase or decrease in the predictor so that the relationship pattern forms a straight line or linear. The purpose of testing this linearity assumption is to determine whether the model used is a linear model or the estimated construct relationship is linear. The results of testing the linearity of the relationship between latent variables are presented in the table Linearity Assumption Testing Results.

Table Linearity Assumption Testing Results

No	Relationship between Variables		Test Results		
			f	Sig	Ket
1	Organizational culture	Office Administration Performance	8.324	0.006	Linear
2	Work Motivation	Office Administration Performance	16.244	0.000	Linear
3	Organizational culture	Commitment	16.520	0.000	Linear
4	Work motivation	Commitment	12.334	0.001	Linear
5	Commitment	Office administration performance	28,736	0.000	Linear

Based on the results of the linearity calculation as shown in table 4.11, it can be seen that all linearity values (f-count) show a significant value ($p < 0.05$), so it can be concluded that the model can be said to be linear.

Hypothesis Testing

The results of testing the hypotheses proposed in this study are briefly shown in Table:

Table Hypothesis Testing Results

NO	Relationship between Variables	B	t	Sig	Ket
1	Organizational Culture -> Office Administration Commitment	0.579	4.064	0.000	Signifikan
2	Work Motivation -> Office Administration Commitment	0.457	3.512	0.001	Signifikan
3	Organizational Culture -> Office Administration Performance	0.446	2.885	0.006	Signifikan
4	Work Motivation -> Office Administration Performance	0.508	4.030	0.000	Signifikan
5	Commitment -> Performance	0.645	5.361	0.000	Signifikan
6	Organizational Culture -> Commitment -> Performance	0.594	4.143	0.000	Signifikan
7	Work Motivation -> Commitment -> Performance	0.504	3.849	0.000	Signifikan

Source: Out SPSS, data processed (2023)

Hypothesis testing and the coefficient of direct influence between the research variables, can be seen from the path coefficient value and the critical point (CR) which is significant at $\alpha = 0.05$.

The model test results as shown in the figure above show that all path coefficients have a significant effect. When compared between mediating variables, it appears that the effect of Organizational Culture on Performance has the highest path coefficient of 0.594 compared to the work motivation variable on the office administration performance variable. From these results, it can be understood that Commitment will be able to act as a mediating variable on office administration performance as tested at the next stage. The following will be described in full one by one hypothesis testing as mentioned in the previous chapter.

H1: The Effect of Organizational Culture on Office Administration Commitment

Hypothesis Testing H1 From table 4.10 above, it can be seen that the Beta value is 0.579 with a significance below 5%, which is indicated by the t-statistic value of 4.064 which is greater than the t-table value of 1.681. The positive original sample estimate value indicates that Organizational Culture has a positive and significant effect on office administration commitment. Based on the regression results, it can be concluded that the first hypothesis is accepted.

H2: The effect of Work Motivation on Office Administration Commitment

Hypothesis Testing H2 From table 4.10 above, it can be seen that the Beta value is 0.457 with a significance below 5%, which is indicated by the t-statistic value of 3.512 which is greater than the t-table value of 1.681. The positive original sample estimate value indicates that work motivation has a positive and significant effect on office administration commitment. Based on the regression results, it can be concluded that the second hypothesis is accepted.

H3: The effect of Organizational Culture on Office Administration Performance

Hypothesis Testing H1 From table 4.10 above, it can be seen that the Beta value is 0.446 with a significance below 5%, which is indicated by the t-statistic value of 2.885 which is greater than the t-table value of 1.681. The positive original sample estimate value indicates that Organizational Culture has a positive and significant effect on Office Administration Performance. Based on the regression results, it can be concluded that the third hypothesis is accepted.

H4 : The effect of work motivation on office administration performance

Hypothesis Testing H4 From table 4.10 above, it can be seen that the Beta value is 0.508 with a significance below 5%, which is indicated by the t-statistic value of 4.030 which is greater than the t-table value of 1.681. The positive original sample estimate value indicates that work motivation has a positive and significant effect on office administration performance. Based on the regression results, it can be concluded that the fourth hypothesis is accepted.

H5: The Effect of Commitment on Office Administration Performance

Hypothesis Testing H5 From table 4.10 above, it can be seen that the Beta value is 0.645 with a significance below 5%, which is indicated by the t-statistic value of 5.361 which is greater than the t-table value of 1.681. The positive original sample estimate value indicates that commitment has a positive and significant effect on office administration performance. Based on the regression results, it can be concluded that the fifth hypothesis is accepted.

