

# The Effect of Change and Organizational Development to Employee Performance CV Anugrah Jaya Sumenep

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**Abstract:** This study aims to determine the influence of organizational change and development on the performance of CV AJ Sumenep employees. This research uses multiple linear analysis methods. The variables used in this research are organizational change (X1) and organizational development (X2), which are hypothesized to influence employee performance (Y). The sample consisted of 37 people using a purposive sampling method. A questionnaire instrument was used as data collector. Validity and reliability testing of indicators and variable concepts. Based on the results of partial and simultaneous multiple linear regression analysis, organizational change and development variables positively and significantly affect employee performance at CV AJ Sumenep.

**Keywords:** *Organizational Change, Organizational Development, Employee Performance*

## 1. INTRODUCTION

Change cannot be put down in human life. Starting from the business world, which first realized the importance of change for improving the quality of production, to the administration. Various efforts and approaches have been made to solve problems arising from change (Rahman et al., 2024).

Human resource management is a strategic and decisive part. Organizations and employees are a unity that has a relationship and must be balanced. This means that on the one hand, employees must be managed within the framework of the flow of organizational interests; on the other hand, organizational activities must be able to pay attention to the interests and needs expected by employees. New performance requirements must be clearly stated and understood by employees so that they are able to make behavioral changes as well as change the way they do business. Of course, these changes must be broadly aligned with organizational goals. Thus, managers need to foster constructive change throughout the organization.

Organizational change requires what is called Perpetual Transition Management, a transition management framework that will provide some important insights into what triggers organizational change and how the organization reacts to it. A consequence of implementing organizational change is that it takes time and money. Risks may arise during implementation, such as changes in responsibilities, employee resistance, the need for cultural alignment, and communication about the change itself.

CV Anugrah Jaya is engaged in motorcycle sales, *spare parts*, and Honda motorcycle service located in Sumenep, Madura. The phenomena related to this research in the form of organizational changes, among others, by providing higher remuneration and implementing a code of ethics, are expected to change and form a new, better culture and reduce or even eliminate the culture of KKN, and improve employee performance.

The objectives of this research are as follows.

- To determine the effect of Organizational Change and Development on the performance of CV Anugrah Jaya Sumenep employees.
- To determine the effect of Organizational Change on employee performance, CV Anugrah Jaya Sumenep.
- To find out the effect of Organizational Development on the performance of CV Anugrah Jaya Sumenep employees.

## **2. LITERATURE REVIEW**

### **2.1 . Definition of Change Management**

(Potts et al., 2004) Change management is a process of systematically applying the knowledge, tools, and resources needed to effect change in people who will be affected by the process. Change management has a systematic approach to dealing with change, both from the perspective of an organization and at the individual level.

Any change cannot only choose one of the structural or cultural aspects as the variable to be changed, but both aspects must be managed together for optimal results. However, in practice, decision makers tend to only pay attention to structural changes because the results of the changes can be known directly, while cultural changes are often ignored because the results of these changes are not so visible. To achieve success in managing organizational change must lead to increased ability to face the challenges and opportunities that arise. This means that organizational change must be directed at changes in human behavior and organizational processes, so that organizational change carried out can be more effective in efforts to create a more adaptive and flexible organization(Yuliana et al., 2021).

### **2.2. Definition of Organizational Change**

(Winardi, 2010) states that organizational change is the act of switching an organization from its current condition to the desired future condition to increase its effectiveness. (Robbins, 2010) suggests that organizational change is any change related to people, structure, or technology.

Change is always happening, whether we realize it or not. So is the case with organizations. Organizations can only survive if they can make changes. Every environmental change that occurs must be observed by an organization, depending on the extent to which the organization can deal with these changes.

### **2.3. Definition of Organizational Development**

(Udai, 2005) states that organizational development is a planned effort, which is initiated by process experts to help an organization develop its diagnostic skills, its mastery capabilities, its relationship strategies in the form of temporary or semi-fixed systems, and its cultural equation.

