

The Effect of Changes in Organizational Structure on Employee Performance with Employee Perceptions as a Mediating Variable

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Abstract

Purpose – The aim of this research is to analyze the effect of changes in organizational structure on employee performance with employee perceptions as a mediating variable.

Methodology - The population in this study was all permanent employees of Perumda Air Minum Tirta Mangutama. The sample was determined using the Slovin formula with the sampling technique used was proportional stratified random sampling, so that 75 respondents were obtained. The data analysis method used was Structural Equation Model-Partial Least Square (SEM-PLS) analysis.

Findings – The research results show that changes in organizational structure have a positive and significant effect on employee perceptions, changes in organizational structure have a positive and significant effect on employee performance, and employee perceptions have a positive and significant effect on employee performance. For the mediating influence of employee perceptions, the results show that employee perceptions act as a partial mediator on the influence of changes in organizational structure on employee performance.

1. Introduction

Human resources are one of the keys to a company's success, so companies must maintain their human resources to be developed and directed towards company goals. Human resources are the main driver for all existing lines to achieve organizational goals (Darmawan & Tanuwijaya, 2023). Human resource management is management that focuses on maximizing the abilities of employees or members through various strategic steps in order to improve employee or employee performance towards optimizing organizational goals (Edison, 2016). Considering that basically human resources are tasked with designing, installing, operating and maintaining the company's integral systems (Nasution, 2008). For this reason, it is important for every company to be able to maximize the performance of its employees to be able to achieve competitive advantage.

Triwahyuni & Ekowati (2017) state that employee performance is a manifestation of ability in the form of real work or the results achieved by employees in carrying out tasks given by the company. Perumda Tirta Mangutama Drinking Water, Badung Regency, is one of the Regional Companies within the Badung Regency Government and is given the task of providing services, maintenance and distribution of clean water *supplies* to the wider community, especially in the Badung Regency area. Companies that operate in the service sector of course in an effort to improve their performance are very dependent on their employees.

Considering the important role of companies for society, it is imperative for companies to be supported by qualified human resources so that they are able to provide optimal service to society. The phenomenon that occurs in the field shows that every year, there is an increase in the number of complaints and complaints from the public regarding PDAM pipe leaks and other technical problems. The following is data on complaints and resolution of customer complaints regarding services provided by Perumda Air Minum Tirta Mangutama Badung Regency for the 2019-2022 period, namely as follows.

Table 1. Summary of Customer Complaints and Complaint Resolution

Type of Complaint	Year	Number of Complaints	Status	
			Finished	Not Handled
Engineering related such as water quality, damaged water meters and leaking channels or pipes	2019	5,185	5,180	5
	2020	5,768	5,707	61
	2021	5,041	5,039	2
	2022	5,009	5,009	0
Consumer Service	2019	1,705	1,693	12
	2020	2,900	2,896	4
	2021	2,109	2,108	1
	2022	2,099	2,099	0

Source: Perumda Tirta Mangutama Drinking Water (2023)

Based on the data presented in Table 1, data reflects that employee performance in providing services to the community is not optimal. The lack of optimal service, which is reflected in complaints that have not been handled in their entirety by the company, gives rise to indications that there are factors suspected to be the trigger for the company's not yet optimal performance in handling complaints or consumer complaints. According to a survey conducted especially with field employees who deal directly with customers, it was stated that there are still problems with the division of work related to customer ratios, less effective communication flows between divisions and low control of the technical section related to water loss problems because there is no own responsibility unit so that the burden the work of employees in the technical section

becomes higher. This issue has actually received a response from management, so management is seeking changes related to the organizational structure. The Board of Directors of Perumda Air Minum Tirta Mangutama Badung Regency seeks changes related to the company's organizational structure as a first step to improving the flow of coordination between employees and optimizing the duties and responsibilities of each employee in order to be able to realize the company's vision and mission and to streamline tasks and responsibilities. work undertaken.

