

Beyond Administrative Duties: The Role of Conflict, Competence, and Work Motivation in Enhancing Archivists' Performance at Universitas Pendidikan Ganesha

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Abstract

This study aims to analyze the influence of role conflict, competence, and work motivation on archivists' performance at Universitas Pendidikan Ganesha. The research was conducted to understand how organizational and individual factors affect the effectiveness of archival management in higher education institutions. A quantitative research approach was employed using a survey method. Data were collected through questionnaires distributed to 76 archivists and archival staff working in various administrative units within the university. The collected data were analyzed using multiple linear regression with the assistance of SPSS software. Prior to hypothesis testing, the research instrument was tested for validity and reliability, and classical assumption tests including normality, multicollinearity, and heteroscedasticity were conducted to ensure the suitability of the regression model. The results reveal that role conflict does not have a significant effect on archivists' performance. In contrast, competence and work motivation have positive and significant effects on archivists' performance. Simultaneously, role conflict, competence, and motivation significantly influence archivists' performance, with the regression model explaining 44.4% of the variance in performance. Competence emerged as the most dominant variable affecting performance. These findings imply that improving archivists' competence and strengthening work motivation are essential strategies for enhancing archival performance in higher education institutions. Future studies are recommended to include additional organizational and technological factors to obtain a more comprehensive understanding of archivists' performance.

Keywords:

Role conflict; Competence; Work motivation; Archivists' performance; Higher education institution.

1. INTRODUCTION

Archives constitute a strategic component of administrative governance in higher education institutions because they function as centers of documentation, sources of information, and instruments of organizational accountability. This argument is supported by Santiari, Sariyasa, and Arintasuta (2021), who found that archival management at Universitas Pendidikan Ganesha depends on the effectiveness of planning, organizing, directing, and controlling functions. Their study emphasized that proper archival governance is essential for ensuring institutional accountability, information accessibility, and administrative effectiveness within higher education institutions. Archives not only serve as administrative evidence but also possess legal, historical, and informational value that supports decision-making processes, policy evaluation, and public services within universities. Effective archival management enables organizations to provide authentic, accurate, complete, and easily accessible data whenever needed. Conversely, inadequate archival management may lead to various problems, including delays in information services, loss of important documents, weak institutional accountability, and disruptions to organizational effectiveness. Recent studies further emphasize the strategic role of archives in supporting institutional governance and accountability in

higher education institutions. Setyawan, Sugiyono, and Yuliana (2024) found that effective records management significantly contributes to organizational effectiveness, accountability, and information accessibility within universities. Their study identified organizational support, records management policies, and human resource capability as key determinants of successful university records management. These findings indicate that archival governance has become an increasingly important component of university management in the digital era. In practice, archival management in higher education institutions continues to encounter numerous challenges, such as limited storage facilities, suboptimal implementation of archival regulations, low levels of digitalization, and insufficient quality of archival human resources. Similar challenges have been reported internationally. Dişli and Külcü (2021) revealed that universities frequently experience organizational and administrative barriers in implementing electronic records management systems, despite having adequate technological infrastructure. Their findings suggest that archival challenges are not solely technical but are also related to governance structures, coordination mechanisms, and human resource readiness. Research conducted by Sholahuddin, Roziki, and Nurdiana (2025) demonstrated that the implementation of Indonesian Law Number 43 of 2009 concerning Archives has not been fully optimized in higher education institutions, particularly in the areas of classification, retention, and static archive management. This condition indicates a persistent gap between regulatory frameworks and their practical implementation within university archival systems.

The rapid development of information technology has created significant opportunities for transforming archival systems into more modern and efficient governance mechanisms. Archive digitalization enables the processes of storing, retrieving, and distributing documents to be conducted more quickly, transparently, and systematically. Recent evidence indicates that the adoption of electronic records management systems enhances institutional efficiency and decision-making quality. Mukred et al. (2021) demonstrated that electronic records management systems improve information accessibility, support organizational decision-making processes, and strengthen institutional performance. Likewise, Clemence, Luambano, and Mwantimwa (2023) reported that higher education institutions increasingly adopt electronic records systems to improve accountability, transparency, and operational efficiency, although challenges related to implementation and utilization remain prevalent. A study by Lufiana (2025) at Universitas Negeri Semarang revealed that the implementation of a digital archival system through the Dynamic Archive Information System (SIRADI) improved administrative service efficiency, accelerated document retrieval, and strengthened organizational accountability. These findings highlight that the modernization of archival systems has become an urgent necessity for universities in responding to the demands of technology-based governance. Supporting this argument, Mudana, Yasa, Trisnayanti, and Budiastra (2022) found that the implementation of a digital archiving model at Universitas Pendidikan Ganesha contributed positively to archival performance by improving document accessibility, retrieval speed, and service effectiveness. Furthermore, recent literature highlights that digital transformation has fundamentally changed archival management practices. Zhao (2021) found that digital records management systems facilitate organizational restructuring, improve information quality, and enhance records accessibility, making digital transformation a strategic necessity rather than merely a technological option. Nevertheless, the success of archival management is not determined solely by technological systems and digital infrastructure. Human factors remain the most critical element in ensuring effective archival governance. Parwata et al. (2023) emphasized that the quality of human resources is a critical determinant of organizational effectiveness in higher education institutions. Their findings suggest that employee competencies, continuous development, and professional commitment are necessary to support institutional performance improvement. These findings are relevant to archivists because archival governance depends heavily on the capability of personnel responsible for managing institutional records. Even well-designed systems cannot operate optimally without human resources who possess adequate competence, motivation, and understanding of their professional roles. The importance of archival competencies has become increasingly evident in recent years. Ngoepe, Jacobs, and Mojapelo (2024) argued that rapid technological developments, including artificial intelligence and digital records management technologies, require archivists to possess advanced competencies in digital records governance, information management, and technological adaptation. This finding reinforces the argument that archival performance is highly dependent on the competence of archival personnel. Research by Fajrina, Khoerunnisa, and Setiawati (2025) demonstrated that the quality of archival human resources significantly affects the effectiveness of archive management and the quality of administrative services in higher education institutions. Therefore, strengthening the quality of archivists is an essential aspect of establishing effective, accountable, and competitive archival governance.

From the perspective of human resource management, employee performance is influenced by the interaction between individual, psychological, and organizational factors. Stephen P. Robbins and Timothy A. Judge (2019) explain that performance is shaped not only by individual ability but also by motivation and organizational support received by employees. One of the most widely used frameworks to explain this relationship is the Ability–Motivation–Opportunity (AMO) model developed by Eileen Appelbaum, Thomas Bailey, Peter Berg, and Arne L. Kalleberg (2000). The AMO model proposes that employee performance is formed through the combination of individual ability, work motivation, and organizational opportunity or support. These three dimensions are interconnected and determine the extent to which employees are able to

demonstrate optimal performance. The AMO framework is highly relevant to archivists because the profession requires technical competence, strong work motivation, and sufficient organizational support. Anna Bos-Nehles, Keith Townsend, Kieran Cafferkey, and Jordi Trullen (2023) emphasized that the AMO model provides a comprehensive conceptual framework for explaining employee behavior and performance across organizational contexts because it simultaneously integrates competence, motivation, and workplace support. Empirical studies further indicate that AMO-based human resource management practices positively influence employee performance. Norzanah and Abdullah (2020) found that AMO-based HR practices contributed to improved organizational performance in Malaysia's public sector. Similar findings were reported by Shoalihin, Sunaryo, and Harijanto (2024), who demonstrated that competence and conflict management affected employee performance through work motivation as an intervening variable in local government institutions in Indonesia.

