

ANALYZING THE IMPACT OF ORGANIZATIONAL CHANGE AND CULTURE ON EMPLOYEE SATISFACTION AND PERFORMANCE AT THE UPT RADIO FREQUENCY SPECTRUM MONITORS

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Abstract

The objective of this study aims to evaluate the direct & indirect effects of organizational structure changes & organizational culture on employee performance, mediated by employee satisfaction, within the UPT Radio Frequency Spectrum Monitoring Office, Directorate General of Post & Information Resources & Equipment, Ministry of Communication & Information. A quantitative approach was used, with data collected from employees at six Radio Frequency Spectrum Monitoring UPT Offices across the Sulawesi region. The study employed Structural Equation Modeling (SEM) with Partial Least Squares (PLS) analysis on a total sample of 111 respondents. Data were gathered through a questionnaire distributed via Google Forms. The study finds that : (1) Organizational changes have a positive & significant effect on employee performance at the UPT Radio Frequency Spectrum Monitoring Office; (2) Organizational culture significantly & positively influences employee performance; (3) Organizational changes significantly & positively impact employee satisfaction; (4) Organizational culture has a positive & significant effect on employee satisfaction; (5) Employee satisfaction positively & significantly affects employee performance; (6) Organizational changes positively influence employee performance through the mediating role of employee satisfaction; & (7) Organizational culture positively affects employee performance, mediated by employee satisfaction.

Keywords: organizational change, organizational culture, employee satisfaction, employee performance

INTRODUCTION

A practical approach to adapting to the organizational environment involves simplifying and restructuring bureaucratic processes. President Joko Widodo highlighted the urgency of substantial bureaucratic simplification and prioritized investments in field-related initiatives during his first term as President of Indonesia (2019–2024). In his speech at the MPR plenary session on October 20, 2019, he underscored the importance of reducing procedural complexity and directed the bureaucracy's streamlining to two-echelon levels. The President also promoted the transformation of Administrator (Echelon III) and Supervisor (Echelon IV) roles into functional positions (JF), emphasizing the need for skill and competency-based roles (Source: kompas.com, October 20, 2019).

Bureaucratic simplification centers on two main aspects: reducing the bureaucracy to two-echelon levels and transitioning structural positions into functional roles. The primary objective of this transition is to redirect employees' focus from administrative or structural duties to functional roles. Eliminating Echelons III and IV in government agencies aims to shift the orientation from structural to functional positions, thereby reducing unnecessary costs associated with facilities and benefits for officials in these roles. Additionally, this reform seeks to transform the mindset of civil servants (ASNs) who might previously pursue positions without optimally fulfilling their responsibilities (Rakhman, 2020).

To ensure stability and career growth for administrative officials impacted by this simplification, MenPAN-RB Regulation Number 28/2019 was enacted to address the equalization of administrative roles into functional positions. This regulation provides a framework for career development. It establishes a functional-based career system that promotes professionalism, agility, and dynamism within bureaucratic structures, ultimately enhancing the efficiency and effectiveness of public services.

The implementation of these functional transfers, characterized by bureaucratic simplification and restructuring, has been carried out at the Directorate General of Post and Information Resources and Equipment, Ministry of Communication and Information. Officials from Echelons III and IV have been reassigned to functional roles, reducing administrative positions while enriching the organization with expertise-based functional positions.

In theory, the combination of bureaucratic simplification and organizational culture implemented at the UPT Radio Frequency Spectrum Monitoring Office is expected to impact employee satisfaction and performance positively. Cahyaningsih et al. (2020) support this assertion, noting that organizational change and culture significantly and positively influence employee satisfaction and performance. Furthermore, their research suggests that job satisfaction is a mediator in the relationship between organizational change and employee performance, as well as between organizational culture and employee performance.

Initial observations and interviews with research participants revealed varying reactions to the organizational change policies and culture within the Directorate General of Postal and Informatics Equipment Resources. While some employees expressed satisfaction, others identified challenges stemming from the policies:

1. **Adaptation:** Observations indicate that organizational changes and cultural shifts have minimal impact on employee performance, as employees generally adhere to implemented policies and maintain their performance levels regardless of the changes. This suggests that employees perceive their satisfaction and performance as consistent, both before and after implementing organizational change policies and culture.
2. **Enthusiasm:** Several employees demonstrated a positive and enthusiastic response toward the changes and the new organizational culture introduced by leadership. These employees exhibited increased confidence and motivation, believing the new policies would enhance their satisfaction and performance.
3. **Resistance:** Conversely, some employees displayed discomfort and resistance to the changes, often preferring traditional work methods or perceiving the changes as threats to their roles or skills. This resistance, observed openly and covertly, reflects concerns among certain employees that their satisfaction and performance might decline under the new policies.

