

## EFFECT OF ORGANIZATIONAL CHANGE, CAREER DEVELOPMENT, AND PERCEPTIONS OF ORGANIZATIONAL SUPPORT ON EMPLOYEE PERFORMANCE: STUDY AT COMPANY "X" JAKARTA

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*Received:* March 11, 2022

*Accepted:* April 11, 2022

*Published:* July 18, 2022

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DOI: 10.53947/tspj.v1i4.276

**Abstract:** *This study aims to determine and analyze the effect of organizational change, career development, and perceptions of organizational support on the performance of company "X" employees. This study is quantitative research with associative nature to analyze the influence between the dependent and independent variables. This study uses primary and secondary data. The sample in this study was a saturated sample of 70 employee respondents. The data analysis technique used is data quality, classical assumption, hypothesis, and coefficient of determination analysis using SPSS software version 24. The results showed that partially or simultaneously (together) organizational change, career development, and perceived organizational support positively and significantly impacted the performance of company "X" employees. The coefficient of determination is 65.1%, and the remaining 34.9% is influenced by other factors outside organizational change, career development, and perceptions of organizational support such as leadership, motivation, and training.*

**Keywords:** *Organizational Change, Career Development, Perception of Organizational, Employee Performance*

### Introduction

#### 1. Research Background

Dynamic business changes have required Company organizations to adjust the Company's systems, structures, human resources, and services to increase high competitiveness. In a rapidly changing business, human resources are an essential and strategic factor, especially in developing ideas, ideas, and innovations to achieve organizational or Company goals.

PT. "X," as a state-owned company, has also participated in implementing Bureaucratic Reform. Today's Bureaucratic Reform is directed at strengthening Institutional, Management, and Human Resources or often also called the three pillars of bureaucratic reform. These reforms are expected to create a transparent, accountable Company and realize effective Good Governance. Of the three pillars, the most strategic is the human resources problem because the organization will become

more successful with the increase in the quality of human resources. Thus, attention to the management of human resources, including the performance of employees at PT. "X" is critical.

An organization is founded because it has a goal to be achieved. In achieving its goals, each organization is influenced by the behavior and attitudes of the people in it. Success in achieving goals depends on the competence or ability of employees to operate units and sections because goals can be achieved because of the integration of all of them. The organization is a system that affects each other. If one of the subsystems is not functioning, it will affect the other subsystems. The system can run well if the individuals in it are enthusiastic and responsible, which means that if the members or individuals carry out their responsibilities properly, the organization will run well.

The phenomenon of employee performance is detected in employees of PT. "X" corresponds to the dimensions of employee performance. Based on the phenomenon, it can be seen that the performance of employees, among others, at PT. "X" is not optimal. Therefore, employee performance is a concern and is the reason for further research. Many factors affect employee performance, including work motivation, organizational culture, change, work competence, career development, job satisfaction, and perceived organizational support. In this study, the researcher assumes that the dominant variable affects employee performance at PT. "X" is the variable of organizational change, career development, and perceived organizational support.

According to Robbins and Judge (2012:175), the perception of organizational support is the degree to which employees believe that the organization they work for appreciates their contribution and cares about their welfare. Furthermore, Eisenberg et al. (2008:288) suggest that organizational support is the perception or belief of employees about how far the organization cares about their welfare and appreciates their contribution.

Relevant research on the effect of perceived organizational support on employee performance, among others: Adi Wicaksono (2014), showed that perceived organizational support has a positive and significant effect on employee performance. Then the research of Beta Oki Baliartati (2016) also suggests that the perception of organizational support positively and significantly affects employee performance.

## **2. Research Objectives**

Every research conducted by researchers will have a purpose. Therefore, this research has the following objectives are to find out and analyze the effect of organizational change on employee performance at PT. "X."; to determine and analyze the effect of career development on employee performance at PT. "X."; to find out and analyze the effect of perceived organizational support on employee performance at PT "X."; and to determine and analyze the effect of organizational

change, career development, and perceptions of organizational support together on employee performance at PT. "X."