Basically, organizational development is important to do because it leads to increased organizational effectiveness with the aim of seeking improvements in the organization's ability to adapt to environmental changes and changes in the behavior of organizational members (Robbins, 2010). Effective organizations will make planned changes to the overall device and system, structure, culture, group dynamics, human resource quality, business strategy, and so on (Sadik et al., 2024).

### **2.4. Definition of Employee Performance**

According to Cokroaminoto (2007), the definition of employee performance refers to the ability of employees to carry out all tasks that are their responsibility. These tasks are usually based on predetermined indicators of success. As a result, it will be known that an employee is included in a certain level of performance.

### **2.5. Previous Research**

(Yuningsih, 2006) With the title The Effect of Organizational Change, Organizational Culture on Job Satisfaction and Lecturer Performance of the Faculty of Economics and Business, University of Lampung. It was found that hypothesis 2, which states that organizational culture has a positive and significant effect on job satisfaction, received support. Hypothesis 3, which states that job satisfaction has a positive and significant effect on lecturer performance, is supported. Hypothesis 4, which states that organizational change has a positive and significant effect on the formation of organizational culture, is supported. Hypothesis 5, which states that organizational change has a positive and significant effect on lecturer performance, is supported. Hypotheses 1 and 6 did not receive support.

(Arsyad, 2013) With the title Effect of Organizational Change on Employee Performance. The result of his research is that organizational change has an influence of 33.9% on the performance of PERTAMINA Bandung Group Fuel Oil Terminal employees, and the remaining 61% is influenced by other factors not explained in this study.

### **2.6. Relationship between Variables**

#### **2.6.1. Organizational Change and Organizational Development**

Change makes something different from its previous state. This general understanding is in line with Robbins' opinion as follows: "organizational change is to make something different, but such an understanding cannot be accepted because change must have a purpose, namely an improvement or improvement in organizational performance that does not just make changes but also produces improvements.

### 2.6.2. Organizational Change and Employee Performance

The purpose of organizational change is to find new ways or improved ways using existing resources in order to improve the quality, effectiveness, and accountability of the organization to its stakeholders. This means that changes made in the organization cannot be separated from efforts to improve or improve employee performance from past circumstances.

### 2.6.3. Organizational Development and Employee Performance

Improving organizational productivity and effectiveness has implications for the organization's capability to make quality decisions by making changes to structure, culture, tasks, technology, and human resources. The main approach to this is to develop organizations that can maximize people's involvement in doing effective work.

### 2.6.4. Framework of Thought

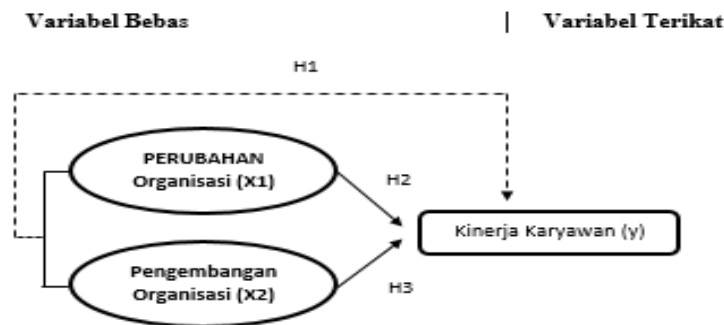


Figure 1. Research Thinking Framework

## 3. RESEARCH METHODOLOGY

### 3.1. Type of Research

In this study, the approach taken by the author is quantitative. A quantitative approach is an approach whose specifications are systematic and structured from the beginning to the creation of a research design, both regarding research objectives, research objects, samples, data, data sources, and methodologies.

### 3.2. Place and Time of Research

This research was conducted at CV Anugrah Jaya Sumenep Madura, Jl. Diponegoro No.130. The period was carried out on April 2, 2024.

### 3.3. Population

Population is a generalization area consisting of objects/subjects that have certain qualities and characteristics set by researchers to study and then draw conclusions (Sugiono, 2009). The population in this study was some employees of CV Anugrah Jaya Sumenep Madura, a total of 37 people.

### 3.4. Sample

The sample is part of the characteristics possessed by the population (Sugiono, 2009). As part of the population, the sample provides a true picture of the population. Respondents chosen by the author in this study were employees of CV Anugrah Jaya Sumenep. Because the population in this study is not too large, the entire population is taken to be sampled.