Based on the provided background, the research aims to address the following problems:

1. Does organizational change significantly impact employees' performance at the UPT Radio Frequency Spectrum Monitoring Office, Directorate General of Resources and Equipment for Post and Information Technology, Ministry of Communication and Informatics?
2. Does organizational culture significantly affect employees' performance at the UPT Radio Frequency Spectrum Monitoring Office, Directorate General of Resources and Equipment for Post and Information Technology, Ministry of Communication and Informatics?
3. Does organizational change significantly influence employee satisfaction at the UPT Radio Frequency Spectrum Monitoring Office, Directorate General of Resources and Equipment for Post and Information Technology, Ministry of Communication and Informatics?
4. Does organizational culture significantly impact employee satisfaction at the UPT Radio Frequency Spectrum Monitoring Office, Directorate General of Resources and Equipment for Post and Information Technology, Ministry of Communication and Informatics?
5. Does employee satisfaction significantly affect employees' performance at the UPT Radio Frequency Spectrum Monitoring Office, Directorate General of Resources and Equipment for Post and Information Technology, Ministry of Communication and Informatics?
6. Does organizational change significantly affect employee performance through the mediating role of employee satisfaction at the UPT Radio Frequency Spectrum Monitoring Office, Directorate General of Resources and Equipment for Post and Information Technology, Ministry of Communication and Informatics?

- Does organizational culture significantly influence employee performance through the mediating role of employee satisfaction at the UPT Radio Frequency Spectrum Monitoring Office, Directorate General of Resources and Equipment for Post and Information Technology, Ministry of Communication and Informatics?

The objectives of this research are as follows:

- To determine the impact of organizational changes on the performance of employees at the UPT Radio Frequency Spectrum Monitoring Office, Directorate General of Resources and Equipment, Post and Information Technology Ministry of Communication and Informatics.
- To ascertain organizational culture's influence on employees' performance at the UPT Radio Frequency Spectrum Monitoring Office, Directorate General of Resources and Equipment, Post and Information Technology Ministry of Communication and Informatics.
- To assess the effect of organizational changes on employee satisfaction at the UPT Radio Frequency Spectrum Monitoring Office, Directorate General of Resources and Equipment, Post and Information Technology Ministry of Communication and Informatics.
- To examine the influence of organizational culture on employee satisfaction at the UPT Radio Frequency Spectrum Monitoring Office, Directorate General of Resources and Equipment, Post and Information Technology Ministry of Communication and Informatics.
- To analyze the impact of satisfaction on employee performance at the UPT Radio Frequency Spectrum Monitoring Office, Directorate General of Resources and Equipment, Post and Information Technology Ministry of Communication and Informatics.
- To investigate the effect of organizational changes on employee performance, mediated by employee satisfaction, at the UPT Radio Frequency Spectrum Monitoring Office, Directorate General of Resources and Equipment, Post and Information Technology Ministry of Communication and Informatics.
- To explore the influence of organizational culture on employee performance, mediated by employee satisfaction, at the UPT Radio Frequency Spectrum Monitoring Office, Directorate General of Resources and Equipment, Post and Information Technology Ministry of Communication and Informatics.

RESEARCH METHODS

Framework of Thinking

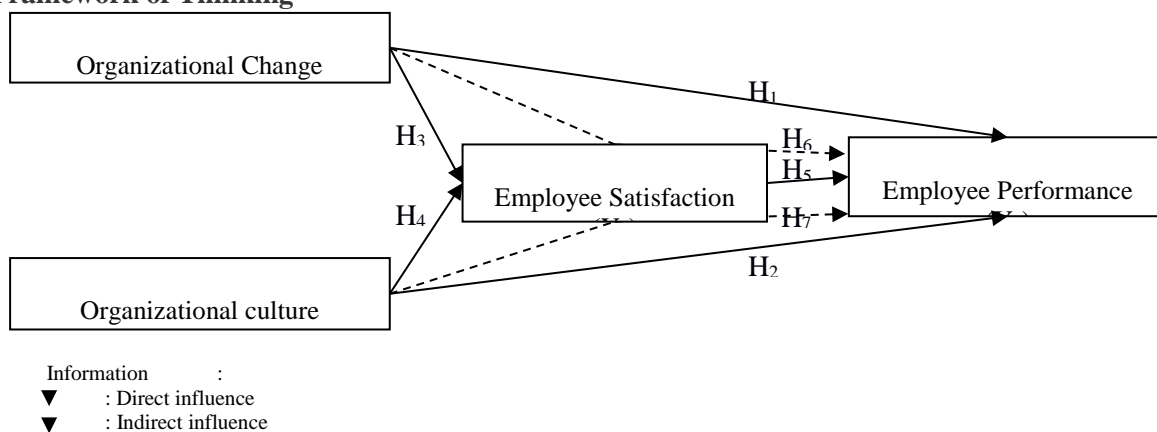


Figure 1. Research Framework

This research is categorized as descriptive research with a quantitative approach. According to Sugiyono (2019), quantitative research methods employ descriptive statistics to analyze data by presenting or illustrating the collected information without the intention of making generalizations or drawing broad conclusions.