## **Literature Study**

### **1. Employee Performance**

Performance in the organization is the answer to the success or failure of organizational goals that have been implemented. Every human being has the potential to act in various forms of activity. Humans either naturally (present from birth) or learned. Humans can obtain the ability to act. Even though humans have the potential to behave in specific ways, that behavior is only actualized at certain times. The potential for specific behavior is called ability, while the expression of this potential is known as performance. So far, many experts have tried to define the notion of performance. Moeheriono (in Rosyida 2010:11) stated in his book concludes the notion of employee performance can be achieved by a person or group of people in an organization both qualitatively and quantitatively, following the authority, duties, and responsibilities of each to achieve the goals of the organization concerned legally, not violating the law and under morals or ethics. Factors that can affect performance achievement are the ability and motivation factors. (Mangkunegara, 2010:67).

- **Ability Factor**

Psychologically, abilities consist of potential (IQ) and reality abilities, meaning that employees with an average IQ (IQ 110-120) adequate for their position and skilled in daily work will be easier to achieve. Therefore, employees need to be placed in jobs that match their expertise.

- **Motivation Factor**

Motivation is formed from an employee's attitude in dealing with work situations. Motivation is a condition that moves employees who are directed to achieve organizational goals (work goals). A mental attitude is a mental condition that encourages employees to try to achieve maximum work performance. (Psychologically ready mental attitude) means that an employee must be mentally prepared and physically capable, understand the main goals and targets to be achieved, and take advantage of them in work situations.

- **Organizational Change**

According to Robbins. (2012: 380). "Change: any alteration in people, structure, or technology. This definition states that change includes changes in people, structures, or technology. Change also includes changes in environmental elements (value systems) and resources. The rate of change occurs rapidly in today's conditions; for example, knowledge and technology are constantly creating innovations at an extraordinary speed. Then Robbins and Judge (2013: 325) argue that organizational change is a process by which the organization moves from the present state to the desired future to increase organizational effectiveness. Meanwhile, Luthan in Winardi (2012:22) argues that organizational change is

shifting an organization from current conditions to the future to increase organizational efficiency and effectiveness. Factors that influence the occurrence of change can be classified into two groups: environmental factors (outside management's control) and internal factors (inside the Company and usually controlled by management).

- **Environmental Factors, Including:**

1) **Market Condition:** Managers of business firms have historically been concerned with reacting to market changes. These market changes, for example, include competitors introducing new products, increasing advertising, reducing prices, or improving their customer service. Customer tastes are also an example of changing market conditions, ultimately affecting a Company's revenue.

2) **Technological Change,** the development of science has introduced new technologies that can affect all functions in the organization. Computers have enabled high-speed data processing and solutions to complex production problems. Machines with new processes have revolutionized the way products are produced and distributed. These computer and automation technologies have affected not only the technical conditions of work but also the social conditions. New jobs have been created, and others have been eliminated. Slowness in adopting new technology that can reduce costs and improve. This quality can be seen in the financial statements quickly or slowly. Technological advances will continue to demand attention as a factor of change.

3) **Social And Political Change ;** business managers must have control over the fate of their companies. Sophisticated mass communications and internal markets create significant business potential but can also pose a major threat to managers who cannot understand what is happening, and

4) **Economic Change,** Economic changes also affect almost all organizations. For example, global pressures on organizations push them to become more financially efficient. Even if the organization is in a strong economy, uncertainty about interest rates, central government budget deficits, and money market rates can create conditions that force organizations to change. The organization must be sensitive to these changing factors to deal with the abovementioned condition. This function must be able to bridge the external environment with the organizational unit. The functions in question, such as marketing research, employment relations, personnel recruitment, purchasing, and some areas of finance, are also experiencing changes. In the external environment and convey information about these changes to managers.

- **Forcing Internal Factors**

Internal factors can usually be traced to worker behavior problems such as absenteeism, equipment problems such as new equipment, and process problems such as breakdowns in communication, decision making, and interpersonal and interdepartmental conflicts. Low morale and high rates of absenteeism and turnover are symptoms of behavior problems that must be diagnosed. A strike from the

organization's staff is one of the most apparent signs of a problem with the aim that management can act on what they expect. A change must be recognized in some way, and once they need change, the nature of the problem or impact of the change must be diagnosed immediately. If these issues are not understood, the impact of change on people can be very harmful.