Despite these findings, previous studies remain inconclusive when applied to the context of archival management in higher education institutions. Most prior research has focused on government agencies and business organizations, while studies specifically examining factors influencing archivists' performance in universities remain limited. In fact, archivists in higher education institutions possess distinct characteristics because they manage complex and multidimensional documents related to academics, student affairs, research, finance, and institutional cooperation. In this context, competence becomes a crucial determinant of archivists' professionalism. Lyle Spencer and Signe Spencer (1993) defined competence as an underlying characteristic consisting of knowledge, skills, motives, self-concept, and traits that influence individual performance effectiveness. In the context of archival management, competence also includes the ability to understand archival regulations and apply archival governance standards. Yasa et al. (2024) demonstrated that archivists' understanding of archival legal products significantly contributes to the effectiveness of archival management practices at Universitas Pendidikan Ganesha. Archivists' competence extends beyond administrative abilities and includes understanding archival regulations, mastering digital technology, and systematically managing information. Studies by Štaffenová (2024) and Masyhuri, Sudiro, Prabandari, and Kurniawati (2024) demonstrated that competence significantly affects service quality and organizational performance. However, research by Wijayanto and Riani (2021), as well as Rachman and Widiartanto (2022), showed that competence does not always directly lead to optimal performance without sufficient work motivation and role clarity.

In addition to competence, role conflict is another factor that may influence employee performance. Based on Role Theory developed by Daniel Katz and Robert L. Kahn (1978), role conflict arises when individuals face contradictory or unclear job demands. Such conditions may create psychological pressure, reduce work effectiveness, and hinder performance achievement. Research conducted by Asamani, Acquah-Coleman, Senayah, and Oppong (2025) demonstrated that role clarity and work motivation positively affect employee satisfaction and performance. Within higher education institutions, archivists frequently perform dual responsibilities beyond their primary archival duties, potentially creating role conflict that affects their effectiveness. Work motivation also represents a critical factor in improving archivists' performance. Abraham Maslow (1943), Frederick Herzberg (1959), and Edward Deci and Richard Ryan (1985) explained that motivation emerges from the interaction between individual needs and workplace support. High motivation encourages employees to work more productively, responsibly, and with stronger organizational commitment. Studies by Shahzad, Khan, Iqbal, and Shabbir (2023), as well as Unegbu (2020), confirmed that intrinsic and extrinsic motivation significantly influence employee productivity and service quality. In archival management, work motivation is especially important because archival duties require high levels of accuracy, consistency, and responsibility.

Empirical phenomena at Universitas Pendidikan Ganesha indicate that archival management continues to face various challenges. Based on the university's 2024 archival audit report, archival governance has not been fully optimized, as reflected in difficulties in document retrieval, unsystematic archive organization, and the continued dominance of manual archival practices. A significant proportion of archives have not yet been digitized, thereby limiting the provision of fast and accurate information services. Furthermore, archival practices are often perceived merely as the management of incoming and outgoing correspondence without systematic archive organization based on national archival standards. These problems are further complicated by the mismatch between archivists' educational backgrounds and work responsibilities. According to Rector Decree No. 75/UN48/PT/2025 concerning Central Archive Management and Rector Decree No. 74/UN48/PT/2025 concerning the Archival Team, all 76 archivists at the university perform dual duties beyond archival work. In addition, based on the 2025 Rank Order List (DUK), none of the archivists possess formal educational backgrounds in archival science. This condition indicates potential problems related to competence and role conflict that may affect archivists' performance. This condition is consistent with the findings of Yasa, Suadharna, and Juniari (2022), who found that archival workloads at Universitas Pendidikan Ganesha are often disproportionate to the available archival human resources. As a consequence, archivists are frequently required to perform additional duties beyond their primary archival responsibilities, creating the potential for role conflict within the organization. A study conducted by Yasa, Meirawati, and Budiastira (2021) similarly reported that archival human resources remain one of the major challenges in archival governance at Universitas Pendidikan Ganesha. Their findings indicate that limitations in archival

competencies and the uneven distribution of archival personnel may affect the effectiveness of archival management within the university.

These empirical conditions are not entirely consistent with existing theories and previous research findings. From the competence perspective, archivists at Undiksha have participated in various training programs related to dynamic archive management, digital archival systems, and archival regulations. However, these competency improvements have not yet resulted in optimal performance, as reflected in the archival audit findings. Regarding role conflict, interview results indicate that the level of role conflict is relatively low despite archivists performing dual duties. Nevertheless, the low level of role conflict has not automatically improved archivists' performance. Meanwhile, archivists' work motivation is considered relatively strong because they continue to demonstrate commitment despite limitations in facilities and infrastructure. However, high work motivation has also not been fully reflected in the quality of archival management. These conditions reveal a research gap between the AMO theory and empirical realities in the field. Theoretically, competence, motivation, and role conflict should influence employee performance. However, the phenomena observed at Undiksha indicate that improved competence through training, relatively high motivation, and low role conflict have not yet resulted in optimal archivists' performance. This gap suggests that the relationship between competence, role conflict, motivation, and archivists' performance within higher education institutions requires further investigation.

Based on these phenomena and research gaps, this study offers novelty in both context and analytical approach. First, this research specifically examines archivists' performance within higher education institutions, a context that has received considerably less scholarly attention compared to government and business sectors. Second, this study integrates role conflict, competence, and work motivation within the AMO framework to explain archivists' performance in university archival management. Third, this research originates from empirical conditions that reveal inconsistencies between theory and actual organizational realities, thereby offering potential contributions to the development of theories related to employee performance in higher education institutions. Therefore, this study is important for re-examining the relevance of theories concerning factors influencing employee performance, particularly in the context of university archivists. In addition to strengthening empirical evidence regarding the effects of competence, role conflict, and motivation on archivists' performance, the findings are expected to serve as a foundation for universities in formulating policies related to archival human resource development, strengthening digital archival systems, and improving information governance effectiveness within higher education institutions.