The change in organizational structure at Perumda Air Minum Tirta Mangutama, Badung Regency is intended to try to overcome the problems consistently experienced by the company every year which of course affect the company's overall performance, namely related to the problem of water loss. The problem of water loss was the main problem experienced by Perumda Air Minum Tirta Mangutama Badung Regency before there was a change in organizational structure, but after the structural change occurred with the existence of a water loss control unit, this problem was gradually resolved . The following is water loss data before and after the change in organizational structure, namely as follows:

Table 1.2 Water Loss Rate (Non Revenue Water)

Year	Amount of Distributed Water (m ³)	Amount of Water Sold (m ³)	Water Loss Rate (m ³)	Water Loss Rate (%)
2019	43,284,954 .00	26,016,263.00	17,268,691 .00	39.90
2020	40,648,328.00 _	22,801,768.00	17,846,560 .00	43.90
2021	35,255,256.00 _	20,306,316.00	14,948,940 .00	42.40
2022	36,328,723.00 _	22,494,293.00	13,834,430 .00	38.08
As of June 2023	19,015,595.00	12,169,798.00	6,845,797.00	36.00

Source: Performance report of Perumda Tirta Mangutama Drinking Water (2023)

The data in Table 2 also explains that the better the distribution of water and the more water sold, the impact it will have on reducing the level of water loss that occurs. Thus, it can be said that the performance of the Tirta Mangutama Drinking Water Company, Badung Regency, was not optimal when changes to the organizational structure had not been made, namely for the 2019-2021 period, where the level of water loss continued to increase significantly but had not yet reached the national threshold target for water loss tolerance of 25 percent. This requires special handling by the water loss control section or unit and also sufficient funding. In the transition process of changing the organizational structure with the formation of a water loss control unit, the level of water loss began to decrease, where as of June 2023, Perumda Air Minum Tirta Mangutama Badung Regency was able to minimize the level of water loss by 6 percent compared to 2021.

Changes that occur in an organization are normal and must even occur in an organization. Changes made by an organization are intended so that the organization can develop by adapting to existing changes (Kuznet in Jhingan, 1992: 420). Changes in organizational structure within Perumda Air Minum Tirta Mangutama Badung Regency is a strategic step taken to be able to improve the company's performance in the future. If the company wants to achieve the goals of implementing the implementation system, it needs employees with integrity, competence, professionalism, high performance and prosperity as well as an organizational structure that has the right function and the right size (rightsizing). This makes employee development and structuring the organizational structure the main keys to successfully achieving organizational goals.

Goal setting theory explains the relationship between the goals set and the performance achieved. The company will strive to continue carrying out transformations to be able to adapt the goals it wants to achieve with current business developments. Likewise with changes related to organizational structure. Of course, the role of employees is very important to achieve these goals because changes to the organizational structure will be successfully implemented if employees are able to understand the purpose of these changes. An approach carried out in a systematic and organized manner in the organizational structure can determine changes in the organization from a certain state to a future state in accordance with organizational goals (Ekechi, 2020). Research conducted by Methode (2019), Suhendar (2021) and Lailla & Mardi (2022) states that changes in organizational structure have a positive and significant effect on employee performance. In contrast to the research results obtained by Khaleghi, et al. (2013) found that changes in organizational structure did not have a significant effect on employee performance.

The existence of inconsistencies in the results of previous research regarding the influence of changes in organizational structure on employee performance shows that there are other factors that influence this variable, namely employee perceptions. Employee perception is a process of receiving, selecting, organizing and reacting to five sensory stimuli, information and data related to their work (Sobur, 2003). Employee perceptions reflect employee readiness to face changes in the company. Employee perception is an important thing that organizations must pay attention to because it is part of a change process (Siswanto & Haryati, 2020). Generally, employees will feel stressed and lack self-confidence when the company where the employee works makes changes within the company, such as transferring to a new department due to downsizing or developing the company's organizational structure. Employee perceptions can have an influence regarding the actions that employees will take which are reflected in their performance.

Changes in organizational structure are one of the factors that organizations must consider because they can affect employee performance (Shabrina, 2021). However, even though changes in the organization are aimed at changes towards progress and towards achieving improvements in employee work, for some employees there will definitely be those who do not accept these changes, which can give rise to different perceptions for each employee (Khosa et al., 2015) . Employee perceptions are important for top management to understand in terms of their relationship to the relationship between changes in organizational structure and performance. Employee perceptions can be a psychological picture of employees in carrying out their work, where employee perceptions will reflect the actions of the employee. By understanding the perceptions of employees, top management can develop policies to accommodate employees' negative perceptions of their workload by providing rewards for performance achieved or by adding incentives which can then encourage employees to be more motivated at work and can lead employees' perceptions in the right direction. better at his job.