### 3.5. Data Source

The data sources in this research are divided into two sources, namely:

- 1) Primary data
- 2) Secondary data

### 3.6. Data Analysis Method

The analysis method used in this research is simple linear regression; related to this, the data obtained will be processed using SPSS (*Statistical Package for Social Science*) software.

#### 3.6.1. Validity Test

The validity test is used to measure whether a questionnaire is valid or not. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire (Imam, 2013).

### 3.6.2. Reliability Test

According to Imam (2013), reliability is a tool for measuring a questionnaire, which is an indicator of a variable or construct. A questionnaire can be said to be reliable if a person's answer to a question is consistent or stable over time.

### 3.6.3. Normality Test

The normality test serves to test whether in a regression model, the dependent variable, the independent variable, or both have a normal distribution or not. A good regression model is a normal or near-normal distribution of data. If the data spreads around the diagonal line and follows the direction of the diagonal line, the regression model fulfills the assumptions.

### 3.6.4. Multicollinearity Test

The multicollinearity test aims to test whether the regression model found a correlation between the *independent* variables. A good regression model should not correlate with the independent variables. In this study, to detect the presence or absence of multicollinearity in the regression model, the correlation matrix of the independent variables is used, and the *tolerance* value and *Variance Inflation Factor* (VIF) are calculated with the help of the SPSS for Windows program.

### 3.6.5. Heteroscedasticity Test

Test the assumption of heteroscedasticity to test in a regression model whether there is an inequality of *variance in residuals* from one observation to another. If the *variance of the residuals* from one observation to another is constant, it is called homoscedasticity. And if the variance is different, it is called heteroscedasticity.

### 3.6.6. Multiple Linear Regression Analysis

The regression test has a function to predict or predict the value of variable Y if the value of variable X is increased several times. In this study, the authors used simple regression analysis because they only used two variables, namely the independent variable and the dependent variable.

The regression equation is used to describe the regression line. The regression equation is as follows:  $Y = \alpha + \beta_1 X_1 + \beta_2 X_2$

## 4. RESEARCH RESULTS AND DISCUSSION

### 4.1. Validity Test

To test whether the questions to be asked are valid or not by comparing the calculated r value compared to the r table, with a significant level of 5% and the number of respondents as many as 57 people, the critical number of r tables (table r *Product moment*) in the attachment obtained is 0.256.

- Items are valid if  $r_{\text{count}} > r_{\text{table}}$  (0.256)
- Invalid item if  $r_{\text{count}} < r_{\text{table}}$  (0.256)

**Table 1: Validity Test**

Variables	No. Question item	r Table	r Result	Description
Organizational Change	1	0,256	0,425	Valid
	2	0,256	0,685	Valid
	3	0,256	0,661	Valid
	4	0,256	0,603	Valid
	5	0,256	0,279	Valid
Organization Development	1	0,256	0,905	Valid
	2	0,256	0,892	Valid
	3	0,256	0,655	Valid
	4	0,256	0,830	Valid
	5	0,256	0,830	Valid
	6	0,256	0,624	Valid
	7	0,256	0,542	Valid
	8	0,256	0,922	Valid
Employee Performance	1	0,256	0,585	Valid
	2	0,256	0,504	Valid

3	0,256	0,348	Valid
4	0,256	0,460	Valid
5	0,256	0,442	Valid
6	0,256	0,364	Valid
7	0,256	0,643	Valid

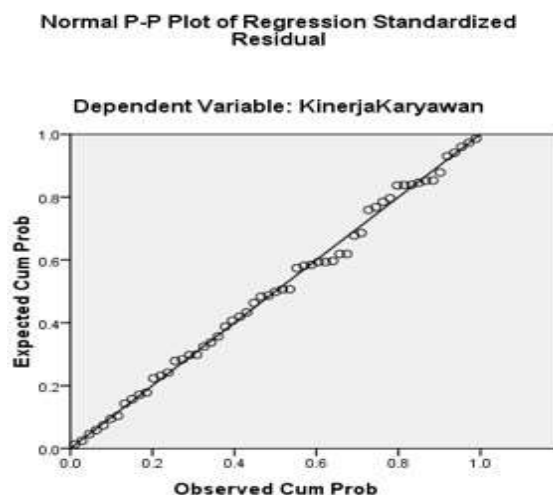
**Table. 2 Reliability Test**

Variable	Cronbach Alpha	Description
Organizational Change	0,624	Reliable
Organizational Development	0,891	Reliable
Employee Performance	0,634	Reliable