The study was conducted at six UPT Radio Frequency Spectrum Monitoring Offices under the Directorate General of Resources and Equipment for Post and Information Technology at the Ministry of Communication and Informatics in the Sulawesi region. A total of 111 respondents from these offices participated in the research.

The study focuses on six variables, comprising two independent variables, one dependent variable, and one moderating variable. The relationships among these variables will be examined in greater detail as the research progresses. If additional information or clarification about each variable or the research methodology is required, it will be provided as needed.

1. Independent Variable

a. Organizational Change

Organizational change is characterized by various efforts to adjust organizational design in the future (Daniel Jansen, Christoffel Kojo and Lucky OH Dotulong, 2019). Organizational changes need to be planned as organizational development is carried out for achieve organizational goals. The goal is to improve the organization's ability to adapt with changes in the environment and employee behavior (Priyono, 2010).

b. Organizational culture

The definitions provided by various authors highlight organizational culture. According to Robbins and Judge (2015), organizational culture is a system of shared meanings among members that distinguishes an organization from others. It involves members' shared perceptions and beliefs, shaping the organization's identity.

Mangkunegara (2015) describes organizational culture as a set of assumptions, beliefs, values, and norms that develop within an organization. These elements function as guidelines for the behavior of members, aiding in the organization's adaptation to external challenges and internal issues.

Setiawan (2018) summarizes organizational culture as the collective beliefs and values embraced by all members of an organization. These beliefs and values inspire members to carry out their work and shape their daily behavior within the organization.

In essence, organizational culture refers to the shared understanding, beliefs, and values that guide the behavior of individuals within an organization, thereby defining its unique identity.

2. Dependent Variable

Employee performance refers to the successful execution of tasks and the achievement of objectives within a specified timeframe, aligned with the organization's responsibilities, goals, vision, and mission. This achievement must align with the organization's strategic planning while adhering to legal requirements and ethical standards. Moeheriono (2019) defines employee performance as the level of success in implementing an activity, program, or policy to achieve an organization's goals, objectives, vision, and mission, as outlined in its strategic plan. It measures the outcomes and results accomplished by completing specific tasks and responsibilities within the organizational framework, emphasizing compliance with legal and ethical standards.

3. Moderating Variables

Job satisfaction is when individuals experience pleasure in performing activities related to their work, as described by Duha (2018). Luthans (2011) defines job satisfaction as a positive emotional state resulting from an appreciation for an individual's work. It reflects how much a job fulfills an individual's needs and provides a sense of achievement. Job satisfaction is influenced by various dimensions, with five key factors often used as indicators: the nature of the job itself, salary, opportunities for promotion, the quality of supervision, and relationships with coworkers. These factors collectively shape an individual's overall satisfaction with their work and affect their emotional well-being in the workplace.

Data Analysis Techniques

1. Descriptive Analysis

Descriptive analysis in research aims to provide an empirical overview or summary of the collected data. This involves presenting the data in frequency distributions and mean values (averages) of respondent's responses to the variables under study, as described by Arikunto (2016). In this context, the descriptive analysis emphasizes examining and interpreting variables related to organizational change, organizational culture, job satisfaction, and employee performance.

The interpretation of mean values in this descriptive analysis is guided by predefined scoring criteria, as outlined in Table 1. Referring to the requirements in Table 1 is essential for understanding the implications of the mean values for the variables under consideration. By utilizing averages and other

statistical measures, descriptive analysis enables researchers and stakeholders to understand the distribution and central tendencies of the data within the studied variables.

Table 1. Basic Interpretation of Averages

No	Intervals	Interpretation
1	1.00 – 1.80	Very Not Good
2	1.81 – 2.60	Not good
3	2.61 – 3.40	Pretty good
4	3.41 – 4.20	Good
5	4.21 – 5.00	Very good

Source: Arikunto, (2016)

2. SEM PLS (Partial Least Square) Analysis

The data analysis techniques outlined in this research demonstrate a comprehensive approach, utilizing Smart PLS 3.0 software for data management. Below is an overview of the key analysis techniques employed:

Outer Model Analysis:

This phase focuses on evaluating the measurement model by assessing the reliability and validity of the measurement indicators (variables) utilized in the study. Reliability involves examining the consistency and stability of the measurement instruments, while validity ensures that the indicators accurately measure their intended constructs

Inner Model Analysis:

The structural relationships between constructs in the research model are evaluated. This includes analyzing the path coefficients, which indicate the strength and direction of the relationships between variables. Inner model analysis is essential for understanding the interactions and interdependencies among the constructs.