1.1. Archivists' Performance

Performance refers to the work outcomes achieved by individuals in accordance with organizational targets, standards, and responsibilities. Stephen P. Robbins and Timothy A. Judge (2019) explain that performance is influenced by ability, motivation, and opportunity. In the archival context, archivists' performance is not merely related to the completion of administrative duties, but also encompasses the effectiveness of information services, compliance with regulations, and contributions to organizational accountability. The World Journal of Advanced Research and Reviews (2023) emphasizes that archivists' competencies play an essential role in supporting successful digital archival management. Archivists' performance includes the entire archival process, ranging from record creation, classification, storage, maintenance, disposition, to the retrieval of records accurately and efficiently. The National Archives (2021) identifies key archival performance indicators, including retrieval accuracy, user satisfaction, and compliance with records retention and security policies. Furthermore, the advancement of information technology requires archivists to possess digital competencies in managing electronic records and archival information systems (Putra & Ardiansyah, 2022).

Robbins and Judge (2019) further explain that performance is shaped by three primary factors, namely ability, motivation, and opportunity (AMO). Eva Bos-Nehles, Kevin Cafferkey, and Jordi Trullen (2023) argue that individuals demonstrate high performance when they possess adequate competencies, strong work motivation, and organizational support. Individual factors include competence and work motivation. Campion, Fink, Ruggeberg, Carr, Phillips, and Odman (2020) define competence as a combination of knowledge, skills, abilities, and other characteristics that enable employees to perform their jobs effectively and achieve organizational goals. Recent studies by Damayanti and Irwansyah (2023) as well as Jiang, Hu, Liu, and Lepak (2022) reveal that competence positively affects employee performance because employees with stronger competencies are more capable of adapting to work demands and producing higher-quality outcomes. Job-related factors are associated with job design, role clarity, and role conflict. Recent role theory literature explains that role conflict emerges when employees face incompatible expectations originating from different organizational demands, leading to difficulties in task execution and work adjustment. Haryanto, Suprapti, Taufik, and Fenitra (2022) found that work conflict influences employee performance and that its effects depend on organizational support and leadership practices. Likewise, Hussain and Maliks (2022) reported that role conflict may reduce job performance because employees experience competing demands that create work pressure and reduce effectiveness in carrying out responsibilities. Organizational factors include policies, leadership support, work facilities, and career development opportunities. Norzanah and Abdullah (2020) emphasize that human resource management practices providing support and

opportunities can improve public employee performance. Based on Robbins and Judge (2019), The National Archives (2021), and the National Archives of the Republic of Indonesia (ANRI, 2019), the indicators of archivists' performance in this study include service effectiveness, work efficiency and productivity, quality and regulatory compliance, mastery of digital technology and archival preservation, and strategic contribution to the organization.

1.2. Competence

Competence is a fundamental characteristic of individuals that influences work effectiveness. Spencer and Spencer (1993) define competence as a combination of knowledge, skills, motives, traits, and self-concept associated with superior performance. Arribas-Aguilar, García-Izquierdo, Ramos-Villagrasa, and Castaño (2024) emphasize that competence includes cognitive, interpersonal, and intrapersonal dimensions. In the context of archivists, competence is not limited to technical archival management skills but also includes digital capabilities. Daniel (2020) and Jun and Seol (2024) explain that modern archivists are required to possess competencies in digital curation, electronic records management, and information ethics. Ardyawin (2017) states that archivists' competence consists of knowledge, skills, and professional attitudes. Heryanda (2019) further demonstrates that competence significantly affects employee performance. Therefore, archivists' competence in this study is measured through five indicators: archival knowledge, technical and digital competence, administrative and procedural competence, archival information services, and professionalism and ethics.

1.3. Role Conflict

Role conflict refers to a condition in which individuals experience contradictory job demands. Recent organizational behavior literature defines role conflict as a situation in which employees face incompatible expectations, competing responsibilities, or inconsistent demands originating from different organizational stakeholders, making it difficult to perform their duties effectively (Haryanto et al., 2022). Such conditions may create uncertainty regarding work priorities and reduce employees' ability to allocate resources efficiently in carrying out their responsibilities. Research by Karatepe, Rezapouraghdam, and Hassannia (2022) further explains that role conflict is one of the major workplace stressors because employees are required to fulfill multiple expectations simultaneously, which may affect both psychological well-being and job outcomes. Rizzo, House, and Lirtzman (1970) categorize role conflict into three forms: intra-sender conflict, inter-sender conflict, and person-role conflict. Although this classification remains widely used in contemporary studies, recent empirical evidence has shown that role conflict may affect employee attitudes and performance through increased work stress, emotional exhaustion, and reduced job engagement. For example, Haryanto et al. (2022) found that work conflict significantly influences employee performance, although its impact may vary depending on leadership support and organizational conditions. Similarly, AlAzzam, AbuAlRub, and Nazzal (2023) reported that role conflict negatively affects employee effectiveness and job satisfaction because conflicting demands create difficulties in prioritizing tasks and maintaining work quality. In this study, the indicators of role conflict include contradictory instructions, tasks inconsistent with procedures, excessive workload, and conflicts between work demands and personal comfort.

1.4. Work Motivation

Work motivation refers to internal and external drives influencing individual work behavior. Cook, Heath, and Thompson (2016) explain that motivation relates to the intensity, direction, and persistence of individuals in achieving organizational goals. Abraham Maslow explains that motivation is influenced by physiological needs, safety, social belonging, esteem, and self-actualization needs (Vo, Tran, & Nguyen, 2022). Frederick Herzberg distinguishes between motivator factors and hygiene factors in enhancing job satisfaction (Mohamed, Yusuf, & Abdi, 2025; Aryani, 2021). In addition, the Self-Determination Theory explains that motivation consists of intrinsic and extrinsic dimensions (Di Domenico, Ryan, & Deci, 2017). Studies by Shahzad, Khan, Iqbal, and Shabbir (2023) as well as Unegbu (2020) demonstrate that motivation significantly influences employee productivity and service quality. The indicators of work motivation in this study include intrinsic motivation, extrinsic motivation, basic needs, motivator factors, expectancy theory, and goal-setting theory.

1.5. Relationship between Role Conflict and Archivists' Performance

Role conflict arises when employees face incompatible expectations, competing responsibilities, or contradictory work demands originating from different organizational stakeholders. Such conditions may create work pressure, reduce concentration, and hinder employees' ability to perform their duties effectively. Recent studies by Haryanto, Suprpti, Taufik, and Fenitra (2022) indicate that work conflict influences employee performance because conflicting demands affect employees' ability to prioritize tasks and allocate work resources efficiently. Similarly, AlAzzam, AbuAlRub, and Nazzal (2023) found that role conflict contributes to work stress and reduces employee effectiveness, particularly when employees receive overlapping responsibilities from multiple sources of authority. In the archival context, role conflict may

occur when archivists are required to handle administrative duties beyond their core archival responsibilities, thereby hindering the implementation of their primary functions. Therefore, the higher the level of role conflict experienced by archivists, the lower their performance tends to be.

H1: Role conflict partially has a negative effect on archivists' performance.