The measurement used is to use *Cronbach's alpha*, which is if *Cronbach's alpha* is greater than 0.6 or 60%, then the question item is reliable. Based on the results of calculations with the help of SPSS, it can be seen that the variables of Organizational Change, Organizational Development, and Employee Performance are *reliable* because they have a value above 0.60, so that they have high accuracy to be used as variables (constructs) in a study.

#### 4.2. Normality Test

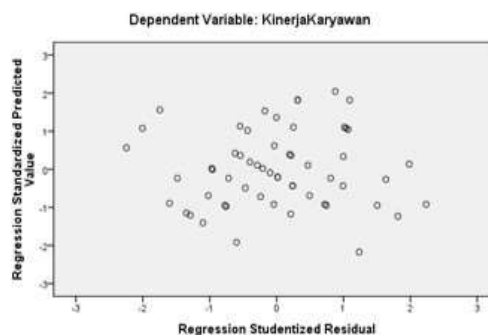
To determine whether or not the data on the dependent variable is normal, it is done by looking at a normal plot graph. If the data is normally distributed, then the spread of the plot will be along the 45° line. From the normal plot graph (attachment) it can be seen that the distribution of the plot is along the 45° line so it can be concluded that the data is normally distributed.



**Figure 2: Normality Test Results**

#### 4.3. Heteroscedasticity Test

**Figure. 3 Heteroscedasticity test**



Sumber: Data primer diolah, 2016

Heteroscedasticity occurs when there is no similarity in the standard deviation of the dependent variable value for each independent variable. Detection by looking at the presence or absence of certain patterns on the graph. Based on the graph of the research results (attachment), the detection that exists is the spread, and does not form a certain pattern, so heteroscedasticity does not occur .

#### 4.4. Linier Regression Analysis

**Table. 2 Regression Coefficient**

**Coefficients**

Standardized Coefficients		Standardized Coefficients			
Model	B	Std. Error	Beta	1	Sig
1 (Constant)	1.792	.398		4.506	.000
Organizational Change	.074	.074	.276	2.844	.006
Organizational Development	.379	.058	.639	6.583	.000

The form of the regression equation can be written as follows:

$$Y = 1.792 + 0.211X_1 + 0.379X_2 \quad (1)$$

The results of the multiple regression equation above provide an understanding that:

1. The constant a of 1.792 means that if the Organizational Change and Organizational Development factors are equal to zero (0), the amount of Employee Performance is 1.792 units.
2. For the Organizational Change variable (X1), the regression coefficient is positive, which means that if the Organizational Change is getting better, the Employee Performance will increase by 0.211, assuming other variables remain constant.

For the Organizational Development variable (X2), the regression coefficient is positive, which means that if the Organizational Development is getting better, the Employee Performance will increase by 0.379 with the assumption that the other variables are fixed or constant (Al-Aziz, 2022).

##### 4.4.1. F test

**Table. 3 ANOVA**

Model	Sum of Squares	df	Mean Square	F	Sig
1. Regression	1.910	2	.955	26.058	.000
Residual	1.979	54	.037		
Total	3.889	56			

It can be seen that the results of Fhitung = 26.058 with a significant level = 0.000 < 0.05, this shows that H0 is rejected and Ha is accepted. Thus, the results of the F test state that H0 is rejected and Ha is accepted meaning that Organizational Change (X1) and Organizational Development (X2) have a significant effect on Employee Performance (Hairul Rahman et al., 2025).

