THE INFLUENCE OF EMPLOYEE PERCEPTION AND ORGANIZATIONAL CULTURE TO ORGANIZATIONAL CHANGE AT PT HONDA MARTADINATA 2 MANADO

PENGARUH PERSEPSI PEGAWAI DAN BUDAYA ORGANISASI TERHADAP PERUBAHAN ORGANISASI DI PT HONDA MARTADINATA 2 MANADO

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Abstract: The purpose of this study is to evaluate the influence of employee perception and organizational culture to organizational change at PT. Honda Martadinata 2, Manado. Employee perception is one of the factors that have big impact on the process on successfully implemented change, it support by giving each of employee individuals view to get variance strategy from different employee on facing organizational change. Therewith, organizational culture guides the process of change, by ensuring the leader and employees have a positive relation to make the process be effective and efficient. Organizational culture becomes the foundation to support organizational change. The data of this research was collected through an online survey questionnaire using slovin sampling technique of 63 employee of PT. Honda Martadinata 2, Manado. The findings may be useful for the organization to understand better about how the organizational change to be successful and reduce the negative reaction towards change process on the organization.

Keywords: *Employee Perception, Organizational Culture, Organizational Change*

Abstrak: *Tujuan dari penelitian ini adalah untuk mengevaluasi pengaruh persepsi karyawan dan budaya organisasi terhadap perubahan organisasi pada PT. Honda Martadinata 2, Manado. Persepsi karyawan merupakan salah satu faktor yang berpengaruh besar terhadap proses perubahan yang berhasil dilaksanakan, hal ini didukung dengan memberikan pandangan kepada setiap individu karyawan untuk mendapatkan varian strategi dari karyawan yang berbeda dalam menghadapi perubahan organisasi. Dengan demikian, budaya organisasi memandu proses perubahan, dengan memastikan pemimpin dan karyawan memiliki hubungan yang positif sehingga proses tersebut menjadi efektif dan efisien. Budaya organisasi menjadi landasan untuk mendukung perubahan organisasi. Data dalam penelitian ini dikumpulkan melalui kuesioner survei online dengan menggunakan teknik slovin sampling terhadap 63 karyawan PT. Honda Martadinata 2, Manado. Temuan tersebut dapat bermanfaat bagi organisasi untuk lebih memahami bagaimana perubahan organisasi menjadi sukses dan mengurangi reaksi negatif terhadap proses perubahan pada organisasi.*

Kata Kunci: *Persepsi Pegawai, Budaya Organisasi, Perubahan Organisasi*

INTRODUCTION

Research Background

The business world is faced with continues and divergent change, the development of competitive business led to the major changes of the corporations and organizations. All organizations are facing phase to do change and follow the market. To do a change on a corporations or organizations the company needs to evaluate the employee perception to avoid any bias or vested interest when planning a change. Individual readiness to change is an important factor in organization success to implement change. To help employees be better motivated and ready to change, it is important for the leaders of the company to understand the factors affecting individual readiness to change. Organizational culture can synchronize perception in terms of behavior guidance. The appropriate organizational culture can efficiently facilitate change; also a leader can increase employee readiness to change to gain positive impact for the organization.

Examining employees' subjective experience of change may reveal that employees are not necessarily resisting the change itself, but rather perceived undesirable outcomes of change (Dent and Goldberg, 1999) or the process of implementing the change. Leader behavior is crucial during organizational change, as leaders provide a vision of the change; give direct support to employees and model appropriate behavior. These actions help to build stability during change and enhance employees' commitment to it (Schweiger et al., 1987; Covin and Kilmann, 1990). Uncertainty about careers and roles (Ashford, 1988), fear or anxiety (Terry et al., 2001), communication (Lewis, 2000), and new roles, relationships and skills (Rubenstein et al., 1996) are also important issues for employees. The current study aimed to provide a more comprehensive analysis of employee perceptions of organizational change by exploring both negative and positive perceptions.

Therewith, as the organizational culture through its assumptions, values, norms, and symbols, determines the way in which the member of an organization perceive and interpret the reality within and around their organization, as well as they behave in that reality. A flexible organizational culture is a strong base for the organization existence and competitiveness in a dynamic environment also very important in making sure the process of change is going smoothly (Darlington, 2014). Organizational culture can synchronize perception in terms of behavior creating excellent behavior guidance. And for this reason we may assume that organizational culture have the continuity with employee perception and has an impact on the way in which an organization and change strategy will improve the efficiency of the change process. Researchers have focused on the process of how the employee perception and the organizational culture influence the change that occurs in the organization or in this case PT. Honda Martadinata Manado. Thus, this study aimed to examine The Influence Of Employee Perception and Organizational Culture to Organizational Change at PT. Honda Martadinata 2 Manado.

