

THE INFLUENCE OF CHANGE MANAGEMENT AND ORGANIZATIONAL CULTURE TO EMPLOYEE PERFORMANCE STUDY AT SAM RATULANGI UNIVERSITY RECTORATE**PENGARUH MANAJEMEN PERUBAHAN DAN BUDAYA ORGANISASI TERHADAP KINERJA ORGANISASI STUDI DI REKTORAT UNIVERSITAS SAM RATULANGI**

by :

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Abstract: This research titled: The Influence Of Change Management And Organizational Culture To Employee Performance Study At Sam Ratulangi University Rectorate. This study aims to determine the impact of change management and organizational culture on employee performance simultaneously and partially. Total sample are 75 respondents. The research was conducted at Sam Ratulangi University Rectorate office in Manado City North Sulawesi Province. Data analysis using multiple linear regression analysis, t test and F test. The results showed that, change management has significant and positive impact on employee performance, change management become the highest impact factor to employee performance compare other variable in this research. Organizational culture has significant and positive impact on employee performance, organizational culture become the lowest impact factor to employee performance compare other variable. Suggestion of this research is Sam Ratulangi University in order to improve the employee performance of this organization should focus first of all on the change management also the organizational culture as the proxy of employee performance.

Keywords: *change management, organizational culture, employee performance*

Abstrak: Penelitian ini berjudul: Pengaruh Perubahan Manajemen Dan Budaya Organisasi terhadap Kinerja Pegawai di Rektorat Universitas Sam Ratulangi. Penelitian ini bertujuan untuk mengetahui dampak perubahan manajemen dan budaya organisasi terhadap kinerja karyawan secara simultan dan parsial. Total sampel adalah 75 responden. Penelitian dilakukan di Kantor Rektorat Universitas Sam Ratulangi di Kota Manado Provinsi Sulawesi Utara. Analisis data menggunakan analisis regresi linier berganda, uji t dan uji F. Hasil penelitian menunjukkan bahwa, manajemen perubahan berpengaruh signifikan dan positif terhadap kinerja karyawan, manajemen perubahan menjadi faktor dampak tertinggi terhadap kinerja karyawan dibandingkan variabel lain dalam penelitian ini. Budaya organisasi berpengaruh signifikan dan positif terhadap kinerja karyawan, budaya organisasi menjadi faktor dampak terendah terhadap kinerja karyawan dibandingkan variabel lainnya. Saran dari penelitian ini adalah Universitas Sam Ratulangi dalam rangka meningkatkan kinerja karyawan organisasi ini harus fokus terlebih dahulu pada perubahan manajemen juga budaya organisasi sebagai proxy kinerja karyawan.

Kata Kunci : *manajemen perubahan, budaya organisasi, kinerja organisasi*

INTRODUCTION**Research Background**

The emergence of new economies has made new opportunities also new threats for many organisations, both private and public. This has resulted in most traditional organisations, public sector organisations must accept the phenomenon of change and often coming to realise that if they do not change they will perish. However, this is easier said than done, change remains difficult to pull off, most organisations 'have had low success rates the fact is that approximately 70% of all change in organization maybe fail. The successful organisations of the future, be it private or public, must be prepared to embrace the concept of change management or face extinction. Many organisations fail in their change initiatives because some senior personnel tend to rush these initiatives in their organisations, losing focus and becoming overwhelmed by the literature advising on why organisations should change, what organisations should strive to accomplish and how organisations should implement change. Thus, it can be argued that implementing change in both private and public organisations is no easy task to accomplish.

Sam Ratulangi University as one of the public organizations working in the field of higher education must continue to improve the performance of its employees. This is done in order to achieve the objectives of the organization include the vision and mission of the organization as well as a variety of goals and objectives of the organization both short term, medium term and long term. This has an impact on the organization as a whole.

At the rectorate of Sam Ratulangi University there are some changes in the field of management that apply especially related to the changes management related the overall organization, which is: financial management where the organization implements new financial governance that is intended to facilitate the preparation of financial statements and also accelerate the making of reports also accelerate the disbursement of various matters related to finance such as salary, lecturer and employee performance benefits, as well as various other financial related matters.

To achieve the above, this study sought to assess the impact of changes in the organization and also the organizational culture on employee performance in environments of Unsrat. It is expected to be known to a variety of important factors that could encourage employee performance, especially in terms of organizational and cultural change.