## **2. Career Development**

A career is an absolute position or position occupied or achieved by a person in the Company in his work. The career goal is usually the highest position to be occupied or achieved in the Company. In addition, a career can also be in the form of experience or position history that someone in his work has achieved. According to Mathis and Jackson (2008:342), the notion of a career is a series of positions related to work occupied throughout his life. Meanwhile, according to Rivai (2011:264), career development is the process of increasing individual work abilities that are achieved in order to achieve the desired career. Furthermore, Hasibuan's opinion (2006:69) is that career development is an effort to improve employees' technical, theoretical, conceptual, and moral abilities following the needs of the job or position through training and education. According to Simamora (2012:416), career stages consist of three stages, namely as follows: (a). Early career is the first stage where a person enters an organization or Company, where the first time someone works at his job and there someone learns to understand career organization, and how a person begins to learn to understand his job and how to improve abilities at work; (b). Middle Career is a stage where a person experiences changes or displacements, whether they are regular rotations, mutations, or promotions; and (c). A final Career is a turning point in one's career, which is marked by a career that is in the final position in work or position before retirement or retirement preparation or can also be said to be the peak career of a person.

## **3. Perception of Organizational Support**

Perception of Organizational Support, according to Eisenberger et al. (2012:699), is a global belief that organizations care about their welfare and value their contribution. The global belief in question is that there is consistency among employees regarding the assessment of the organization that may be given to them and various actions that the organization can take, both beneficial and detrimental to employees. According to Robbins and Judge (2012:175), the perception of organizational support is the degree to which employees believe that the organization they work for appreciates their contribution and cares about their welfare. Meanwhile, according to Wayne in Kambu (2011:265), Perception of Organizational Support is a global belief developed by employees about the extent to which organizational commitment to them is seen from the organization's appreciation of their contribution and the organization's attention to their lives. Meanwhile, according to relevant research, the effect of perceived organizational support on employee performance is Adi Wicaksono (2014) shows that perceived organizational support has a positive and significant effect on employee performance. The process of social interaction can occur between individuals with

individuals, individuals with groups, and groups with groups. In organizations, social interactions can occur in the context of individuals and organizations. The concept of Organizational Support tries to explain the interaction of individuals with organizations, explicitly studying how organizations treat individuals (employees).

#### 4. Thinking Framework

Uma Sekaran (In Sugiyono, 2008) said that the thinking framework is a conceptual model of how theory relates to various factors identified as important problems. Based on the description above, a systematic framework of thinking in this research can be made. This research has three independent variables and one dependent variable. The independent variables are Organizational Change ( $X_1$ ), Career Development ( $X_2$ ), and Perception of Organizational Support ( $X_3$ ). At the same time, the dependent variable used in this study is Employee Performance ( $Y$ ). The object of this research is PT "X."

#### 5. Hypothesis

According to Husein Umar (2005:161), a hypothesis is a temporary conclusion about something that is made to explain it and can also guide or direct further investigation. Arikunto (2009: 55) suggests that the hypothesis is an alternative to the alleged answers made by researchers for the problems posed in their research. The likely answer is a temporary truth, which will be tested for truth with data collected through research. With that position, the hypothesis can turn into truth, but it can also fall as truth.

The hypothesis is the answer to the research problem, which is theoretically considered the most probable and the highest level of truth. Technically, a hypothesis can be defined as a statement about the population that will be tested for truth based on data obtained from the research sample. So it can be concluded that the hypothesis is the answer or provisional assumption of the problem under study.

Based on the theory and the thinking framework of thought above, the following hypotheses can be proposed in this study:

1. There is an influence of organizational development on employee performance at PT "X."
2. There is an effect of career development on employee performance at PT "X."
3. There is an effect of perceived organizational support on employee performance at PT "X."
4. There is a combined effect of organizational change, career development, and perceived organizational support on employee performance at PT "X."

## Research Methods

### 1. Research Design

This study uses quantitative research methods, namely the collection of statistical data with ordinal data from questionnaire answers. This study used descriptive associative research. Descriptive research According to Suradika (2000: 13), descriptive research aims to describe in detail certain social phenomena. Furthermore, associative descriptive research aims to determine the relationship between two or more variables. The variables in this study are organizational change, career development, and perceptions of organizational support and employee performance are the dependent variables.

### 2. Data Sources, Time, and Place of Research

The data used in this study are primary data and secondary data. According to Sugiyono (2016, p. 137), primary data is data obtained directly from the source. Meanwhile, according to Sugiyono (2016, p. 137), secondary data are obtained from companies related to the research. The types of data in this study are primary data as primary data and secondary data as supporting data. The time used to carry out this research starts from October 2020 to January 2021. This research was conducted at the Head Office of PT "X."

