



## The effect of change management and organisational culture on junior high school teacher performance

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### ABSTRACT

SMP Negeri 8 Sungai Penuh is one of the educational institutions that always try to improve the quality of education. Therefore teachers have an important role in improving the quality of education. However, teacher performance at SMP Negeri 8 Sungai Penuh is still low. Several factors influence the low performance of SMP Negeri 8 Sungai Penuh teachers, namely change management and organizational culture. This research aims to determine the influence of change management and organizational culture on teacher performance at SMP Negeri 8 Sungai Penuh. The type of this research is quantitative. The sample used in this research was 32 teachers at SMP Negeri 8 Sungai Penuh. The data collection techniques were questionnaires, observation, documents, and interviews. Data were analyzed using multiple linear analysis with the help of SPSS. The research shows that change management has a significant effect on teacher performance at SMP Negeri 8 Sungai Penuh. Organizational culture also influences teacher performance at SMP Negeri 8 Sungai Penuh. Simultaneously, change management and organizational culture have a significant effect on teacher performance at SMP Negeri 8 Sungai Penuh.

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### 1. INTRODUCTION

Good employee performance is one of the keys to the success of a company or government agency. In addition, good performance is the result of the quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him, so the office needs to set the right strategy by understanding several factors that affect performance achievement including effectiveness, authority, responsibility, discipline and initiative (Haryati & Juhana, 2013). Efforts to create employee performance are not easy. This is because in reality there are still many employees whose performance is less than optimal such as service, target achievement, laziness and still lack of responsibility in completing work. Therefore, companies or government agencies are required to equip human resources within companies or government agencies to work effectively and

efficiently so as to improve performance. One of the factors that affect employee performance is change management.(Mangkunegara, 2020).

Change management is a systematic process of applying knowledge, tools, and resources to effect change in the people who will be affected by the process. (Haryono, 2015). Change management and organisational culture are currently too standardised based on concepts that can be a means of measuring the suitability of organisational goals without looking at background or personal observations that directly involve all existing human resources (Riani, 2011). The management and optimisation of human resources cannot be separated from the employee factor. Organisations must have employees who perform well. The sustainability of an organisation is determined by the performance of its employees. (Widarno, 2016).

SMP Negeri 8 Sungai Penuh is one of the junior high school level educational institutions in Sungai Penuh city, Jambi province that continues to strive to improve the quality of education, namely by carrying out learning and providing effective guidance so that students can develop optimally and develop their potential. noble, skills needed for themselves, society, nation and state. In order for this goal to be realised, the existence of teachers as professionals in schools is very important in order to improve the quality of education to produce superior, productive and competitive human resources (HR). Therefore, every school first improves the performance of its teachers. (Mathis & Jackson, 2012; Wibowo, 2016).

The results of observations at SMP Negeri 8 Sungai Penuh show that teacher performance is still low. Some of the problems that affect employee performance are change management. This is because there are still many teachers who are unable to carry out their duties and responsibilities in accordance with the vision, mission and objectives of SMP Negeri 8 Sungai Penuh, so there are still teachers who have not been able to renew their quality and quantity in competition to achieve performance for SMP Negeri 8 Sungai Penuh and to students. In addition, there are still many teachers who have not been able to bring out their creativity in adapting to the use of technology-based learning media (IPTEK) such as applying learning using online media. Inadequate infrastructure is also a problem that affects teacher performance at SMP Negeri 8 Sungai Penuh. Some teachers still do not have NUPTK and most teachers do not have professional teacher status (Teacher Certification). This also underlies the decline in teacher performance so that the teacher hopes that in the future all teachers can become professional teachers (teacher certification).

Another factor that also affects performance is organisational culture (*organizational culture*)(Moeljono, 2015). Organisational culture is a long-standing set of values, beliefs, assumptions, or norms that are shared, accepted, and held by members of an organisation as a code of conduct that determines how it feels, thinks, and reacts to its diverse environment (Kreitner & Kinicki, 2014). Based on observations in the field, there are still teachers who are late for class when they are going to teach, teachers who do not enter school during working hours and lack of awareness of teachers in completing work according to predetermined targets that should be completed faster but stall for time, late in providing the Draft Learning Program (RPP) and not fully implementing the Draft Learning Program (RPP), there are still many teachers who do not carry out picket according to a predetermined schedule, many teachers are still unwilling to participate in training and learning in the field of technology, especially in the use of computers and learning media.