This research aims to analyze the effect of changes in organizational structure on employee performance with employee perceptions as a mediating variable. It is hoped that the results of this research can be an additional reference for leaders in the work environment of Perumda Air Minum Tirta Mangutama Badung Regency to formulate policies to improve employee performance related to changes in organizational structure and employee perceptions.

The following is an overview of the conceptual framework of this research, namely as follows.

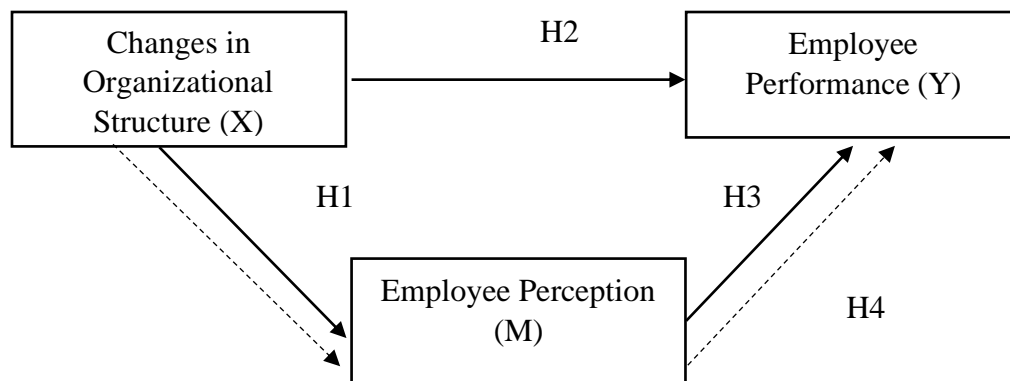


Figure 1. Research Conceptual Framework

Based on the explanation that has been described regarding the performance phenomenon of Perumda Air Minum Tirta Mangutama Badung Regency and the results of previous research as well as an overview of the research framework, the following hypothesis can be built:

Change in organization can covers change on vision and mission organization, goals, systems, strategy nor structure organization. Change structure organization done as Wrong One effort reach the right organization function and appropriate size (rightizing) so can give impact for member organization. There is change structure organization naturally can give rise to different perceptions _ between employee Where will is employees who have perception positive Because feel change structure organization will impact Good for organization in the future and there are those who have perception negative Because consider that change will give addition burden Work for employee. Results study Suhendar (2021) stated that perception about change structure organization from the employees very need noticed by a leader organization when happen changes in structure the organization, because will can determine policy must take so that will give impact positive for organization. Based on presentation that has been made outlined above, then can built hypothesis as following:

H1: Change structure organization influential positive and significant to perception employee

In carry out his job employee sued for can adapt self with all possibility possible changes happen in the future come. So as with change related with structure organization. The approach taken with method systematic and organized in structure organization can determine change in organization from circumstances certain to future state in accordance with objective organization (Ekechi, 2020). Change structure organization is one factors that must be considered by organization Because can influence performance employees (Shabrina, 2021). Results study Suhendar (2021) and Lailla & Mardi (2022) stated that change structure organization influential positive and significant to performance employee. Based on presentation that has been made outlined above, then _ can built hypothesis as following:

H2: Change structure organization influential positive and significant to performance employee

Perception employee is a process of receiving, selecting, organizing and give reaction on stimulation five senses, information and related data with his work (Sobur, 2003). Readiness employee in accept change reflected from perception employee the feel it on changes that occur, so can give rise to different perceptions on employees (Khosa et al., 2015). Different perceptions

between employee naturally can influence employee performance. Results study Sridiawati (2014), Parsidi & Hendrajaya (2015), as well as Saltson & Sharon (2015) stated that perception influential positive and significant to performance employee. Based on presentation that has been made outlined above, then can built hypothesis as following:

H3: Perception employee influential positive and significant to performance employee

In carry out his job employee sued for can adapt self with all possibility possible changes happen in the future come. So as with change related with structure organization. Employee will feel stress and not enough believe self when something organization Where employee the Work do change in organization, as in mutation to part new Because exists downsizing or development structure organization on company. Perception employee is a process of receiving, selecting, organizing and give reaction on stimulation five senses, information and related data with his work (Sobur, 2003). Change structure organization is one factors that must be considered by organization Because can influence performance employees (Shabrina, 2021). However, although change in organization the aim for change toward progress and going to achieved enhancement Work employee, share part employee still just for no accept change that, so can give rise to different perceptions on employees (Khosha et al., 2015). Based on presentation that has been made outlined above, then can built hypothesis as following:

H4: Employee perceptions are able to mediate the relationship between changes in organizational structure and employee performance

2. Research Methods

This research has a quantitative research design with the aim of developing and using mathematical models, theories and hypotheses that are appropriate to the phenomenon being investigated. The scope of the research focuses on phenomena related to employee performance, changes in organizational structure and employee perceptions at Perumda Air Minum Tirta Mangutama, Badung Regency. The reason for choosing the research location at Perumda Air Minum Tirta Mangutama, Badung Regency was because phenomena were found related to employee performance problems related to changes in organizational structure and employee perceptions.

The dependent variable in this research is employee performance. Mangkunegara (2017:10), defines employee performance as work performance or work results, both quality and quantity, achieved by employees per unit period of time in carrying out their work duties in accordance with the responsibilities given to them. The dimensions for measuring employee performance are quality, quantity, timeliness, effectiveness, independence and work commitment (Hasibuan, 2013). The independent variable in this research is changes in organizational structure. Changes in organizational structure are carried out as an effort to achieve an organization with the right function and right size (rightsizing) so that it can have an impact on members of the organization. The dimensions for measuring changes in organizational structure are downsizing/upsizing, delayering, decentralization. The mediating variable in this research is employee perception. Employee perception is a process of receiving, selecting, organizing and reacting to five sensory stimuli, information and data related to their work (Sobur, 2003). Dimensions for measuring employee perceptions include cognitive components, affective components and conative components.

The population in this study were all permanent employees of Perumda Air Minum Tirta Mangutama, totaling 293. The sample was determined using the Slovin formula with the sampling technique used was proportional stratified random sampling, so that 75 respondents were obtained. Data collection in this research was carried out using an instrument in the form of a questionnaire. The data analysis method used is descriptive analysis and inferential analysis with Structural Equation Model-Partial Least Square (SEM-PLS) analysis.

3. Results and Discussions

Respondents in this study were permanent employees who worked in the Tirta Mangutama Regional Public Company, Badung Regency, who were determined using the sampling method, namely proportional stratified random sampling, namely taking samples from members of the population randomly and proportionally stratified. The selection of respondents was based on the number of employees in each work unit in proportion to the total number of respondents being 75 employees.

Testing the validity and reliability of research instruments aims to prove that the data collected through distributing questionnaires is valid and reliable. The results of the validity test found that all research instrument indicators had a correlation coefficient of > 0.30 , which means that all indicators for each research variable could be declared valid. Meanwhile, for reliability testing, it can be seen from the Cronbach's alpha value > 0.60 . The test results show that all questionnaires in this study meet the requirements for reliability testing. The results of instrument testing show that all instruments in this research are valid and reliable so that all research questionnaire items are suitable for use and further analysis.

This research collected data from 75 employees with permanent employee status at Perumda Tirta Mangutama Badung Regency whose characteristics were grouped according to gender, age, highest level of education and length of service. The characteristics of research respondents at Perumda Air Minum Tirta Mangutama Badung Regency are based on the dominant gender of employees being male, with a percentage of 74.67 percent, while the remaining 25.33 percent are female. The dominant age of research respondents was 36-45 years old at 53.33 percent. The percentage over 45 years old is 26.67 percent, the age range 25-35 years is around 17.33 percent. The remaining 2.67 percent are less than 25 years old. Based on the latest educational characteristics, around 64 percent of employees have a Bachelor's degree. The final Diploma education level is around 25.33 percent. The remaining 10.67 percent had a recent educational history, namely Master's degree. For length of service, the dominant figure has a service period of more than 10 years, around 77.33 percent. Employees with 6-10 years of service have a percentage of 12 percent. Meanwhile, employees with a service period of 3-5 years are 8 percent and the remaining 2.67 percent have a service period of 1-2 years.

Evaluation of the measurement model (outer model) is applied to all research variables. Evaluation of the outer model includes two things, namely validity testing and construct reliability testing. Validity testing is carried out by conducting Convergent Validity and Discriminant Validity tests. The convergent validity test on reflective indicators can be seen from the loading factor for each construct indicator.