In addition, the organizational culture at the Sam Ratulangi University Rectorate of has been created since the beginning to create the civil servants of the state professional, adopt Pancasila value, loyal, and innovative characters. This is done in order to deal with the various changes related to work and staffing within the Sam Ratulangi University. Professionalism in which work with high performance and avoid the things that can create corruption, collusion and nepotism. While the character of Pancasila means that employees can be able to implement the values of Pancasila in work, loyal means that employees are able to obey the upperordinate and conceal a variety of country task, and innovative where employees can to create new things or breakthroughs in creating opportunities and find solutions to the problems at hand.

Research Objectives

Regarding the problem which have been formulated and identified that is mentioned in previous section, the research objective are:

- 1 To analyze the influence of change management and organizational culture on employee performance at Sam Ratulangi University Rectorate simultaneously.
- 2 To analyze the influence of change management on employee performance at Sam Ratulangi University Rectorate partialy.
- 3 To analyze the influence of organizational culture on employee performance partialy at Sam Ratulangi University Rectorate partialy.

THEORITICAL FRAMEWORK**Human Resources Management**

Storey (2001:7) noted that the beliefs of human resources management included the assumptions that it is the human resource that gives competitive edge, that the aim should be to enhance employee commitment, that human resource decisions are of strategic importance and that therefore human resource policies should be integrated into the business strategy. Human resource management is the part of the organization that is concerned with the “people” dimension (DeCenzo and Robbins, 2005). The policies and practices involved in carrying out the “people” or human resources aspects of a management position, including recruitment, screening, training and appraising (Dessler, 2007).

Change Management

Nilakant and Ramnarayan (2006) argue that change management is a systematic approach to dealing with change, both from the perspective of an organization and on the individual level. A somewhat ambiguous term, change management has at least three different aspects, including: adapting to change, controlling change, and effecting change. Gill (2003) argues that change is a process of taking an organization (or a nation) on a journey from its current state to a desired future state and dealing with all the problems that arise along the journey, then change is about leadership as well as management.

Organizational Culture

Organizational culture also has effect on the productivity level of the organization in the sense that it influences employee’s behavior to work and it is the input of the employees to the organization that determines the organizational productivity level. Robbins and Coutler (2013:512) examined that organizational culture as the drive that recognizes the efforts and contributions of the organizational members and provides holistic understanding of what and how is to be achieved, how goals are interrelated, and how each employee could attain goals. Holan and Phillips (2004) studied that it was a focus of intensive investigation by management researchers that how organizations create, transfer and retain information. It has been suggested that organizational culture affects such outcomes as productivity, performance, commitment, self-confidence and ethical behavior (Shani and Lau, 2005).

Employee Performance

Employee performance is vital for the success of every organization and profitability in this dynamic environment. Employee performance is a process for establishing a shared workforce understanding about what is to be achieved at an organizations level. Performance is defined as the record of outcomes produced on a specified job function or activity during a specified time period. Cascio (2006) in Awadh and Saad (2013) defined employee performance is the degree of an achievement to which an employee’s fulfill the organizational mission at workplace

Conceptual Framework

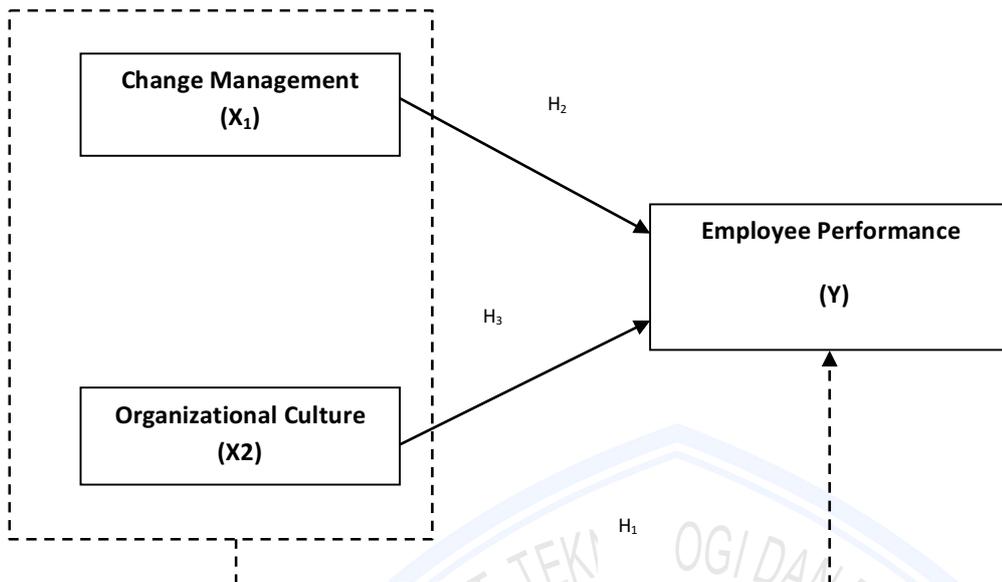


Figure 1. Conceptual Framework

Hypotheses Testing

Based on Figure 1., forming three hypotheses testing in this research that can be tested, regarding of the problems and objectives, which are:

- H₁ There is a significant influence of change management and organizational culture to employee performance simultaneously.
- H₂ There is a significant influence of change management to employee performance partially.
- H₃ There is a significant influence of organizational culture to employee performance partially.

RESEARCH METHOD

Type of Research

This research type use causal type of research. Causal research, also called explanatory research, which is the investigation of (research into) cause-and-effect relationships. Quantitative research or quantitative method based on Sugiyono (2013) defined as research method based on positivism paradigm that used to investigate spesifice population or samples.

Population and Sample

Population is the entire group of people, events or things of interest that the researcher wishes to investigate. (Sekaran and Bougie 2010). The population that is mainly observed in this current research are all employee in Sam Ratulangi University Headquarter approximately 300 employees. Amount of

respondents or total respondents become sample in this research are 75 respondents. This sample is minimum sample to analyze with quantitative analysis especially with multiple linear regression analysis and hypothesis testing.

Data Collection Method

The source of data that used is primary data which is the information that we obtained first-hand by the researcher on the variables of interest for the specific purpose of the study (Sekaran & Bougie, 2010) in this study primary data is the data that collected from the questionnaire of respondent by direct survey, go to the field an spread the questionnaire.

Operational Definition and Measurement of Research Variables

This research defines the variables in Table 2.

Data Analysis

Regression analysis is a statistical process for estimating the relationships among variables. It includes many techniques for modeling and analysing several variables, when the focus is on the relationship between a dependent variable and one or more independent variables (Sugiyono, 2013). Multiple regression models take the following term: $Y = \alpha + \beta_0 + \beta_1 X_1 + \dots + \beta_n X_n + \varepsilon$

The formula of multiple regression analysis method that used in this research is as follow:

α	=	Intercept
β_1	=	X_1 regression coefficient
β_2	=	X_2 regression coefficient
ε	=	Standard of error
Y	=	Employee Performance
X_1	=	Change Management
X_2	=	Organizational Culture

RESULT AND DISCUSSION

Result

Multiple Regression Analysis

The following table is a summary of the summary table models, coefficients , and ANOVA .

Table 1. Multiple Regression Test

	Regression Coefficient (b)	Std. Error	Beta	t _{count}	Sig.	Description
Constanta	7,014	3,239		2,166	,034	
X_1	,382	,131	,318	2,910	,005	Significant
X_2	,303	,126	,263	2,406	,019	Significant
R (Multiple R)		=	0.472			
R Square		=	0.223			
Adjusted R Square		=	0.201			
F _{count}		=	10.335			
t _{table}		=	1.679			
Sig. F		=	0.000			

n	=	75
α	=	0.05 (5%)

(Source: Data Processed, 2017)

Based on Table 1. can be written in the form of regression equation Coefficients Standardized forms obtained by the following equation:

$$Y = 7.014 + 0.382X_1 + 0.303X_2$$

Explanations:

X1 = Change Management

X2 = Organizational Culture

Y = Employee Performance

The regression equation can be explained as follows :

1. Constanta value of 7.014 independent variables consist of change management or X_1 , X_2 or organizational culture, increased by 1 scale , employee performance will be increased by 7.014.
2. The regression coefficient of 0.382 means change management, if change management increased by 1 scale in the answers of respondents will increase employee performance by 0.382.
3. The regression coefficient of 0.303 means the organizational culture, if organizational culture increases by 1 scale in the answers of respondents will increase employee performance by 0.303.

Correlation Coefficient and Determination Coefficient Test Results

The influence of change management, and organizational culture can be seen via the correlation coefficient is mainly used to employee performance in Sam Ratulangi University Rectorate Organization. The correlation coefficient R is 0.472 or this suggests that the influence of change management, and organizational culture to the employee performance of Sam Ratulangi University Rectorate, have a positive effect for 0.472, or 47.2 per cent.