In addition to what has been stated above, there are other factors that cause a decrease in teacher performance, both internal and external factors. These factors include leadership, discipline, work environment, motivation, competence, organisational culture, communication, compensation and other factors (Gibson et al., 2013; Luthans, 2006; Wibowo, 2015; Yamin & Maisah, 2010). Based on the data and various potentials that exist, researchers are interested in conducting research with the aim of knowing the effect

of change management and organisational culture on the performance of teachers at SMP Negeri 8 Sungai Penuh.

## 2. RESEARCH METHOD

The type of research used in this study is quantitative using 32 teachers of SMP Negeri 8 Sungai Penuh as the population. The sample technique used in this study is a total sampling technique where the entire population is used as a sample in this study. The reason for taking total sampling is because according to Sugiyono (2017) the population is less than 100 the entire population is used as a research sample. There are 2 types of data sources used in this study, namely primary data sources and secondary data sources. Primary data sources are obtained from answers to questionnaires distributed to respondents. Secondary data sources are data sources such as employee data, organisational structures, journals, and readings related to research and this data source is obtained from SMP Negeri 8 Sungai Penuh with a period period of 2023. The data collection techniques used in this study were questionnaires, observations, documents and interviews. The questionnaire contains questions about the demographics of respondents such as gender, age, occupation, and length of service of employees, especially in the Teachers of SMP Negeri 8 Sungai Penuh. In addition, the questionnaire also contained statements about respondents' views relating to Change Management, competence, Organisational Climate and performance. The measurements in this study used an Interval scale with Likert scale technique. The data collected was then analysed using multiple regression analysis with the help of SPSS.

## 3. RESULTS AND DISCUSSIONS

### 3.1. Characteristics of respondents

Based on the results of data collection on 32 respondents, the following characteristics of the respondents were obtained:

Table 1. Characteristics of respondents

Characteristics	Category	Frequency	Percentage
Gender	Male	14	44%
	Female	18	56%
Age	20-30 years	8	24%
	31-40 years	9	27%
	>40 years	15	49%
Education Level	SMA	0	0%
	D3	3	9%
	S1	26	81%
	S2	3	9%

*Source: Data processed, 2023*

The results showed that most of the teachers of SMP Negeri 8 Sungai Penuh were female, namely 1 person (56%) and 14 men (44%). When viewed based on age, the average age of SMP Negeri 8 teachers is > 40 years as many as 15 teachers (49%). Based on the data available in Table 1, it was found that in general, teachers of SMP Negeri 8 Sungai Penuh have a bachelor's degree, namely 26 people (81.2%).

### 3.2. Normality Test

The normality test aims to test whether in the regression model, confounding or residual variables have a normal distribution. The test is carried out using the Kolmogorov-Smirnov test method for each variable (Purnomo, 2016). The regression model is normally distributed if the Kolmogorov-Smirnov sign value of each variable is greater than  $\alpha = 0.05$ ,

which compares the observed data with a distribution that is close to the normal distribution (Ghozali, 2018) Data Normality Test Results.

Table 2. Data Normality Test Results

		Unstandardized Residual
N		32
Normal Parameters	Mean	.0000000
	Std. Deviation	5.07136376
Most Extreme Differences	Absolute	.124
	Positive	.124
	Negative	-.102
Test statistic		.124
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

Source: Data processed, 2023

Based on Table 2, it is known that the significance value is above 0.05, which is 0.200. This means that the residual data is normally distributed.

### 3.3. Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another. If the variance of the residuals of one observation to another observation is constant, it is called homoscedasticity and if it is different it is called heteroscedasticity (Juliandi & Irfan, 2014). In the graph below, you can see the results of the heteroscedasticity test conducted using the scatterplot test with SPSS version 25 software.