Table 3. Outer Loadings Indicators

Indicator	Estimated Value of Outer Loadings
M.1	0.869
M. 10	0.748
M.2	0.796
M.3	0.805
M.4	0.717
M.5	0.737
M.6	0.882
M.7	0.752
M.8	0.764
M.9	0.760
X.1	0.804
X.2	0.831
X.3	0.865
X.4	0.882
X.5	0.823
X.6	0.854
Y.1	0.918
Y.2	0.810
Y.3	0.867
Y.4	0.944
Y.5	0.924
Y.6	0.806
Y.7	0.889
Y.8	0.893

Source: processed primary data (2023)

Loading factor estimation, the item values are generated by the constructs of changes in organizational structure, employee perceptions and employee performance has met the convergent validity standard values because all loading factor values are greater than 0.70. Thus it can be concluded that all constructs in this research are valid.

Discriminant validity relates to the principle that measures (manifest variables) of different constructs should not be highly correlated. The way to test discriminant validity on reflective indicators is to use the Fornell-Larcker Criterion Test. Based on the Fornell-Larcker criteria, the discriminant validity condition is met if the root of the AVE for each latent variable is greater than the correlation of the relationship between the latent variables.

Table 4. Fornell-Larcker Criterion Test

Variable	Average Variance Extracted (AVE)	Employee Performance	Employee Perceptions	Changes in Organizational Structure
Employee Performance	0.779	0.883		
Employee Perceptions	0.616	0.760	0.785	
Changes in Organizational Structure	0.712	0.686	0.601	0.844

Source: processed primary data (2023)

Based on Table 4, all the roots of the AVE (Fornell-Larcker Criterion) for each construct are greater than the correlation with other variables. Because all latent variables have AVE root values > correlation with other constructs, the discriminant validity requirements in this model have been met.

Test reliability can be measured by looking at the Cronbach's Alpha and Composite Reliability values. The guidelines commonly used to assess construct reliability are Cronbach's Alpha and Composite Reliability > values 0.70.

Table 5. Cronbach's Alpha and Composite Reliability Values

Variable	Cronbach's alpha	Composite reliability
Employee Performance	0.959	0.966
Employee Perceptions	0.931	0.941
Changes in Organizational Structure	0.919	0.937

Source: processed primary data (2023)

Based on Table 5, it can be seen that the distribution of Cronbach's Alpha and Composite Reliability values for each construct is greater than 0.70, so it can be stated that the measuring instrument used is free from random error problems or can be declared reliable.

Inner model evaluation includes two main things, namely evaluating the goodness of fit of the model and evaluating the influence of exogenous variables on endogenous variables through hypothesis testing. Evaluation of influence includes direct influence and mediation influence. In the structural model evaluation testing, several types of testing will be carried out, including R-Square (R^2) and Goodness of Fit (GoF) testing. R-Square (R^2) can show the strength and weakness of the influence that the dependent variable has on the independent variable. An R-Square (R^2) value of 0.67 is classified as a strong model, an R-Square (R^2) of 0.33 is a moderate model, and an R-Square (R^2) of 0.19 is classified as a weak model.

Table 6. Distribution of R^2 and Adjusted R^2

Variable	R-square	R-square adjusted
Employee Performance (Y)	0.660	0.650
Employee Perception (M)	0.362	0.353

Source: processed primary data (2023)

Table 6 shows that the R-square value of employee perception amounted to 0.362; then this model includes moderate model criteria, meaning that variations in organizational structure changes are able to explain variations in employee perceptions of 36.20 percent, the remaining 63.80 percent is explained by variations in other variables outside the analyzed model. Meanwhile,

employee performance has an R-square value of 0.660 or moderate to strong, meaning that variations in changes in organizational structure and employee perceptions are able to explain variations in employee performance of 66.00 percent, the remaining 34.00 percent is explained by variations outside the model.

Goodness of Fit (GoF) is a measurement of overall (global) model accuracy, because it is considered to be a single measurement of outer model measurements and inner model measurements. The criteria for strong or weak models based on Goodness of Fit (GoF) measurements are as follows: 0.36 (GoF large), 0.25 (GoF medium), and 0.10 (GoF small). Calculations with GoF show the average R-square value is 0.511 while the average AVE is 0.702, so the GoF value is $\sqrt{A \cdot R^2 \cdot A \cdot AVE} = \sqrt{0.511 \cdot 0.702} = \sqrt{0.359} = 0.599$, meaning that the global model is highly predictive. The model used in the estimation shows a good model (fit model).