H6: The effect of Organizational Culture on Office Administration Performance with Office Administration Commitment as a mediating variable

Hypothesis Testing H6 From table 4.10 above, it can be seen that the Beta value is 0.594 with a significance below 5%, which is indicated by the t-statistic value of 4.143 which is greater than the t-table value of 1.681. The positive original sample estimate value indicates that Organizational Culture has a positive and significant effect on Performance with Commitment as the mediating variable. Based on the regression results, it can be concluded that the sixth hypothesis is accepted.

H7: The effect of Work Motivation on Office Administration Performance with Office Administration Commitment as a Mediating variable.

Hypothesis Testing H7 From table 4.10 above, it can be seen that the Beta value is 0.504 with a significance below 5%, which is indicated by the t-statistic value of 3.849 which is greater than the t-table value of 1.681. The positive original sample estimate value indicates that work motivation has a positive and significant effect on office administration performance with commitment as mediation. Based on the regression results, it can be concluded that the seventh hypothesis is accepted.

Conclusion

Based on calculations using statistical tests, testing the relationship between variables obtained the following results

1. Organizational Culture Variable (X1) has a positive and significant effect on the Commitment of Office Administration in theumenep educational institution. Because the Beta value of 0.579 with significance below 5% indicated by the t-statistic value of 4.064 is greater than the t-table

value of 1.681. The positive original sample estimate value indicates that Organizational Culture has a positive and significant effect on office administration commitment. This result means that the higher the level of Organizational Culture value, the more the office administration commitment will increase. A low level of organizational culture assessment will automatically implement office administration commitment is also low because every behavior carried out during school will reflect good or bad performance.

2. Variable Work motivation (X2) has a positive and significant effect on the office administration commitment of theumenep educational institution. Because the Beta value of 0.457 with significance below 5% indicated by the t-statistic value of 3.512 is greater than the t-table value of 1.681. The positive original sample estimate value indicates that work motivation has a positive and significant effect on office administration commitment. This result means that the higher the level of work motivation, the more the office administration commitment will increase. A low level of implementation of work motivation will affect office administration commitment which is also low as reflected in the behavior of educators.

3. Variable Organizational Culture (X1) has a positive and significant effect on the performance of the office administration of theumenep educational institution. Because the Beta value of 0.446 with significance below 5% indicated by a statistical t-value of 2.885 greater than the t-table value of 1.681. The positive original sample estimate value indicates that Organizational Culture has a positive and significant effect on Office Administration Performance. This result means that the higher the value of Organizational Culture, the higher the performance of the office administration. A low level of organizational culture assessment makes office administration performance also low because every behavior carried out during school will reflect good or bad performance.

4. Variable Work motivation (X2) has a positive and significant effect on the performance of the office administration of theumenep educational institution. Because the Beta value of 0.508 with significance below 5% indicated by the t-statistic value of 4.030 is greater than the t-table value of 1.681. The positive original sample estimate value indicates that work motivation has a positive and significant effect on office administration performance. This result means that the higher the level of work motivation value, the more the performance of the office administration will increase. A low level of work motivation assessment will have an impact on low office administration performance because every behavior carried out while carrying out tasks will describe the performance of educators.

5. Variable Commitment (Z) has a positive and significant effect on the performance of the office administration of theumenep educational institution. Because the Beta value of 0.645 with significance below 5% indicated by the t-statistic value of 5.361 is greater than the t-table value of 1.681. The positive original sample estimate value indicates that commitment has a positive and significant effect on office administration performance. This result means that the higher the level of office administration commitment value, the more the performance of the office administration will increase. A low level of office administration commitment assessment will automatically lower the level of office administration performance assessment because the commitment carried out during school will reflect the performance of educators.

6. Organizational Culture variables have a positive and significant effect on office administration performance indirectly through commitment as a mediating variable. Because the Beta value is 0.594 with a significance below 5% which is indicated by the t-statistic value of 4,143 greater than the t-table value of 1,681. The positive original sample estimate value indicates that Organizational Culture has a positive and significant effect on Performance with Commitment as the mediating variable. This result means that the higher the level of Organizational Culture value, the more the performance of the office administration will increase. A low level of organizational culture assessment will automatically lower the level of office administration performance assessment, and commitment becomes a mediating variable because it can strengthen research results greater than the direct influence between organizational culture on performance.

7. Work motivation variables have a positive and significant effect on office administration performance indirectly through commitment as a mediating variable. Because the Beta value is 0.504 with a significance below 5% which is indicated by a t-statistic value of 3.849 greater than the t-table value of 1.681. The positive original sample estimate value indicates that work motivation has a positive and significant effect on office administration performance with commitment as mediation. This result means that the higher the level of work motivation, the more the performance of the office administration will increase. A low level of work motivation assessment will automatically lower the level of office administration performance assessment because every behavior carried out during school will reflect good or bad performance. And strengthened by the commitment variable and the results have a greater effect on office administration performance than the direct effect.

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