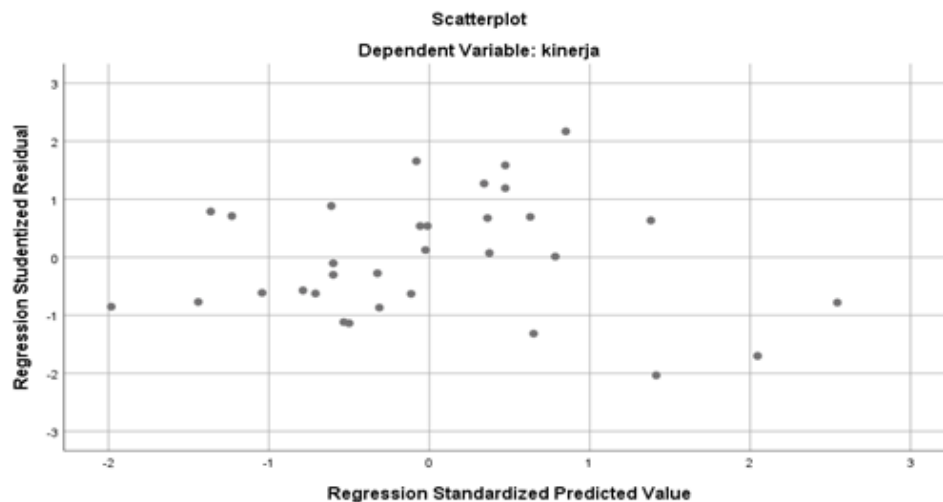


Figure 1. Heteroscedasticity Test Results

Figure 1 shows that the points spread randomly, and are spread both above and below the number 0 (zero) on the Y axis. So it can be concluded that there are no symptoms of heteroscedasticity in the regression model used.

### 3.4. Multicollinearity Test

Multicollinearity test is a test conducted to ascertain whether in a regression model there is intercorrelation or collinearity between independent variables (Santoso & Tjiptono, 2001). Table 3 below is the result of the multicollinearity test by looking at the tolerance value or VIF (Variance Inflation factor) value with SPSS version 25 software..

Table 3. Multicollinearity Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Change Management	0.854	1.171
Organisational culture	0.854	1.171

Source: Data processed, 2023

Table 3 shows that all research variables have a tolerance value > 0.10 and a VIF value < 10.00. So it can be concluded that there is no multicollinearity between the independent variables.

### 3.5. Multiple Linear Regression

Hypothesis testing in this study uses multiple regression analysis. Multiple regression analysis aims to determine the causal relationship between the variables that influence and the variables that are influenced (Arum, 2012). Based on the results of multiple linear regression calculations can be seen from the results of the coefficients test based on the output of SPSS Version 25. The effect of change management (x1), and organisational culture (x2) on performance (y) at SMP Negeri 8 Sungai Penuh as can be seen in the following table.

Table 4. Multiple Linear Regression

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.703	12.722		.212	.833
Change Management	.460	.190	.410	2.413	.022
Organisational culture	.454	.216	.378	2.282	.030

Source: Data processed, 2023

Based on Table 4, the multiple linear regression equation is as follows:

$$Y = 2,703 + 0,460X_1 + 0,454X_2$$

1. The constant value (a) is positive at 2.703, meaning that if the change management and organisational culture variables are constant or zero, then performance is positive at 2.703.
2. The coefficient value of the change management variable is positive 0.460, meaning that every increase in the change management variable, there is a tendency for an increase in performance at SMP Negeri 8 Sungai Penuh.
3. The coefficient value of the organisational culture variable is positive 0.454, meaning that every increase in the organisational culture variable, there is a tendency for an increase in performance at SMP Negeri 8 Sungai Penuh.

### 3.6. Coefficient of Determination

To find out the magnitude of the influence of change management variables and organisational culture on teacher performance at SMP Negeri 8 Sungai Penuh, it can be seen in the following table.

Table 5. Determination Coefficient Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.533a	.484	.235	5.24332

Source: Data processed, 2023

Based on table 5, it can be explained that the value of R square (determination) is 0.484. The R square value can be called the coefficient of determination, which in this case means  $0.484 \times 100$  percent = 48.4 percent. So the contribution or the amount of influence between the variables of change management and organisational culture on teacher performance at SMP Negeri 8 Sungai Penuh is 48.4 percent, the remaining 51.6 percent is explained by other factors not examined in this study.

### 3.7. T-test

The t-test was conducted to determine the level of significance of the partial influence between change management and organisational culture on teacher performance at SMP Negeri 8 Sungai Penuh, so the t-count test was used which was compared with the t-table. The significance test is carried out for two directions with an alpha level of 0.05, the number of respondents is 32 people, then the degree of freedom or  $df = n - k$  or  $32 - 3 = 29$ . So that a t-table value of 2.04523 can be obtained. The t-count value can be seen from the following table:

Table 6. T-test results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.703	12.722		.212	.833
Change Management	.460	.190	.410	2.413	.022
Organisational culture	.454	.216	.378	2.282	.030

Source: Data processed, 2023

Based on table 6, it can be explained as follows:

1. Change management has a significant effect on performance, this is evidenced by the results of the calculation of  $t\text{-count} > t\text{-table}$  ( $2.413 > 2.04523$ ) and a significance value of  $0.022 < 0.05$ . Thus,  $H_0$  is rejected and  $H_a$  is accepted, meaning that there is a significant influence between change management on teacher performance at SMP Negeri 8 Sungai Penuh.
2. Organisational culture has a significant effect on performance, this is evidenced by the results of the calculation of  $t\text{-count} > t\text{-table}$  ( $2.282 > 2.04523$ ) and a significance value of  $0.030 < 0.05$ . Thus,  $H_0$  is rejected and  $H_a$  is accepted, meaning that there is a significant influence between organisational culture on teacher performance at SMP Negeri 8 Sungai Penuh.