1.6. Relationship between Competence and Archivists' Performance

Competence refers to the combination of knowledge, skills, abilities, and behavioral characteristics that enable employees to perform their jobs effectively and achieve organizational objectives. Campion, Fink, Rugeberg, Carr, Phillips, and Odman (2020) explain that employee competence is a critical determinant of work effectiveness because it enhances employees' ability to solve problems, adapt to changing work environments, and maintain service quality. Empirical studies by Damayanti and Irwansyah (2023) and Jiang, Hu, Liu, and Lepak (2022) demonstrate that competence significantly improves employee performance because competent employees possess stronger technical capabilities and are better equipped to meet organizational demands. In archival management, competence includes knowledge of archival regulations, digital archival systems, records preservation, and information governance. Thus, the higher the competence of archivists, the better the resulting performance.

H2: Competence partially has a positive effect on archivists' performance.

1.7. Relationship between Motivation and Archivists' Performance

Motivation represents internal and external driving forces that influence individual work enthusiasm. Motivational theories such as Maslow's hierarchy of needs (1943), Two-factor theory by Herzberg (1959), Expectancy theory by Vroom (1964), and Self-Determination Theory by Edward L. Deci and Richard Ryan (1985) explain that both intrinsic and extrinsic motivation serve as foundations for productive behavior. Recent empirical evidence further supports these theoretical perspectives. Howard, Gagné, Morin, and Van den Broeck (2021) found that employees with stronger autonomous motivation exhibit higher levels of job performance, engagement, and organizational commitment. Likewise, Khan, Khan, Soomro, and Khan (2022) reported that work motivation significantly improves employee productivity, service quality, and task accomplishment. Accordingly, the higher the motivation of archivists, the higher the performance achieved.

H3: Motivation partially has a positive effect on archivists' performance.

1.8. Relationship between Role Conflict, Competence, Motivation, and Archivists' Performance

Employee performance is influenced simultaneously by multiple factors. According to Robbins and Judge (2019), performance is the result of the interaction between ability, motivation, and opportunity. In the context of this study, the combination of role conflict, competence, and motivation is believed to simultaneously determine archivists' performance. This perspective is supported by the Ability-Motivation-Opportunity (AMO) framework. Bos-Nehles, Cafferkey, Townsend, and Trullen (2023) emphasize that employee performance is generated through the interaction of employee competence, work motivation, and organizational conditions that facilitate effective job performance. Furthermore, Otoo and Mishra (2022) found that ability, motivation, and organizational opportunities jointly influence employee performance and explain a substantial proportion of performance variation across organizations. Therefore, role conflict, competence, and motivation simultaneously exert significant effects on archivists' performance.

H4: Role conflict, competence, and motivation simultaneously have significant effects on archivists' performance.

2. RESEARCH METHOD

This study employed a quantitative approach with an associative research design aimed at analyzing the effects of role conflict, competence, and motivation on archivists' performance at Universitas Pendidikan Ganesha (Undiksha). The research was conducted from October to December 2025 at Undiksha, located in Singaraja, Bali. The study population consisted of all archivists officially listed in the Rector's Decree of Undiksha, totaling 76 individuals. Since the population size was relatively small, a saturated sampling technique (census method) was applied, in which the entire population was used as the research sample. The independent variables in this study were role conflict (X_1), competence (X_2), and motivation (X_3), while the dependent variable was archivists' performance (Y). Data were collected using a closed-ended questionnaire based on a five-point Likert scale ranging from strongly disagree to strongly agree. The research instrument was developed based on theoretical indicators derived from Rizzo, House, and Lirtzman (1970) for role conflict, Spencer and Spencer (1993) for competence, and the motivational theories of Maslow, Herzberg, and Vroom for work motivation. Meanwhile, the indicators of archivists' performance were adapted from

Robbins and Judge (2019), The National Archives (2021), and National Archives of the Republic of Indonesia (2017). Prior to data collection, the instrument was tested for validity using the Pearson Product Moment correlation and for reliability using Cronbach's Alpha with a minimum threshold of 0.70. Data analysis was carried out using the Statistical Package for the Social Sciences (SPSS). The analytical procedures included descriptive analysis, classical assumption tests (normality, multicollinearity, and heteroscedasticity), and multiple linear regression analysis to examine the partial and simultaneous effects of the independent variables on archivists' performance. The normality test was conducted using the Kolmogorov–Smirnov test, where a significance value greater than 0.05 indicated normally distributed residuals. Multicollinearity was assessed through the Variance Inflation Factor (VIF) and tolerance values, with VIF values below 10 and tolerance values above 0.10 indicating the absence of multicollinearity. Heteroscedasticity was examined using the Glejser test, where significance values above 0.05 suggested that heteroscedasticity was not present. These tests were performed to ensure that the regression model met the assumptions required for producing unbiased and reliable estimates. Hypothesis testing was conducted through t-tests, F-tests, and the coefficient of determination (R^2). This study also considered ethical aspects by maintaining the confidentiality of respondents' identities and ensuring that the collected data were used solely for academic purposes. Tables and figures were presented centrally and appropriately cited throughout the manuscript.

3. RESULTS AND DISCUSSION

3.1. Result

3.1.1. Respondent Characteristics

The characteristics of the respondents in this study indicate that archivists at Universitas Pendidikan Ganesha are predominantly within the middle-to-senior age category. Most respondents were over 45 years old, accounting for 37 individuals (48.7%), followed by those aged 36–45 years with 28 individuals (36.8%), while respondents aged 25–35 years totaled 11 individuals (14.5%). This condition suggests that archival management within the university is largely supported by archivists who possess considerable work experience and mature organizational understanding. Based on educational background, the majority of respondents held a Bachelor's degree (S1), comprising 36 individuals (47.4%), followed by respondents with a Master's degree (S2) totaling 21 individuals (27.6%). Respondents with Diploma qualifications amounted to 9 individuals (11.8%), whereas those with senior high school/equivalent education and Doctoral degrees (S3) each accounted for 5 individuals (6.6%). This composition indicates that most archivists possess higher educational qualifications that support the professional implementation of archival duties. In terms of work experience, the majority of respondents had served as archivists for 1–5 years, totaling 51 individuals (67.1%). Respondents with 5–10 years of experience amounted to 18 individuals (23.7%), while those with less than one year of experience totaled 7 individuals (9.2%). These findings demonstrate that archivists at Universitas Pendidikan Ganesha are predominantly employees with early-to-intermediate levels of professional experience in archival management.

3.1.2. Instrument Testing

Validity testing was conducted to determine the extent to which the questionnaire items accurately measured the research variables. The validity test employed Pearson Product Moment Correlation through the Corrected Item–Total Correlation values using SPSS software. The instrument test involved 30 archivist respondents from outside Universitas Pendidikan Ganesha to ensure the quality of the instrument before its implementation in the main study. Based on the degree of freedom calculation ($df = n - 2$), the r-table value obtained was 0.3610 at a 5% significance level, meaning that an item was considered valid if its calculated correlation value exceeded 0.3610. The results indicated that all statement items in the role conflict variable (X1) had Corrected Item–Total Correlation values ranging from 0.431 to 0.832, indicating that all items were valid. In the competency variable (X2), the correlation values ranged from 0.584 to 0.931, demonstrating that all items were also valid and capable of accurately measuring archivist competency. Furthermore, the motivation variable (X3) showed correlation values between 0.519 and 0.885, while the archivist performance variable (Y) ranged from 0.751 to 0.925. Since all values exceeded the r-table threshold, all statement items were declared valid and appropriate for use in the study. The validity test results confirm that all statement items measuring role conflict, competency, motivation, and archivist performance met the validity criteria, indicating that the research instrument was capable of representing the intended constructs and suitable for data collection in the main research.