Research Objectives
1. To identify the influence of Employee Perception and Organizational Culture to Organizational Change simultaneously.
2. To identify the influence of Employee Perception to organizational change partially.
3. To identify any influence of organizational culture to organizational change partially

THEORETICAL REVIEW

Human Resources Management

Elbert and Griffin (2003:223), "Human Resource Management is the set of organization activities in which developing, attracting and maintaining the effective workforce". According to Dessler (2005:4), "Human Resource Management is the policies and practices to carrying out the "people" of Human Resources aspect in Management position including recruiting, screening, training, rewarding, and appraising". Human Resources Management is the process of acquiring, training, appraising, and compensating employees, and attending to their labor relations, health and safety and fairness concerns.

Another definition from Byars and Rue (2006) cited in Cania (2014) said Human Resources Management as a system of strategies and activities that focus on successfully managing employees at all levels of an organization in order to achieve organization's goal.

Employee Perception

Perception can be defined as a "multipart course by which people choose, systematize, and understand sensory inspiration into a significant and logical image of the world" (Berelson and Steiner, 1964: 88). In the similar layer, perception is "concerning in receipt of, select, acquire, transform and organize the sequence completed by our mind" (Barber and Legge, 1976). The discover on perceptions can be reveal annul to Bartlett's (1932) imperative facility on the hopeful behavior of knowledge, which differ that description offer to manage individual accepting the behavior of person regular perspective about the globe influence and quality in series process. An activity by Anderson and Paine (1975) has posited the authority of the perception of uncertainty in the environment on the perception of the need for change in an organization strategy.

Organizational Culture

Denison (1990) identified four elements of organizational culture model (a) involvement, (b) consistency, (c) adaptability, and (d) mission. The four organizational culture model elements are essential in developing and maintaining an effective organizational culture in the organization (Kotrba et al., 2012). Denison indicated that involvement and consistency as internal factors in developing an effective organizational culture. Adaptability and mission are external factors in maintaining an effective organizational culture.
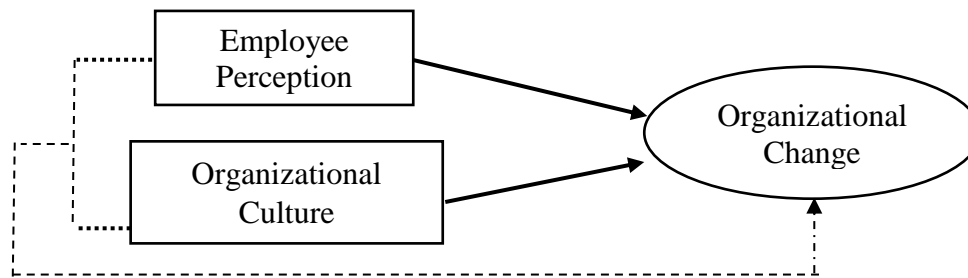
Organizational Change

Organizational change is the movement of an organization away from its present state and towards some desired future state to increase its effectiveness (Lunemburg, 2010). Lozano (2015) implies that change in organizations is complex, continuous, and uncertain. Management of an organization should be adaptive with change. This is accordance with definition by Kreitner and Kinicki, (2010) even though organization change generally can be initiated by managers or imposed by specific changes in policy and procedures or arose through external pressure; organizational change is management's attempt to have organization members to think, behave and perform differently.

Previous Research

Liz Jones (2008) the title is Employee Perception of Organizational Change: Impact of Hierarchical Level. This research describe about employees subjective experience of large-scale planned change, employee concerns during organizational change. This study uses qualitative research by interviewing 61 participants. The finding result may can benefits the company to do change strategy that will get positive attitude from the employee and the organization as well.

Jason Martin (2013) the title is Organizational Culture and Organizational Change: How shared values, Rituals, and Sagas can facilitate change in an Academic Library. This study is using qualitative approach. The use of cultural rituals and sagas also helps to make change more palpable to an organization. The leaders who work to understand the culture of the organization can use that knowledge to facilitate change and better run the company.

Stanis Mahendra Satyawan (2016) the title is Hubungan antara persepsi terhadap dukungan organisasi dan sikap resistensi pegawai dalam menghadapi Perubahan Organisasi. This study aimed to determine the relationship between Perceived Organization Support and Employee resistance towards the organizational change. This study is use quantitative research as the methodology. The result indicates a very low and significant negative relation between perceived organizational support and employee resistance towards the organizational change.