Statistical testing in this research was carried out on the relationship between exogenous variables, namely the relationship between changes in organizational structure (X) and endogenous variables, namely employee performance (Y) and the endogenous variable mediating employee perceptions (M). The results of statistical testing of direct effects and indirect effects are presented in Table 7.

Table 7. Statistical Results of Direct Effects and Indirect Effects of Research Variables

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Employee Perception -> Employee Performance	0.544	0.517	0.118	4,616	0,000
Changes in Organizational Structure -> Employee Performance	0.359	0.373	0.104	3,433	0.001
Changes in Organizational Structure -> Employee Perceptions	0.601	0.606	0.084	7,147	0,000
Changes in Organizational Structure -> Employee Perception-> Employee Performance	0.327	0.315	0.090	3,625	0,000

Source: processed primary data (2023)

Based on Table 7. of the three research hypothesis tests for direct influence and one for indirect influence between research variables The results obtained show that there is a positive and significant influence on the relationship between these variables. This is indicated by the value T-statistics > 1.96 and p-value < 0.05.

The results of the research found that there is a positive and significant influence between the variables of organizational structure change on the perceptions of Perumda Air Minum Tirta Mangutama employees. This implies that there is a unidirectional relationship between changes in organizational structure and employee perceptions Tirta Mangutama Drinking Water Municipal Corporation. That the better the implementation of organizational structure changes at Perumda Air Minum Tirta Mangutama, the better the employee's perception of their work at the Tirta Mangutama Drinking Water Municipal Corporation.

The results of the research found that there is a positive and significant influence between the variables of organizational structure change on the performance of Perumda Tirta Mangutama

Drinking Water employees. This implies that there is a unidirectional relationship between changes in organizational structure and employee performance Tirta Mangutama Drinking Water Municipal Corporation. That the better the implementation of organizational structure changes at Perumda Tirta Mangutama Drinking Water, employee performance The Tirta Mangutama Drinking Water Perumda is also increasing.

The research results found that there was a positive and significant influence between the employee perception variables on the performance of Perumda Tirta Mangutama Drinking Water employees. This implies that there is a unidirectional relationship between employee perceptions and employee performance Tirta Mangutama Drinking Water Municipal Corporation. That the better the perception that employees have of their work, the better the employee's performance The Tirta Mangutama Drinking Water Perumda is also increasing.

Employee perceptions has a positive and significant mediating role or it can be stated that employee perception is only a partial mediator in the influence of changes in organizational structure on employee performance. Based on the prediction results, the estimate for *the* interaction effect is 0.327, which is positive but still smaller than the prediction of a direct relationship from changes in organizational structure to employee performance of 0.359. Because of the impact on employee perceptions as a mediator of the construct of organizational structure change is positive, then this research can prove that the construct of organizational structure change strengthens the position of employee perception as a mediator for strengthening employee performance. That the organizational structure changes can choose two paths (path) in strengthening employee performance, because the path through mediation is positive, so that both paths are traversed by the construct of organizational structure change has strategic value in order to strengthen employee performance.

4. Conclusions

Based on the results of the research and discussions that have been carried out, several conclusions can be conveyed as follows. Changes in organizational structure have a positive and significant effect on the perceptions of employees of Perumda Air Minum Tirta Mangutama Badung Regency. Changes in organizational structure have a positive and significant effect on employee performance. Employee perceptions have a positive and significant effect on employee performance. For the mediating effect, it was concluded that employee perceptions partially mediate the influence of changes in organizational structure on the performance of employees of Perumda Air Minum Tirta Mangutama, Badung Regency. The better the implementation of organizational structure changes which are complemented by the positive perception that employees have of their work, the more the performance of employees at Perumda Air Minum Tirta Mangutama Badung Regency will increase.

Referring to the conclusions above, the suggestions that can be given are as follows. Considering that the research only involved two variables that influence employee performance, it can be suggested that for further research, there is still the opportunity to add research variables which of course are adjusted to the phenomena that occur, such as workload and organizational commitment. In addition, further research can dissect performance-related problems using a qualitative approach considering that phenomena related to changes in organizational structure are unique or rarely occur.

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