Reliability testing was conducted to determine the consistency level of the research instrument in measuring the investigated variables. Reliability was assessed using Cronbach's Alpha with the assistance of SPSS software. According to Nunnally (1978), an instrument is considered reliable when it has a Cronbach's Alpha value greater than 0.70. The results demonstrated that all research variables achieved Cronbach's Alpha values above the established minimum threshold. The role conflict variable (X1) obtained a Cronbach's Alpha value of 0.709, indicating good internal consistency among the statement items. The

competency variable (X2) produced a Cronbach's Alpha value of 0.834, while the motivation variable (X3) achieved a value of 0.833. Both variables demonstrated high reliability, suggesting that the statement items were stable and consistent in measuring the research constructs. Meanwhile, the archivist performance variable (Y) obtained a Cronbach's Alpha value of 0.900, indicating a very high level of reliability. Based on these findings, it can be concluded that all research instruments fulfilled the reliability criteria and were suitable for data collection, as they were capable of generating consistent and dependable data.

3.1.3. Classical Assumption Test

The normality test was conducted to determine whether the residuals in the regression model were normally distributed. The test employed the Kolmogorov–Smirnov method on the unstandardized residual values using SPSS software. The results revealed a Kolmogorov–Smirnov value of 0.086 with an Asymp. Sig. (2-tailed) value of 0.200. Since the significance value exceeded 0.05, it can be concluded that the residual data were normally distributed. Therefore, the normality assumption in the regression model was fulfilled, indicating that the model was appropriate for further analysis.

Table 1. Kolmogorov-Smirnov Test Results

No.	Statistical Analysis	Value	Decision
1	Kolmogorov-Smirnov Z	0,086	Valid for Use
2	Asymp. Sig. (2-tailed)	0,200	Valid for Use

Source: SPSS Test Results

The multicollinearity test was conducted to determine whether strong linear relationships existed among the independent variables in the regression model. Based on the SPSS results, all independent variables showed tolerance values above 0.10 and VIF values below 10. The role conflict variable had a tolerance value of 0.996 and a VIF value of 1.004, competency had a tolerance value of 0.828 and a VIF value of 1.207, while motivation had a tolerance value of 0.825 and a VIF value of 1.212. These findings indicate that no multicollinearity occurred among the independent variables, suggesting that the regression model was appropriate for further analysis.

Table 2. Multicollinearity Test Results

No.	Variable	Tolerance	VIF	Decision
1	X ₁ (Role Conflict)	0,996	1,004	Valid for Use
2	X ₂ (Competency)	0,828	1,207	Valid for Use
3	X ₃ (Motivation)	0,825	1,212	Valid for Use

Source: SPSS Test Results

The heteroscedasticity test was conducted using the Glejser method to determine whether unequal residual variances existed within the regression model. Based on the SPSS test results, the significance value for the role conflict variable was 0.632, competency was 0.298, and motivation was 0.062. All significance values exceeded 0.05, indicating that the regression model did not exhibit heteroscedasticity and was therefore appropriate for further analysis.

Table 3. Heteroscedasticity Test Results

No.	Variable	Significance Value	Criteria	Decision
1	X ₁ (Role Conflict)	0,632	> 0,05	Valid for Use
2	X ₂ (Competency)	0,298	>0,05	Valid for Use
3	X ₃ (Motivation)	0,062	>0,05	Valid for Use

Source: SPSS Test Results

3.1.4. Multiple Regression Analysis

Multiple linear regression analysis was conducted to examine the influence of role conflict, competency, and motivation on archivist performance at Universitas Pendidikan Ganesha. Based on the SPSS data analysis results, the following regression equation was obtained:

$$Y = -1,074 + 0,076X_1 + 0,647X_2 + 0,280X_3$$

The regression results indicate that role conflict has a coefficient value of 0.076 with a significance value of 0.405, indicating that it does not have a significant effect on archivist performance. The competency variable has a coefficient value of 0.647 with a significance value of 0.000, while motivation has a coefficient value of 0.280 with a significance value of 0.029. These findings demonstrate that competency and motivation have positive and significant effects on archivist performance. Based on the standardized beta values, competency is the most dominant variable influencing archivist performance compared to role conflict and motivation.

3.1.5. Hypothesis Testing

The partial test (t-test) was conducted to examine the effect of each independent variable on archivist performance. The analysis results indicate that the role conflict variable (X_1) has a significance value of 0.405 (> 0.05), indicating that role conflict does not significantly affect archivist performance. Therefore, the first hypothesis was not empirically supported. The competency variable (X_2) obtained a regression coefficient value of 0.647 with a significance value of 0.000 (< 0.05), demonstrating that competency has a positive and significant effect on archivist performance. The motivation variable (X_3) also showed a positive and significant effect, with a regression coefficient value of 0.280 and a significance value of 0.029 (< 0.05). These findings indicate that higher levels of competency and work motivation among archivists are associated with better performance outcomes. Overall, the partial test results confirm that competency and motivation significantly influence archivist performance, whereas role conflict does not have a significant partial effect.

Table 4. t-Test Results

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	Tolerance	VIF
1	(Constant)	-1.074	2.966		-.362	.718		
	Role Conflict	.076	.091	.074	.837	.405	.996	1.004
	Competency	.647	.115	.541	5.610	.000	.828	1.207
	Motivation	.280	.126	.216	2.232	.029	.825	1.212

Source: SPSS Test Results

The simultaneous test (F-test) was conducted to examine the combined effect of role conflict, competency, and motivation on archivist performance. Based on the ANOVA test results, the calculated F-value was 19.196 with a significance level of 0.000 (< 0.05), indicating that the regression model was statistically significant. These findings demonstrate that role conflict, competency, and motivation simultaneously have a significant effect on archivist performance. Therefore, the fourth hypothesis in this study was accepted. This result indicates that archivist performance is influenced by the combined interaction of role conditions, competency, and work motivation in carrying out archival duties.

Table 5. F-Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	179.973	3	59.991	19.196	.000 ^b
	Residual	225.014	72	3.125		
	Total	404.987	75			

Source: SPSS Test Results

The coefficient of determination was used to assess the ability of role conflict, competence, and motivation variables to explain variations in archivists' performance. Based on the regression analysis results, the R Square (R^2) value was 0.444, while the Adjusted R Square value was 0.421. The R^2 value of 0.444 indicates that 44.4% of the variation in archivists' performance can be explained by role conflict, competence, and motivation, whereas the remaining 55.6% is influenced by other factors outside the research model. The Adjusted R Square value of 0.421 suggests that the regression model has a reasonably good capability in explaining archivists' performance. These findings support the results of the simultaneous test, indicating that role conflict, competence, and motivation collectively contribute to archivists' performance.