Conceptual Framework

Figure 1. Conceptual Framework
Source: Data Analysis Method, 2020

Research Hypothesis

H1 : Employee Perception and Organizational Culture influence to the Organizational Changes simultaneously.
H2 : Employee Perception influence to the Organizational Changes partially.
H3 : Organizational Culture influence to the Organizational Changes partially.

RESEARCH METHOD

Research Approach

This study will be conducted to analyze the influence of employee perception and organizational culture to organizational change. Where organizational change as the dependent variable (Y), the variables that affects organizational change which employee perception as the X_1 independent variable and organizational culture as the X_2 independent variable.

Population, Sample, and Sampling Technique

Population in this research is the employees that worked in PT. Honda Martadinata 2, Manado, North Sulawesi. The sampling technique used in this research was simple random sampling. With the following Slovin's formula:

$$n = \frac{N}{1 + Ne^2} / n = \frac{N}{N(d)^2 + 1}$$

The number of population in this research is still unknown. The maximum population value is 0.5 and using a 95% confidence level with a 10% error rate the sample size and the formula shows:

$$= \frac{75}{75 (o.o5)^2 + 1} = 63.15 = 63 \text{ sample}$$

Based on the formula above, the minimum sample collection for this research that obtained as much 63.15 and the respondent rounded to 63 respondents.

Data Collection Method

The data is obtained from the research objects by using questionnaire.For this research, the data taken from journals, articles text books, internet and previous research.

Operational Definition of Research Variables

Operational definition ensures description of concepts and term as applied to a specific situation to facilitate the collection of all indicators meaningful.

Measurement of Research Variable

Table 1. Likert Scale

Statement	Score
Strongly Agree	5
Agree	4
Uncertain	3
Disagree	2
Strongly Disagree	1

Source: Research Methods for Business, 5th edition, 2009

Data Analysis Method

Validity and Reliability Test

According to Sekaran and Bougie (2010), Validity of the measuring instrument is the extent to which the instrument is measuring what is supposed to measure and not something else.

The reliability of a measure on the other hand, indicates the extent to which an instrument is error free and thus, consistent and stable across time and also across the various items in the scale (Sekaran and Bougie (2010).Alpha Cronbach must be 0.6 or it is better if the value is above 0.8 (close to 1). If the reliability coefficient (alpha) is below 0.6, it means that the measurement is considered as not consistent or not reliable (Nasution and Usman, 2008).

Classical Assumption Test

Normality Test

According to SinggihSantoso (2002:322), the method used is visually testing with normal drawing method probability, plots in the SPSS program, which compares the cumulative distribution of a normal distribution.

Multicollinearity Test

According to Imam Ghozali (2005:91), multicollinearity test aims to test whether the regression model found a correlation between the independent variables. This test is done through variance inflation factors (VIF) by using SPSS. Multicollinearity does not happen when the VIF values below the value of 10 or tolerance value above the value of 0.10 (Hair et al, 1995; Santoso, 2002:206).

Heteroscedasticity

Newbolt (2003:508) explained that "Models in which the errors do not all have the same variance are said to exhibit heteroscedasticity. Ghozali (2005) states that the aim heteroscedasticity testing to see whether in a regression model has an inequality variant in the residuals in a series of an observation to other observation.

Multiple Regression Analysis Method

The purpose is to determine the influence caused by independent variable X_1 (Natural Cosmetics) and X_2 (Product Packaging Design) towards dependent variable Y (Consumer Purchase Intention). The formula of multiple regression models in this research are shown:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

Coefficient of Correlation (R) and Coefficient of Determination (R2)

According to Newbold, et al, 2004:431, coefficient of Multiple Correlation is used to measure the strength of relationship between Y (Dependent Variable) and X (Independent Variables).Coefficient of determination is used to show the percentage of variability in Y that can be explained by regression equation (Newbold, et al, 2003:387).

Hypothesis Test (F-test and T-test)

F-test is a type of statistical test that overall significant for linear regression model in order to evaluate multiple model terms simultaneously. F-test also forms the basis for ANNOVA (SPPS data). In f-test the result will show f_{count} greater than f_{table} with the significant value is 5% ($\alpha \leq 0.05$).

T-test is a form of the statistical hypothesis test that has an F-distribution to find out the probability which can be used to accept or reject the null hypothesis. In t-test the result will show t_{count} greater than t_{table} with the significant level is 5% ($\alpha \leq 0.05$).