Population and Sample: A homogeneous population is a population whose elements have the same properties. A heterogeneous population is a population whose elements have varying properties or conditions, so it is necessary to set boundaries for PT "X." In this study, the sampling technique used was the Non-Probability Sampling technique.

Data Collection Method. Field Research; namely, data collection techniques by conducting field research or directly to the Company that is used as the object of research, in this case, is PT "X." This technique has four ways to do: Observation, Questionnaire, Interview, and Literature Study. Research Variable Instruments; testing measuring instruments used to collect data is expected to produce good data. An excellent measuring instrument fulfills two requirements, namely validity and reliability.

Data Analysis Method. Data analysis in this study was carried out with the help of a computer program, namely SPSS version 24.0 (Statistical Package for Social Science). The analytical method used is associative hypothesis testing, which means testing the relationship between two or more variables in the sample to be applied to the entire population where the sample is taken. The questionnaire results from the respondents' answers were then processed using SPSS.

Scale Measurement; The measured variables are translated into variable indicators with the Likert scale. The indicator is used as a benchmark for compiling instrument items in the form of statements or questions. The answer to each instrument that uses a Likert scale has a gradation from very positive to negative.

Classical Assumption Test; Before testing the hypothesis, under the provisions, the multiple linear regression test must be tested for classical assumptions first. So that the research results are not biased, to test the error of the regression model used in the study, in this classical assumption test, multicollinearity test, heteroscedasticity test, and normality test were carried out.

Multiple Linear Regression Analysis; The regression is also called multiple regression for regressions, where the independent variables consist of two or more. Therefore, the independent variable above has more than two variables, so the regression in this study is called multiple regression.

Coefficient of Determination Analysis; Sugiono (2005:185) argues that correlation analysis can be continued by calculating the coefficient of determination or determinant coefficient. The determinant coefficient explains that the magnitude of the relationship between variables is one another.

### 3. Hypothesis Test;

In a hypothesis test, a partial test (t statistical test) is carried out to determine how much influence the independent variable has on the dependent variable. Simultaneous hypothesis testing was carried out with the F statistical test (F test), which aims to determine whether the influence of the variables  $X_1$ ,  $X_2$ , and  $X_3$  (independent) simultaneously on the Y (dependent) variable.

## Results and Discussion

### 1. Research Results

- **Results of Data Collection**

COMPANY "X" is "the largest Indonesian National Company in the transportation and distribution of natural gas, which plays a major role in fulfilling domestic natural gas. COMPANY "X" continuously integrates the natural gas business chain from upstream to downstream to serve the community. COMPANY "X" continues to strengthen its foundations and transforms from a natural gas transmission and distribution Company to a provider of integrated energy solutions, which encourages using natural gas for the needs of society and industry."

- **Research Instrument Test**

#### 1) Validity Test

**Table 1 Validity Test Results ( $X_1$ )**

Instrument Number	R <sub>Count</sub> Value	R <sub>Table</sub> Value (N=70)	Description
1	0,863 (**)	0,231	Valid
2	0,361 (**)		Valid
3	0,397 (**)		Valid



4	0,317 (**)		Valid
5	0,478 (**)		Valid
6	0,856 (**)		Valid
7	0,405 (**)		Valid
8	0,491 (**)		Valid
9	0,478 (**)		Valid

Based on the table above, it can be seen that for each statement on the organizational change variable (X<sub>1</sub>), all instruments can be valid because the resulting r<sub>count</sub> value is much greater than the current rateable value for n = 70, namely 0.231.

**Table 2 Validity Test Result (X<sub>2</sub>)**

Instrument Number	R <sub>Count</sub> Value	R <sub>Table</sub> Value (N=70)	Description
1	0,567 (**)	0,231	Valid
2	0,658 (**)		Valid
3	0,494 (**)		Valid
4	0,625 (**)		Valid
5	0,522 (**)		Valid
6	0,440 (**)		Valid
7	0,396 (**)		Valid
8	0,595 (**)		Valid
9	0,478 (**)		Valid

Based on the table above, it can be seen that each statement of the career development variable (X<sub>2</sub>) of all instruments can be said to be valid because the resulting r<sub>count</sub> value is much greater than the current rateable value for n = 70, namely 0.231.