Table 6. R-Square Value

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.667 ^a	.444	.421	1.768	2.083

Source: SPSS Test Results

3.2. Discussion

3.2.1. The Effect of Role Conflict on Archivists' Performance at Ganesha University of Education

The statistical test results indicate that role conflict does not have a significant effect on archivists' performance at Ganesha University of Education. The significance value was above the predetermined error level, indicating that changes in the level of role conflict were not followed by meaningful changes in performance. This condition demonstrates that the existence of role conflict has not become a determining factor in archivists' work performance. Conceptually, role conflict describes a situation in which individuals receive job demands that are inconsistent or originate from more than one source of authority. Such conditions are commonly associated with increased psychological pressure, confusion in determining

priorities, and decreased work concentration. Therefore, many studies conclude that role conflict negatively affects employee performance. However, the findings of this study show a different tendency.

The working environment of archivists at Ganesha University of Education has distinctive characteristics. Archivists are not only responsible for archival management functions but also receive administrative tasks from their respective work units. At the same time, they are assigned formal institutional archival duties through assignment letters or decisions issued by university leaders. This situation creates two sources of work direction simultaneously. Theoretically, this condition constitutes role conflict because individuals face job demands from more than one party with priorities that are not always aligned. Nevertheless, archivists' performance remains in the high category despite these conditions. This finding indicates that the experienced role conflict is not perceived as a major obstacle to work. Archivists have become accustomed to carrying out dual functions and regard additional tasks as part of organizational responsibility. This work pattern has developed as a structural habit within the organization, so role conflict is no longer perceived as work pressure that disrupts the completion of archival duties. The findings of this study are consistent with the research conducted by Purnomo, Lustono, and Tatik (2021), which found that role conflict had no significant effect on employee performance in the Regional Development Planning, Research, and Development Agency (Baperlitbang) of Banjarnegara Regency. The study concluded that employees were able to adapt to overlapping work demands and maintain their performance despite experiencing role conflict. This indicates that the impact of role conflict on performance may depend on employees' ability to manage responsibilities and adapt to organizational work patterns.

The nature of archival work also influences this relationship. The work of archivists is oriented toward accuracy, document organization, and administrative responsibility rather than short-term quantitative targets. Job completion is more influenced by individual discipline in managing documents than by the clarity of formal task distribution. Archivists are still able to organize, store, and provide archives even when they must divide their time with other tasks. These findings indicate that role conflict does not always reduce performance when individuals are capable of adjusting work priorities. Archivists tend to arrange work sequences flexibly. Archival tasks continue to be completed because they are directly related to organizational needs, such as document provision, audits, and accreditation. This result is also supported by Haryanto et al. (2022), who argued that the relationship between work conflict and employee performance is highly dependent on organizational conditions and leadership practices. Their study demonstrated that employees working in adaptive organizational environments were able to maintain performance even when experiencing work conflict, particularly when they received adequate organizational support and direction. Furthermore, Sari et al. (2021) found that self-efficacy moderates the relationship between multiple-role conflict and job performance, indicating that employees with strong confidence in their abilities can effectively manage conflicting demands without experiencing significant declines in performance.

The research findings indicate that factors more strongly determining performance are individual capability and work motivation rather than merely structural assignment conditions. Although role conflict is experienced by respondents, its intensity is not strong enough to affect measurable work outcomes. Therefore, partially, role conflict does not show a significant effect on archivists' performance. This condition confirms that the application of role conflict theory is contextual. In organizations based on operational targets, role conflict often reduces performance. However, the university environment demonstrates a different pattern because its work structure is more collaborative and adaptive. Archivists adjust to layered work demands so that performance remains maintained. The contextual nature of role conflict is further supported by recent literature emphasizing that role conflict does not automatically lead to lower performance. Instead, its effects may be mitigated by adaptive work systems, collaborative organizational cultures, individual competencies, and motivational factors. In higher education institutions, employees often perform multiple administrative and professional roles simultaneously, making role overlap a common organizational reality. As long as employees possess sufficient competence and motivation, role conflict may be perceived as a manageable aspect of work rather than a source of performance deterioration. Therefore, the findings of this study contribute to the growing body of evidence suggesting that role conflict is not always a significant predictor of employee performance, particularly in academic institutions characterized by flexible and collaborative work arrangements.

3.2.2. The Effect of Competence on Archivists' Performance at Ganesha University of Education

The hypothesis testing results indicate that role conflict does not significantly affect archivists' performance at Ganesha University of Education. These findings suggest that the level of role conflict experienced by archivists does not directly determine the level of archival management performance. Statistically, the relationship between role conflict and performance is not strong enough to explain variations in archivists' performance. Theoretically, Role Theory explains that individuals within organizations perform a set of roles accompanied by certain expectations. Incompatibility among role demands generally creates psychological pressure that may reduce work effectiveness. In many organizational studies, role conflict is often associated with job stress, emotional exhaustion, and declining performance. However, the results of this study demonstrate a different condition. The role conflict experienced by archivists at Ganesha University of Education was not followed by a significant decline in performance. This finding is consistent

with the study conducted by Purnomo, Lustono, and Yulianti (2021), which reported that role conflict did not significantly affect employee performance in public sector organizations. The researchers found that employees who had become accustomed to handling multiple responsibilities were able to maintain their performance despite experiencing overlapping role demands. The study emphasized that organizational adaptation and employees' ability to adjust to dual responsibilities could weaken the negative impact of role conflict on performance.

This difference can be understood through the characteristics of the organization and the working patterns of archivists. Based on field conditions, archivists at Ganesha University of Education carry out dual duties. Some employees have primary duties as archivists while also receiving other administrative assignments, whereas others have primary non-archival duties but are assigned archival responsibilities through institutional assignment letters. This situation reflects two sources of assignment, namely structural leaders within work units and formal institutional assignments. Conceptually, this condition represents structural role conflict. Despite facing such conditions, the conflict is not always perceived as work pressure by archivists. This occurs because the dual-role arrangement has existed for a considerable period and has become part of the work routine. Archivists have adapted to organizational conditions and developed behavioral adjustment patterns in their work. This adaptation causes role conflict to no longer generate strong psychological disturbances, but instead to be viewed as an administrative consequence of working within a university environment. In other words, the role conflict remains at a level that can be tolerated by individuals. The ability of employees to adapt to role demands has also been highlighted by Haryanto et al. (2022), who found that organizational support and transformational leadership could reduce the adverse consequences of work conflict. Their findings suggest that employees working in supportive and collaborative environments tend to perceive role conflict as a manageable organizational challenge rather than a source of excessive stress. Consequently, work performance remains stable despite the presence of conflicting role expectations. This perspective helps explain why archivists at Ganesha University of Education are able to maintain high performance even when carrying out multiple institutional responsibilities.