RESULT AND DISCUSSION

Validity Test
Table 2. Validity Test

Variable	Indicators	Pearson Correlation	Sig. (2-tailed)	N	r table	Status
Employee Perception (X1)	$X_{1.1}$	0.706	0.000	63	0.2480	Valid
	$X_{1.2}$	0.638	0.000	63	0. 2480	Valid
	$X_{1.3}$	0.645	0.000	63	0. 2480	Valid
	$X_{1.4}$	0.555	0.000	63	0. 2480	Valid
	$X_{1.5}$	0.574	0.000	63	0. 2480	Valid
Organizational Culture (X2)	$X_{2.1}$	0.642	0.000	63	0. 2480	Valid
	$X_{2.2}$	0.379	0.000	63	0. 2480	Valid
	$X_{2.3}$	0.593	0.000	63	0. 2480	Valid
	$X_{2.4}$	0.557	0.000	63	0. 2480	Valid
	$X_{2.5}$	0.469	0.000	63	0. 2480	Valid
Organizational Change (Y)	$Y_{1.1}$	0.717	0.000	63	0. 2480	Valid
	$Y_{1.2}$	0.516	0.000	63	0. 2480	Valid
	$Y_{1.3}$	0.607	0.000	63	0. 2480	Valid
	$Y_{1.4}$	0.696	0.000	63	0. 2480	Valid
	$Y_{1.5}$	0.566	0.000	63	0. 2480	Valid

Source: Data Processed, 2020

The data above produce that all variables have higher value than r_{table} value ($r_{count} \geq r_{table}$). So it can be concluded that all instruments in this research is valid.

Table 3. Reliability Test

Cronbach's Alpha	N of Items	Status
.722	3	Reliable

Source: Data Processed, 2020

The value of Cronbach"s Alpha are more than 0.6, indicated that all research instrument indicator of all variable are reliable.
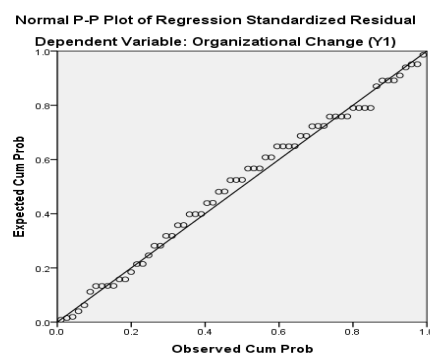
Normality Test

Figure 1. Normal P-P Plot Graphic

Source: Data Processed, 2020

Based on the figures above shows that the distribution of this research is normal distribution regression model.

Multicollinearity Test
Table 4. Multicollinearity Test

Model	Collinearity Statistics		Status
	Tolerance	VIF	
Natural Cosmetics	0.846	1.182	No Multicollinearity
Product Packaging Design	0.846	1.182	No Multicollinearity

Source: Data Processed, 2020

Based on the table above shows the result of Multicollinearity test using Variance Inflation Factor (VIF). The tolerance of independent variables consisting of Natural Employee Perception $(X1)$ and Organizational Culture $(X2)$ are same that is 0.846 and the value of Variance Inflation Factor (VIF) is 1.182. Because the tolerance value > 0.100 and VIF value is below 10, it can be concluded that this research there is no symptoms of multicollinearity.
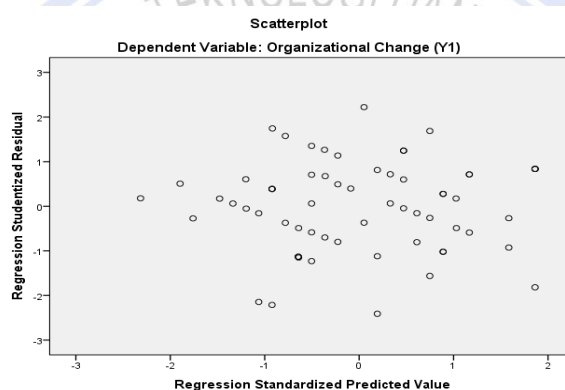
Heteroscedasticity Test

Figure 2. Scatterplot
Source: Data Processed, 2020

Based on the figure above, there is no symptoms of heteroscedasticity in this regression model.