### 3.8. F-Test

Based on the results of the calculation, the following table shows the effect of change management and organisational culture on teacher performance at SMP Negeri 8 Full River simultaneously.

Table 7. F-test results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	316.594	2	158.297	5.758	.008b
Residual	797.281	29	27.492		
Total	1113.875	31			

Source: Data processed, 2023

Based on table 7, it is known that the significance level is 0.05 for a two-way test and the degree of freedom  $df_1 = n - k$  or  $32 - 3 = 29$ ,  $df_2 = n - 1$  or  $3 - 1 = 2$ , then the F-table is 3.33. Based on the results of the above calculations, the  $F\text{-count} > F\text{-table}$  ( $5.758 > 3.33$ )

and the significance level of  $0.008 < 0.05$ , then  $H_0$  is rejected and  $H_a$  is accepted, meaning that simultaneously change management and organisational culture have a significant effect on teacher performance at SMP Negeri 8 Sungai Penuh.

### 3.9. The effect of change management on teacher performance at SMP Negeri Sungai Penuh

Based on the research results, it is known that there is an effect of change management on teacher performance at SMP Negeri 8 Sungai Penuh. The basic purpose of change management is to support the plan, carry out the change process, then the cycle that has been formed is maintained. Managing change is directing a team within an organisation to take a stance and adopt a mindset that is carried out consistently. The collective value of change management objectives provides the possibility for organisations to provide solutions to the impact of change to provide the best value collaboratively. To obtain the optimal impact of the results of change management carried out, the need for support from all components in an organisation so that the goals to be achieved can provide maximum results. This means that the better the teacher in managing existing changes, the teacher's performance will improve. The results of this study are in line with research conducted by Joeliaty & Firmansyah (2016) dan Wanza & Nkuraru (2016) which states that change management has an influence on performance.

### 3.10. The influence of culture on teacher performance

Based on the research conducted, it is found that the organisational culture variable affects teacher performance at SMP Negeri 8 Sungai Penuh. Culture aims to understand the dynamics in an organisation that will have an influence both in terms of human behaviour, in connection with the existence of the organisation as a place to share knowledge and experience and other positive values related to innovating, saving profits, and other improvements, so that the organisation should be able to facilitate an environment that supports its members to be able to contribute easily. Each member of an organisation will communicate and interact with each other where this process is an activity in order to share knowledge, experience, and values in a positive way that will mutually influence the organisation. This means that if the organisational culture at SMP Negeri 8 Sungai Penuh is good, then teacher performance will also increase. The results of this study are in line with research conducted by Harijanti et al. (2021), Yoyok (2015) dan Koesmono (2015) , which states that organisational culture has an influence on performance.

### 3.11. Effect of change management and organisational culture on performance

The results of the research hypothesis show that change management and organisational culture simultaneously affect teacher performance. This means that the high and low performance of teachers can be explained by change management and organisational culture. The magnitude of the effect of change management and organisational culture simultaneously on teacher performance is 48.4 percent, while the remaining 51.6 percent is influenced by other variables outside the research model. This indicates that the variables of change management and organisational culture simultaneously have a positive and significant influence and a strong enough relationship on teacher performance at SMP Negeri 8 Sungai Penuh. The results of this study are in line with research conducted by (Sensow ,2018) which states that change management and organisational culture have a significant effect on performance..

## 4. CONCLUSION

Based on the results of descriptive and statistical analyses, the following conclusions were obtained: 1). Change management has a significant effect on teacher performance at smp negeri 8 sungai penuh. 2). Organisational culture has a significant effect on teacher performance at smp negeri 8 sungai penuh. 3). Simultaneously, change management and organisational culture have a significant effect on teacher performance at smp negeri 8 sungai penuh. My hope for future researchers, in order to be able to study and analyse more deeply about change management and organisational culture on teacher performance in order to become a guide in the future.

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