**Table 3 Validity Test Result (X<sub>3</sub>)**

Instrument Number	R <sub>Count</sub> Value	R <sub>Table</sub> Value (N=70)	Description
1	0,863 (**)	0,231	Valid
2	0,361 (**)		Valid
3	0,397 (**)		Valid
4	0,317 (**)		Valid

5	0,478 (**)		Valid
6	0,856 (**)		Valid
7	0,405 (**)		Valid
8	0,491 (**)		Valid
9	0,316 (**)		Valid

Based on the table above, it can be seen that for each statement on the perceived organizational support variable (X<sub>3</sub>), all instruments can be valid because the resulting r<sub>count</sub> value is much larger than the current r<sub>table</sub> value for n = 70, namely 0.231.

**Table 4 Validity Test Result (Y)**

Instrument Number	R <sub>Count</sub> Value	R <sub>Table</sub> Value (N=70)	Description
1	0,363 (**)	0,231	Valid
2	0,562 (**)		Valid
3	0,295 (**)		Valid
4	0,408 (**)		Valid
5	0,482 (**)		Valid
6	0,597 (**)		Valid
7	0,412 (**)		Valid
8	0,454 (**)		Valid

Based on the table above, it can be seen that each statement on the employee performance variable (Y) of all instruments can be said to be valid because the resulting r<sub>count</sub> value is much greater than the current r<sub>table</sub> value for n = 70, namely 0.231.

**2) Reliability Test**

**Table 5 Reliability Test Result (X<sub>1</sub>)**

Reliability Statistics	
Cronbach's Alpha	N of Items
.805	9

Based on the table above, for the reliability test of the organizational change variable (X<sub>1</sub>), the calculated Alpha value is greater than the critical Alpha (0.805 > 0.600) so that the organizational change variable (X<sub>1</sub>) is assessed with nine reliable statements and can be used as a research variable.

**Table 6 Reliability Test Result (X<sub>2</sub>)**

Reliability Statistics	
Cronbach's Alpha	N of Items
.806	8

Based on the table above, for the variable of career development reliability test (X<sub>2</sub>), the calculated Alpha value is greater than the critical Alpha (0.806 > 0.600) so that the career development variable (X<sub>2</sub>) is assessed with eight reliable statements and can be used as a research variable.

**Table 7 Reliability Test Result (X<sub>3</sub>)**

Reliability Statistics	
Cronbach's Alpha	N of Items
.805	9

Based on the table above, for the reliability test of the perceived organizational support variable (X<sub>3</sub>), the calculated Alpha value is greater than the critical Alpha (0.805 > 0.600) so that the perceived organizational support variable (X<sub>3</sub>) is assessed with nine reliable statements and can be used as a research variable.

**Table 8 Reliability Test Result (Y)**

Reliability Statistics	
Cronbach's Alpha	N of Items
.642	8

Based on the table above, for the reliability test of the employee performance variable (Y), the calculated Alpha value is greater than the critical Alpha (0.642 > 0.600) so that the Employee Performance variable (Y) is assessed with eight reliable statements and can be used as a research variable.

● **Classical Assumption Test**

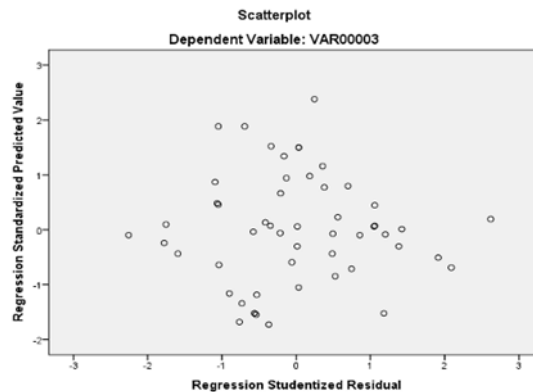
**1) Multicollinearity Test**

**Table 9 Multicollinearity Test Result**

Model	Coefficients <sup>a</sup>					Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
	B	Std. Error	Beta				
1 (Constant)	16,202	3,354		4,831	,000		
Perubahan Org. X1	,252	,047	,403	5,340	,000	,887	1,12
Pengmbngan Karir X2	,491	,064	,583	7,718	,000	,887	1,12
Dukungan Org. X3	,251	,046	,402	5,240	,000	,887	1,127

Based on the coefficients table above, the Variance Inflation Factor (VIF) value on the independent variable does not have a value of more than 10, so it can be concluded that the regression model in this study does not contain multicollinearity.