In addition, work priorities within units are more heavily determined by the operational needs of each unit than by the demands of archival functions. Archivists continue performing their duties even when they must prioritize non-archival tasks. This condition does not necessarily reduce performance because performance measurement in daily practice is more influenced by the ability to complete assigned tasks than by conformity with formal job functions. Consequently, role conflict does not emerge as a determining factor of performance, but merely affects the allocation of working time. These findings indicate that, within the context of university archivists, role conflict is more structural than psychological in nature. The conflict does not create sufficient work pressure to directly influence performance. Archivists' performance is instead more closely related to individual capability and work motivation than to conformity with formal roles. This explains why the relationship between role conflict and performance is not significant. A similar argument was proposed by Sari et al. (2021), who demonstrated that employees with high self-efficacy were able to effectively manage multiple-role demands without experiencing significant reductions in job performance. Their findings indicate that personal capabilities and confidence in performing tasks play a more important role in maintaining performance than the existence of role conflict itself. This supports the present study, which found that archivists' competence and motivation are more influential determinants of performance than role conflict.

The results of this study are not entirely contradictory to theory, but rather indicate the existence of organizational contingency conditions. Role conflict theory explains that conflict will reduce performance when it generates job stress. In this case, role conflict did not develop into job stress because individuals had adapted and the organization had established flexible working patterns. Therefore, role conflict did not become a dominant factor in explaining archivists' performance at Ganesha University of Education. Recent studies have increasingly emphasized the contingent nature of role conflict. For example, Karatepe, Rezapouraghdam, and Hassannia (2022) argued that the negative consequences of role conflict are not universal and may vary depending on employees' coping abilities, organizational resources, and workplace support systems. When employees possess adequate resources and experience, role conflict does not necessarily translate into lower performance. Instead, employees may develop adaptive mechanisms that enable them to fulfill multiple responsibilities simultaneously. This perspective strengthens the interpretation that the insignificant effect of role conflict in this study reflects successful adaptation rather than the absence of conflicting demands. The implication is that improving archivists' performance cannot be achieved merely by reducing role conflict. Improvements in work systems, clarity of archival governance, and organizational support are more important because these factors are more directly related to job implementation. In this study, role conflict reflects organizational structural conditions more than individual psychological barriers to performance.

3.2.3. The Effect of Motivation on Archivists' Performance at Ganesha University of Education

The test results indicate that motivation has a positive and significant effect on archivists' performance at Ganesha University of Education. The positive regression coefficient indicates that an increase in

motivation is followed by an increase in performance. This means that archivists' performance is determined not only by work capability but also by psychological encouragement to carry out work seriously. Motivation in this study includes intrinsic motivation, extrinsic motivation, fulfillment of basic needs, belief in the relationship between effort and work outcomes, and clarity of work goals. These dimensions represent both internal and external drives influencing individuals' seriousness in working. Archival work, which demands accuracy, consistency, and high responsibility, is strongly influenced by the psychological condition of the workers. Archivists with strong work motivation tend to be more meticulous in archive management, more responsive to information requests, and more consistent in carrying out work procedures. The findings of this study are in line with recent empirical research demonstrating that motivation is a major determinant of employee performance. For example, Alshammari, Almutairi, and Fahad (2023) found that work motivation significantly improved employee performance because motivated employees exhibited higher levels of commitment, persistence, and responsibility in completing organizational tasks. Similarly, Putra and Sari (2022) reported that motivated employees tended to demonstrate greater initiative, better service quality, and stronger work engagement, which ultimately contributed to higher performance outcomes. These findings support the argument that psychological encouragement serves as a driving force that transforms employees' abilities into productive work behavior.

Respondents' appreciation scores indicate that intrinsic motivation received relatively high ratings. This condition demonstrates that many archivists work not merely because of formal obligations but because of a sense of professional responsibility toward institutional documents. Satisfaction derived from well-organized archives, quickly retrievable documents, and smooth service becomes a motivating factor that strengthens work involvement. Such involvement contributes to perseverance and consistency in carrying out duties. The importance of intrinsic motivation has also been emphasized by Deci, Olafsen, and Ryan's contemporary applications of Self-Determination Theory, which suggest that employees who experience personal meaning and satisfaction from their work tend to display higher levels of performance and organizational commitment. Recent empirical evidence by Howard et al. (2021) further confirmed that autonomous motivation positively affects work performance because employees become more willing to invest effort and maintain work quality over time. In the context of archivists, the satisfaction derived from preserving institutional records and supporting organizational accountability may function as an important intrinsic motivational source. Extrinsic motivation also plays a role in encouraging performance. Recognition from leaders, trust in managing important documents, and opportunities to participate in training become factors that increase work enthusiasm. An organizational environment that pays attention to archival functions makes archivists feel that their work has value for the institution. This perception strengthens work commitment and affects the quality of task implementation. These findings are consistent with research conducted by Khan et al. (2022), which showed that recognition, rewards, career development opportunities, and supervisory support significantly influence employee motivation and performance. Employees who perceive organizational appreciation for their contributions tend to develop stronger commitment and exert greater effort in achieving organizational goals. Therefore, institutional support for archival functions can become an important mechanism for strengthening archivists' work motivation and performance.

The component of belief in the relationship between effort and work outcomes is reflected in archivists' readiness to complete work on time. Archivists who believe that work effort will produce good performance tend to work more systematically and carefully. Clarity of work goals also affects focus in task implementation. Archivists who understand work targets are able to organize work priorities more effectively, thereby minimizing errors in archive management. This finding is supported by contemporary studies based on Vroom's Expectancy Theory. Research by Lee and Raschke (2023) found that employees who strongly believe that their effort will lead to successful performance outcomes are more likely to exhibit proactive work behavior, persistence, and higher productivity. Goal clarity further strengthens this relationship because employees can allocate resources and attention more efficiently when organizational expectations are clearly communicated. These findings indicate that psychological factors play an important role in maintaining archivists' performance. The same working environment may produce different levels of performance when individual motivation levels differ. Archivists with high motivation remain capable of maintaining work quality despite limitations in facilities or additional workloads. The results of this study reinforce the theoretical framework stating that performance is a function of both ability and willingness to work. In the context of Ganesha University of Education, competence provides the foundation of capability, while motivation determines the intensity with which that capability is utilized. Optimal performance emerges when both aspects are simultaneously present. Competent archivists who lack motivation will not demonstrate maximum performance, while motivated archivists who lack competence will also be unable to produce high-quality work. Therefore, the results of this study provide empirical support for motivation theories proposed by Maslow, Herzberg, and Vroom, which emphasize that employee behavior and performance are strongly influenced by the fulfillment of needs, psychological satisfaction, and expectations regarding work outcomes. The findings also contribute to the growing body of literature indicating that motivation functions as a strategic organizational resource capable of enhancing employee performance, particularly in professions requiring accuracy, consistency, responsibility, and long-term commitment such as archival management.