Coefficient of Determination results, or R square (r^2) is 0.223 which showed that 22.3 per cent of employee of Sam Ratulangi University Rectorate Organization, influenced by change management, and organizational culture while the rest: 0.777 or 77.7 per cent ($1 - 0.223 = 0.777$ or 100 per cent – 22.3 per cent = 77.7 per cent) influenced by other causes are not examined in this study .

Hypotesis Testing

Hypothesis Testing Simultaneously (F Test)

F Test performed to test the significance of the relationship between independent variables and the dependent variable overall. The test results obtained at Table 2:

Table 2. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	125,424	2	62,712	10,335	,000 ^b
	Residual	436,896	72	6,068		
	Total	562,320	74			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

(Source: Data Processed, 2017)

The test results for the overall regression model variables indicate the value of F count = 10.335 with 0.000 significance. By using the 0.05 limit (5 per cent). The results found that the significance value less than 0.05 (<5 per cent). With the direction of the positive coefficients, thus found that the hypothesis that the variable change management, and organizational culture together have a significant effect on employee performance is accepted or proven.

Based on the results of hypothesis testing in particular the model of the research, especially in F Test, consist about model test or simultaneously impact of independent variable to dependent variable found that the research model consisting of : change management, and organizational culture has a positive and significant influence on employee performance. This model applies to Sam Ratulangi University Rectorate employee.

Partial Hypothesis Testing (t Test)

To see the effect of the partial between consumer attitude (X_1), and brand equity (X_2), can be seen in Table coefficient in Table 3..

Table 3. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	7,014	3,239		2,166	,034		
	X1	,382	,131	,318	2,910	,005	,902	1,109
	X2	,303	,126	,263	2,406	,019	,902	1,109

a. Dependent Variable: Y

(Source: Data Processed, 2017)

T test is done to see presence / absence of the influence of change management, and organizational culture on employee performance in Sam Ratulangi University Rectorate. T test can be performed by using the criteria of hypothesis testing:

- If $t_{\text{count}} \leq t_{\text{table}} (\alpha = 0,05)$, than H_0 accept and H_a reject.
- If $t_{\text{count}} > t_{\text{table}} (\alpha = 0,05)$, than H_0 reject and H_a accept.

Based on Table 3:

1. Change management variable, t count 2.910 > T table 1.679, thereby H_a accepted, and reject H_0 who claim there is no influence of change management to employee performance. Thus the second hypothesis which states there is the influence of change management to employee performance is accepted or proven.
2. Organizational culture variable, t count 2.406 > T table 1.679, thereby H_a accepted, and reject H_0 who claim there is no influence of organizational culture to employee performance. Thus the third hypothesis which states there is the influence of organizational culture to employee performance is accepted or proven.

According to the result show above, this research finding are:

1. Hypothesis testing found that change management has significant and positive impact on employee performance on Sam Ratulangi University Rectorate or change management has influence on employee performance partially especially on Sam Ratulangi University. Change management has the highest impact on employee performance compare to other variable.
2. Hypothesis testing found that organizational culture has significant and positive impact on employee performance on Sam Ratulangi University Rectorate or organizational culture has influence on employee performance partially especially on Sam Ratulangi University. Organizational culture has the lowest impact on employee performance compare to other variable.

Discussion**Impact of Change Management and Organizational Culture On Employee Performance**

Based on the results of statistical tests found that simultaneously change management, and organizational culture influence on employee performance at Sam Ratulangi University Rectorate organization. The results of this study indicate that the model is suitable or fit for the selected F test and test results showed that change management, and organizational culture influence on employee performance simultaneously and significant on employee at Sam Ratulangi University Rectorate.

Based on these results, the organization which is Sam Ratulangi University can use this research model that simultaneously uses a factor in change management and organizational culture for predicting the employee performance. Other researchers are focusing on the research field of management science and the science of human resource management needs to pay attention to these findings by replicating the results of this research which are impact of change management and organizational culture to employee performance on the object of other research in other organization.

Based on this research model the concept of change management as well as organizational culture as one of the key in achieving organizational performance in which the role of these two factors or variables significantly influence the improvement of organizational performance, especially in Unsrat Rectorate. Other things beyond this research model can also be an additional factor in relation to organizational performance, but the two independent variables are important to the overall organizational performance.

Impact of Change Management To Employee Performance

Based on the test that the t test statistics can be explained that the effect on change management on employee performance at Sam Ratulangi University Rectorate with a positive and significant coefficient. Change management variabel become the highest variable that impact to employee performance in this research. Results of this study together and support previous research from research: Ndahiro et al., (2015), Khosa et al., (2015) in which study found that change management variables affect the employee performance. In this study also found to change management influenced to employee performance. These results prove or reinforce previous research that.