Multiple Linear Regression Analysis
Table 5. Multiple Linear Regression

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.898	3.150		.920	.361		
	Employee Perception (X1)	.333	.107	.344	3.109	.003	.846	1.182
	Organizational Culture (X2)	.501	.142	.391	3.528	.001	.846	1.182

a. Dependent Variable: Organizational Change (Y)
Source: Data Processed, 2020

The equation based on the result in table above can be shown through the regression equation as follows:
$$Y = 7.167 + 0.291X_1 + 0.355X_2 + e$$

Multiple Regression Correlation Coefficient (R) and Coefficient of Determination Test (R²)
Table 6. Correlation Coefficient and Coefficient of Determination
Model Summary[b]

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate
1	.614[a]	.377	.356	1.565

a. Predictors: (Constant), sumX2, sumX1
b. Dependent Variable: sumY1
Source: Data Processed, 2020

The coefficient of correlation (R) value is 0.614, means that the correlation relationship between Employee Perception (X1) and Organizational Culture (X2) to Organizational Change is 0.614 or 61.4%. The rest of 39.6is explained by other variables which are not explained in this research.

F-Test
Table 7. F-test Result
ANOVA[a]

	Model	Sum of Squares	df	Mean Square	F	Sig.
	Regression	88.873	2	44.437	18.153	.000[b]
1	Residual	146.873	60	2.448		
	Total	235.746	62			

a. Dependent Variable: Organizational Change (Y)
b. Predictors: (Constant), Organizational Culture (X2), Employee Perception (X1)
Source: Data Processed, 2020

The result concluded that $F_{count} > F_{table}$ (18.153 > 2.448). Based on result, shows that Employee Perception (X1) and Organizational Culture (X2) as independent variables have significant influence on Organizational Change (Y) as dependent variable.

T-Test
Table 8. T-test Result

	Model	T	t_{table}	Sig	Status
	(Constant)	0.920	1.998	.361	
1	Employee Perception (X1)	3.109	1.998	.003	Accepted
	Organizational Culture (X2)	3.528	1.998	.001	Accepted
a. Dependent Variable: Organizational Change (Y)					

Source: Data Processed, 2020

The result shows there is significant influence of Employee Perception and Organizational Culture on Organizational Change at PT Honda Martadinata 2 Manado partially **accepted**.

Discussion
In dealing with the concept of organizational change, perception becomes important because people will behave according to their perception, and how they will view a situation**.** The organization running a positive culture inside the company, it would build the will of employee to show positive attitudes toward change. The more positive their attitudes are towards organizational change. Therefore, if employees perceive change communication to be inadequate or misleading they are likely to resist the change program, but if the change communication is adequate and timely and seek to give good guidelines on how the change is planned and its implications on employee they will exhibit more positive attitudes towards the change activity. To establish a culture of innovation, any process of change can be extremely difficult if the people involved have a habit of resisting positive minds always respond to change easily making the whole process simple and successful. The best way to create such an environment is to establish a culture of creativity and change acceptance in every

organization, this make the main goal of organizational change. Every process needs strategy that needs to be applied in order for it to be successful. One of the organizational goals is to develop such strategies that are innovative enough to drive the process of change.

In sum, Organizations need to improve the strategy on keeping the positive environment for employee to keep them in good behavior and to making perception of supporting change process in the organization. As the organizational culture helps to increase the loyalty of employee and continuously making innovation and set goals for employee to achieve, and the leader do the leads to improve the productivity in the organization. Organizational culture serves as a foundation for change. Both employee perception and organizational culture show their influence towards organizational change. These two variables are important factors to successfully implement change process in the organization.

CONCLUSION AND RECOMMENDATION

Conclusion

1. Natural cosmetics and product packaging design have significant simultaneous influence on female consumer purchasing intention in Manado.
2. Natural cosmetics have significant influence on female consumer purchasing intention in Manado. It means natural cosmetics makes people more care their health, beauty and appearance.
3. Product packaging design have significant influence on female consumer purchasing intention in Manado. It means product packaging design such as color, graphics, material attracting consumer to buy more product.

Recommendation

1. To have positive employee perception the company creating friendly work environment in order to provide the comfortable working condition that makes the employee feel free and support the unexpected organizational change and remove bad vibes inside the organization, especially in change process.
2. Improve the communication and build the loyalty to make employee engage with the organization, so they could give a positive feedback for the organization, in order to successfully implement the organizational change.
3. The leader inside the company make a good and healthy relationship with the employee to make a good team so they could support and help each other to reach the organizational goals, make a lot of creative innovation and create a good goals to develop the organization.
4. Balancing the environment of change process by improving technology for the employee and organization itself. Constantly prepare with strategy when there is an unexpected change that might happen in the future, and make a good planning for the transitioning for the employee, team and organization to accept the change with positive attitude as possible.

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