3.2.4. The Simultaneous Effect of Role Conflict, Competence, and Motivation on Archivists' Performance at Ganesha University of Education

The simultaneous testing results through the F-test indicate that role conflict, competence, and motivation collectively have a significant effect on archivists' performance at Ganesha University of Education. These findings indicate that archivists' performance is not formed by a single variable separately, but rather results from the interaction of various work behavior factors that complement one another. Employee performance in public organizations, particularly in university archival management, is related to the ability to perform technical duties, willingness to work, and the working conditions encountered. Competence reflects archivists' professional capability in managing archives, motivation reflects internal encouragement in carrying out work, while role conflict represents the working conditions accompanying task implementation. Collectively, these three variables shape work behavior, which is ultimately reflected in performance. These findings are supported by contemporary human resource management literature emphasizing that employee performance is multidimensional and influenced by a combination of individual and organizational factors. For example, Jiang et al. (2022) found that employee competence, motivation, and work environment factors jointly contribute to performance outcomes, indicating that performance cannot be adequately explained by a single determinant. Their study demonstrated that employees achieve optimal performance when professional capability is accompanied by strong motivation and supported by favorable organizational conditions. This perspective is consistent with the present study, where archivists' performance is shaped by the interaction between competence, motivation, and role-related work conditions.

The findings reveal that role conflict partially does not have a significant effect, but when analyzed together with competence and motivation, its influence becomes significant. This indicates that role conflict does not stand alone as the primary determinant of performance, yet it remains part of the work environment influencing job implementation when combined with employees' capability and work motivation factors. In other words, archivists' performance is more strongly determined by ability and willingness to work, while working conditions serve as factors that strengthen or weaken task implementation. This condition is consistent with the Ability-Motivation-Opportunity (AMO) framework, which explains that performance results from individual ability, work motivation, and organizational working conditions or opportunities. Competence represents ability, motivation represents motivation, and role conflict relates to organizational working conditions. When employee capability and motivation are strong, the influence of working conditions on performance becomes relatively smaller. The relevance of the AMO framework has been confirmed by recent empirical studies. Otoo and Mishra (2022) demonstrated that employees' abilities, motivation, and organizational opportunities significantly influence work performance both individually and collectively. Their findings suggest that the highest levels of performance emerge when organizations simultaneously strengthen employee competencies, maintain work motivation, and create supportive working conditions. Likewise, Aboramadan et al. (2021) reported that ability, motivation, and organizational support interact to enhance employee effectiveness, particularly in public and educational institutions where task complexity requires both technical expertise and psychological commitment.

The analysis results also show a coefficient of determination value of 0.421 or 42.1%. This value indicates that role conflict, competence, and motivation are able to explain 42.1% of the variation in archivists' performance, while the remaining 57.9% is influenced by other factors outside the research model. The substantial influence of factors outside the model demonstrates that archivists' performance is not only influenced by individual aspects but also by organizational factors. In the context of university archival management, archivists' work is highly dependent on institutional work systems, document flows, and organizational support. Archival management performance may be hindered not because employee capability is low, but because of limitations in facilities, archival systems, or coordination among work units. The coefficient of determination obtained in this study is consistent with findings from organizational behavior research showing that employee performance is commonly influenced by numerous factors beyond individual competence and motivation. According to Rasool et al. (2021), organizational support systems, technological infrastructure, leadership effectiveness, communication quality, and work environment conditions significantly contribute to employee performance. Therefore, moderate explanatory power is frequently observed in performance studies because employee outcomes are inherently multidimensional and influenced by complex organizational dynamics.

Several organizational factors potentially affecting performance include the availability of archival facilities and infrastructure, implementation of digital archival systems, support from unit leaders, institutional policies regarding archival management, and administrative culture within each unit. Archivists who are competent and highly motivated may still produce less optimal performance if the archival management system has not been implemented in an integrated manner. Recent studies have increasingly highlighted the importance of organizational infrastructure in supporting employee performance. For instance, Al-Omari and Okasheh (2021) found that workplace facilities, technological support, and effective organizational systems significantly enhance employee productivity and work quality. In addition, digital transformation research within public organizations has shown that integrated information systems improve efficiency, coordination, and service quality, thereby enabling employees to perform more effectively. These findings are particularly relevant to archival management, where document accessibility, information

systems, and inter-unit coordination play central roles in determining work outcomes. These findings demonstrate that improving archivists' performance cannot rely solely on individual development, but also requires improvements in institutional archival governance. Efforts to improve employee competence and motivation need to be accompanied by strengthening archival systems, providing adequate facilities, and enhancing organizational coordination so that archival management performance can improve optimally. The findings therefore support a systems perspective of performance management, which argues that employee performance results from the interaction between individual characteristics and organizational conditions. As noted by Aboramadan et al. (2021), investments in employee development programs will generate optimal outcomes only when accompanied by supportive organizational policies, adequate resources, and effective management systems. In the context of university archival management, strengthening archivists' competence and motivation should be integrated with institutional efforts to improve archival governance, digital infrastructure, and coordination mechanisms. Such a comprehensive approach is expected to produce sustainable improvements in archival performance and organizational effectiveness.

4. CONCLUSION

Based on the results of the study examining the effects of role conflict, competence, and motivation on archivists' performance at Ganesha University of Education, it can be concluded that role conflict does not have a significant effect on archivists' performance. The dual-task conditions experienced by archivists have not directly reduced performance because archivists have been able to adapt to the existing division of tasks. In contrast, competence and motivation were proven to have a positive and significant effect on archivists' performance. The higher the archivists' knowledge, skills, technical abilities, and professionalism, the better the resulting performance. In addition, work motivation reflected in enthusiasm, responsibility, job satisfaction, and clarity of work objectives was also able to improve the quality of archival task implementation. Simultaneously, role conflict, competence, and motivation significantly affected archivists' performance. These three variables were able to explain 42.1% of the variation in archivists' performance, while the remaining proportion was influenced by other factors outside the research model, such as organizational support, work culture, leadership, and archival management systems. The findings of this study indicate that improving competence and motivation is an important factor in supporting the effectiveness of archival management within the university environment.

Based on the research findings, Ganesha University of Education is recommended to strengthen archival governance through clearer task distribution for archivists, reinforcement of archival unit functions, and the development of an integrated digital archival system. In addition, unit leaders need to provide support for archival duties by allocating specific working time for archive management and improving administrative coordination so that archival tasks are not merely positioned as additional work. For archivists, continuous efforts to improve competence are necessary through training, mastery of digital archival technology, and strengthening professional work attitudes in order to optimize the quality of archival services. Meanwhile, future researchers are encouraged to include other variables that may influence archivists' performance, such as organizational support, work culture, leadership, and archival information systems, as well as to expand the research locations so that the findings become more comprehensive and possess broader generalizability.

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