##### 4.4.2. T test

**Table. 4 Coefficientsa**

Instandardized Coefficients		Standardized Coefficients			
Model	B	Std. Error	Beta	1	Sig
1 (Constant)	1.792	.398		4.506	.000
Organizational Change	.074	.074	.276	2.844	.006
Organizational Development	.379	.058	.639	6.583	.000

It can be seen that the Organizational Change variable (X1) tcount 2.844 > ttable= 1.673 and a significant level of 0.006 < 0.05, it can be concluded that Ha is accepted and H0 is rejected, or Organizational Change has a significant effect on Employee Performance.

The *t-test* results for the Organizational Development variable (X2),  $t_{count} = 6.583 > t_{table} = 1.673$ , and a significant level of 0.000 .05, it can be concluded that  $H_a$  is accepted and  $H_0$  is rejected, or Organizational Development has a significant effect on Employee Performance.

## 5. DISCUSSION

### 5.1. Effect of Organizational Change on Employee Performance

The results of multiple regression testing obtained the regression coefficient value of Organizational Change has a positive effect on Employee Performance, meaning that if the Organizational Change in CV Anugrah Jaya Sumenep is getting better, then Employee Performance will increase, or in the agreed category about Structure, Technology, Physical Settings, and Human Resources. An organization can only survive if it can make changes. The essence of a change is an increase in conditions that are better than the previous situation. The results of this study are also consistent with research (Simbolon, 2013) on the Effect of Organizational Change and Organizational Culture on Employee Performance (Study at the Banjarmasin State Wealth and Auction Service Office), which found that Organizational Change affects Employee Performance. The *t* value obtained on the organizational change variable of 2.639 is greater than the *t* value of the organizational culture variable of 2.092. This shows that the organizational change variable is the dominant variable affecting the performance of Banjarmasin KPKNL employees. This also shows that the performance of KPKNL Banjarmasin employees is more influenced by factors that are indicators of organizational change compared to factors related to organizational culture.

### 5.2. Effect of Organizational Development on Employee Performance

The results of multiple regression testing obtained the regression coefficient value of Organizational Development has a positive effect on Employee Performance. If Organizational Development increases, the performance of employees in CV Anugrah Jaya Sumenep will increase. Or in the category of agreeing about the ability to control, support, liking, benefits, encourage enthusiasm, new ideas, and help achieve. The results of this study also support research (Djestawana, 2012) on the Effect of Organizational Development, Leadership, Career Paths on Job Satisfaction and Performance of Puskesmas Employees, which states that Organizational Development affects Employee Performance. Based on the hypothesis of the relationship between employee performance and organizational development, employee performance and leadership, employee performance and career development individually and simultaneously affect employee performance and are proven significant ( $cr > + 2.58$ ) and supported by empirical facts based on observations in this study.

### 5.3. The Effect of Organizational Change and Development on Employee Performance

Organizational Change and Organizational Development simultaneously have a positive influence on Employee Performance in CV Anugrah Jaya Sumenep. Based on the results of calculations with manual statistics, the obtained value  $F_{count} > F_{table}$ . This indicates that Organizational Change and Organizational Development together influence Employee Performance. The influence caused shows a positive relationship with performance, meaning that when there are changes and organizational development, it will improve employee performance, because employees are required to adjust to organizational changes. Organizational Development and Change is a process of enlarging or expanding an organization in a positive direction. Every organization, including PT. Sinar Galesong Prima wants to change and develop to be bigger and better.

## 6. CONCLUSIONS AND SUGGESTIONS

### 6.1. Conclusion

Based on the data analysis, the following conclusions were obtained:

Partially, the Organizational Development variable has a positive and significant effect on Employee Performance at PT Sinar Galesong Prima Manado.

Simultaneously, the variables of Organizational Change and Development have a positive and significant effect on Employee Performance at PT Sinar Galesong Prima Manado.

### 6.2. Suggestion

Based on the conclusions obtained from data analysis, the authors provide the following suggestions:

PT Sinar Galesong Prima Manado needs to implement Organizational Change and Development that will improve employee performance. It is hoped that the results of this study can be used as a reference for conducting other research related to the variables or objects of this study. And it is hoped that this research can be used for the development of science in the field of HR.

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