Based on these results the organization which is Sam Ratulangi University Rectorate can make a factor that is change management as one of the important in predicting the employee performance, especially with regard to various factors that could make employee work with good and better work. Other researchers are focusing on the research field of management science and the science of marketing management needs to pay attention to these findings which is impact of change management to employee performance by replicating the results of this research on the object of other research in other public state university organization just like Sam Ratulangi University in Manado.

Change management is a systematic approach to dealing with change, both from the perspective of an organization and on the individual level. A somewhat ambiguous term, change management has at least three different aspects, including: adapting to change, controlling change, and effecting change. Change is a process of taking an organization (or a nation) on a journey from its current state to a desired future state and dealing with all the problems that arise along the journey, then change is about leadership as well as management.

Change management is important in improving organizational performance. Change management both incremental and radical change management impact on organizational performance change. Where the increased management of changes made it will also increase the overall performance of the organization. In addition to globally in a change management company also has a micro impact in a company especially improve the organization individually. This is in order to encourage individual innovation, especially in relation to finding new solutions, creating something new, and the independence of an employee in solving problems and finding solutions to various organizational challenges.

Impact of Organizational Culture To Employee Performance

Based on the test that the t test statistics can be explained that the effect on organizational culture on employee performance at Sam Ratulangi University Rectorate with a positive and significant coefficient. Organizational culture variabel become the lowest variable that impact to employee performance in this research. Results of this study together and support previous research from research: Awadh and Saad (2013), Uddin et al., (2013) in which study found that organizational culture variables affect the employee performance. In this study also found to organizational culture influenced to employee performance. These results prove or reinforce previous research that.

Based on these results the organization which is Sam Ratulangi University Rectorate can make a factor that is organizational culture become one of the important factor in predicting the employee performance, especially with regard to various factors that could make employee work with good and better work. Other researchers are focusing on the research field of management science and the science of marketing management needs to pay attention to these findings which is impact of organizational culture to employee performance by replicating the results of this research on the object of other research in other public state university organization just like Sam Ratulangi University in Manado.

Organizational culture as the drive that recognizes the efforts and contributions of the organizational members and provides holistic understanding of what and how is to be achieved, how goals are interrelated, and how each employee could attain goals. According study of Holan and Phillips (2004) that it was a focus of intensive investigation by management researchers that how organizations create, transfer and retain information. It has been suggested that organizational culture affects such outcomes as productivity, performance, commitment, self-confidence and ethical behavior. Organizational culture is literally described by many researchers in diverse studies for various measures. Culture is critical to understanding any society or group. Through the process of socialization individuals bring into groups. Groups have the capacity to shape, influence, and determine group members' outlooks, viewpoints, outputs, attitudes and indeed behaviors.

Organizational culture is also important and has an impact on organizational performance. Organizational culture as a guide for individuals and organizations to act and behave as well as to guide the whole organization in working is very important for an organization. Even a good organizational culture and focus on creating high-performance environments will improve the performance of the organization in an actual way. This is because the entire ecosystem of the organization is driven to something certain such as high performance that this organizational culture is critical and critical in relation to creating a high performing organization.

CONCLUSSION AND RECOMMENDATION

Conclusion

Conclulsion of this research are:

1. Based on the results of hypothesis testing in particular the model of the research found that the research model consisting of : change management, and organizational culture has a positive and significant influence on employee performance. This model applies in Sam Ratulangi University Rectorate organization at Manado City.
2. Based on the results of hypothesis testing found that change management has significant and positive impact on employee performance on Sam Ratulangi University Rectorate organization. Change management has the highest impact factor to employee performance compare other variable.
3. Based on the results of hypothesis testing found that organizational culture has significant and positive impact on employee performance on Sam Ratulangi University Rectorate organization. Organizational culture has the lowest impact factor to employee performance compare other variable.

Recommendation

Recommendations of this research are:

1. Sam Ratulangi University in order to improve the employee performance of this organization should focus first of all on the change management also the organizational culture as the proxy of employee performance.
2. Employee as the key factors of company performance must become central of management attention especially in higher education organization like university. Sam Ratulangi must make this finding become input of management make the organization better and better.
3. Other researchers are focusing on the research field of management science and the science of human resource management needs to pay attention to these findings by replicating the results of this research on the object of other research in other organization.

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