## 2) Heteroscedasticity Test



**Picture 1 Heteroscedasticity Test Result**

Based on the picture above, it can be seen that points do not form a clear pattern, and points spread above and below the number 0 on the Y-axis. So it can be concluded that there is no heteroscedasticity problem in the regression model.

## 3) Normality Test

**Table 10 Normality Test Result**

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		70
Normal Parameters <sup>a,b</sup>	Mean	,0000000
	Std. Deviation	2,41571570
Most Extreme Differences	Absolute	,079
	Positive	,079
	Negative	-,072
Test Statistic		,079
Asymp. Sig. (2-tailed)		,200 <sup>c,d</sup>

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

The test results show that the significance value (2-tailed) is 0.200, which is more significant than 0.05, so it can be concluded that the research model has a normal data distribution.

- **Hypothesis Test**

### 1) Partial Test (T-Test)

#### a) Effect of Organizational Change (X1) on Employee Performance (Y)

Based on the coefficients table above, the tcount value for organizational change (X<sub>1</sub>) is 5,340, while the t-table value for n = 70 is 1,994. So 5.340 > 1.994, then H<sub>0</sub> is rejected, and H<sub>a</sub> is accepted, it can be stated that organizational change (X<sub>1</sub>) affects employee performance.

**b) Effect of Career Development (X<sub>2</sub>) on Employee Performance (Y)**

Based on the coefficients table above, the t-value for career development (X<sub>2</sub>) is 7.718, while the t-table value for n = 70 is 1.994. So 7.718>1.994, then H<sub>0</sub> is rejected, and H<sub>a</sub> is accepted, it can be stated that career development (X<sub>2</sub>) affects employee performance (Y).

**c) The Influence of Perceived Organizational Support (X<sub>3</sub>) on Employee Performance (Y)**

Based on the coefficients table above, the t-value for perceived organizational support (X<sub>3</sub>) is 5.240, while the t-table value for n = 70 is 1.994. So 5.240>1.994, then H<sub>0</sub> is rejected, and H<sub>a</sub> is accepted, it can be stated that the perception of organizational support (X<sub>3</sub>) affects employee performance.

**2) Simultaneous Test (Test-F)**

**Table 11 Test-f Result**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	783,981	2	391,990	65,224	,000 <sup>b</sup>
	Residual	402,662	67	6,010		
	Total	1186,643	69			

a. Dependent Variable: Kinerja Karyawan (Y)

b. Predictors: (Constant), Peubahan Org (X<sub>1</sub>), Pengembangan Karir (X<sub>2</sub>), Persepsi Dungan Organisasi (X<sub>3</sub>)

Based on the results of the analysis in the table above, namely the ANOVA test, the F<sub>count</sub> value is 65.224 while the F<sub>table</sub> (α 0.05) for n = 70 is 2.74. So F<sub>count</sub> > from F<sub>table</sub> (α 0.05) or 65.224 > 2.74, with a significant level of 0.000 because 0.000 < 0.05, it can be said that organizational change (X<sub>1</sub>), career development (X<sub>2</sub>) and perceived organizational support (X<sub>3</sub>) jointly affect employee performance (Y).

- **Multiple Linear Regression Analysis**

**1) Regression Coefficient Analysis**

**Table 12 Regression Coefficient Analysis Result**

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	16,202	3,354		4,831	,000
Perubahan Organisasi (X <sub>1</sub> )	,252	,047	,403	5,340	,000
Pengembangan Karir (X <sub>2</sub> )	,491	,064	,583	7,718	,000
Persepsi Dukungan Org X <sub>3</sub>	,250	,045	,401	5,240	,000

a. Dependent Variable: Kinerja Karyawan (Y)

Based on the results of the SPSS output in the table above, it can be identified that the regression equation is as follows:

$$Y = 16.202 + 0.252 X_1 + 0,491 X_2 + 0.250 X_3$$

1. The value of the constant  $a = 16,202$  can be interpreted as if the employee's performance is zero. The employee's performance has a positive value of 16,202.
2. The regression coefficient of organizational change  $b_1 = 0.252$  means that if the value of organizational change increases by one, the value of employee performance will also increase by 0.252.
3. The regression coefficient for career development  $b_2 = 0.491$  can be interpreted that if career development increases by one, the employee's performance value will also increase by 0.491.
4. The regression coefficient of perceived organizational support  $b_3 = 0.250$  can be interpreted that if the perceived value of organizational support increases by one, then the value of employee performance also increases by 0.250.

## 2) Coefficient of Determination

**Table 13 Coefficient of Determination Result**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,813 <sup>a</sup>	,661	,651	2,45151

a. Predictors: (Constant), Dukungan Org (X3), Perubahan Org. (X2)

Perubahan Organisasi (X1)

b. Dependent Variable: Kinerja Karyawan (Y)

Based on the Model Summary table, which produces an Adjusted R Square value of 0.651, this shows that 65.1% of organizational change variables ( $X_1$ ) and career development variables ( $X_2$ ) and perceptions of organizational support ( $X_3$ ) simultaneously (together) affect the variables employee performance ( $Y$ ) and the remaining 34.9% is influenced by other factors not examined in this study.

## 2. Discussion

### ● The Effect of Organizational Change on Employee Performance

The results of this study indicate that organizational change has a positive and significant effect on the performance of COMPANY "X" employees. This result is evidenced by the Hypothesis Test (t-test). It can be seen that  $t_{count} > t_{table}$  ( $5.340 > 1.997$ ) with a significant value of 0.000, which is smaller than 0.05 and has a positive coefficient direction. So it can be said that organizational change has a positive and significant effect on the performance of COMPANY "X" employees.

### ● Effect of Career Development on Employee Performance

The results of this study indicate that career development has a positive and simultaneous effect on employee performance at PT "X." This result is evidenced by the Hypothesis Test (t-test). It can be seen that  $t_{count} > t_{table}$  ( $7.718 > 1.997$ ) with a significant value of Career Development ( $X_2$ ) of 0.000, which is smaller than 0.05 and has a positive coefficient direction. So it can be concluded that  $H_0$  is rejected and  $H_a$  accepts, meaning that the Career Development variable ( $X_2$ ) significantly affects Employee Performance at PT "X."

### • The Influence of Perceived Organizational Support on Employee Performance

The results of this study indicate that the perception of organizational support has a positive and simultaneous effect on the performance of COMPANY "X" employees. This result is evidenced by the Hypothesis Test (t-test). It can be seen that  $t_{count} > t_{table}$  ( $5.240 > 1.997$ ) with a significant value of Perception of Organizational Support ( $X_3$ ) of 0.000, which is smaller than 0.05 and has a positive coefficient direction. So it can be concluded that  $H_0$  is rejected and  $H_a$  accepts, meaning that the Perception of Organizational Support ( $X_3$ ) variable significantly affects Employee Performance at PT. "X."

### Conclusion

Having described the discussion in the previous chapters, the authors can conclude that organizational change has a positive and significant effect on employee performance. It can be seen from the  $t_{count}$  value for organizational change of 5,340, which is greater than the  $t_{table}$  value of 1,994. So  $5.340 > 1.994$ , and the regression coefficient value is 0.252, it can be concluded that organizational change has a positive and significant effect on employee performance. Then there is a positive and significant effect of career development on employee performance. It can be seen from the  $t$ -value for the career development of 7.718, which is greater than the  $t$ -value of 1.994. So  $7.718 > 1.994$ , and the value of the regression coefficient is 0.491, it can be concluded that career development has a positive and significant effect on employee performance.

There is a positive and significant effect of perceived organizational support on employee performance. It can be seen from the  $t$ -value for perceived organizational support of 5.240 more than the  $t$ -table value of 1.994. So  $5.240 > 1.994$ , and the value of the regression coefficient is 0.250, it can be concluded that the perception of organizational support positively and significantly affects employee performance. There is a positive and significant effect of organizational change, career development, and perceived organizational support on employee performance where the calculated  $F$  value is greater than the  $F$  table, which is  $65.224 > 2.74$ . That the contribution of organizational change, career development, and perceived organizational support to employee performance is 0.651 or 65.1%, shows that it is 65.1%, and the remaining 34.9% is influenced by other factors not observed in this study.

### 1. Suggestions

Furthermore, the author tries to provide suggestions that may be useful, among others, as follows; It is expected that the leadership of PT. "X," if you want to improve employee performance, the variable that must be considered first is the career development variable because its contribution is more significant than the other variables, namely through increased career planning and better career management. Then, leaders must also pay attention to organizational change and perceptions of organizational support. If they want the level of employee performance to increase,

namely through the socialization of organizational change, and also pay attention to perceptions of organizational support through increased support for welfare, support from superiors or leaders through adequate attention and response to employee complaints, as well as support for a conducive work environment.

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