Hypothesis Testing:

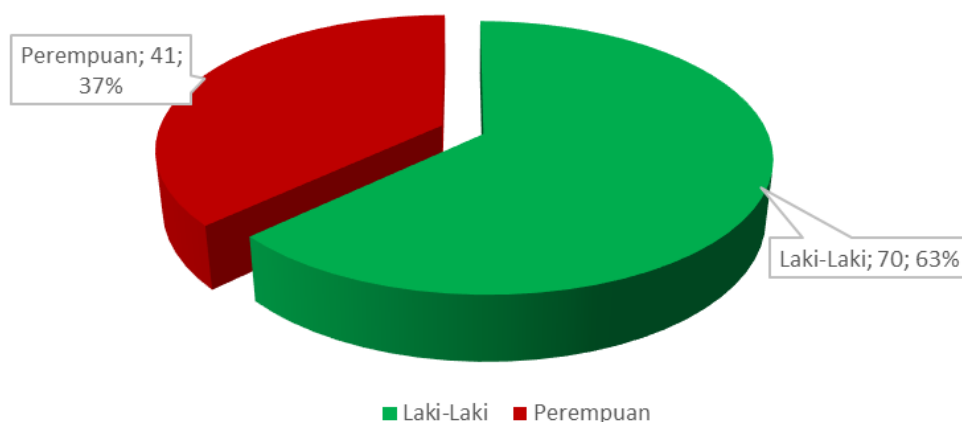
This phase involves testing the hypotheses developed in the research framework. Statistical methods are employed to determine whether the proposed relationships in the model are statistically significant. Hypothesis testing provides empirical evidence to support or refute the theoretical framework.

The use of Smart PLS 3.0 for these analyses highlights the application of a structural equation modeling (SEM) approach, which is well-suited for complex models involving latent variables. It is critical to ensure that the data meets the assumptions of SEM before proceeding with each analytical step as outlined in the software.

RESULTS AND DISCUSSION

Description of Respondent Characteristics

1. By Gender



Based on the analysis pre accounting for 63% of the sa gender distribution indicates

Figure 2. Gender of Respondents
Source: Data, processed (2023)

y were predominantly male, l 37% (41 individuals). This

a significant male dominance in the respondent pool. The observed

imbalance suggests potential gender-related implications that may influence the research findings. Future studies should consider strategies to achieve a more balanced gender representation, enabling a more comprehensive understanding of the phenomena under investigation. Despite this imbalance, the study proceeds with data analysis while acknowledging and addressing potential gender-related factors in interpreting the results.

2. By Age

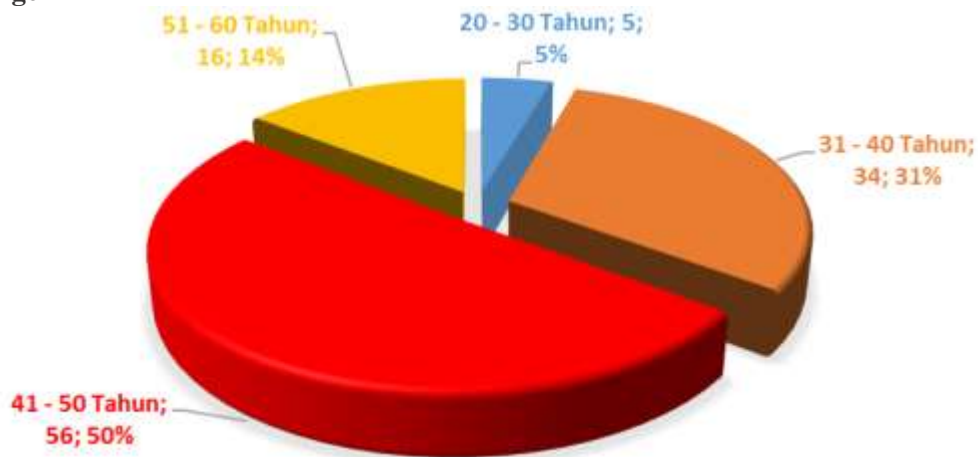


Figure 3. Age of Respondents
 Source: Data, processed (2023)

As shown in Figure 3, the majority of respondents are aged 41–50 years, comprising 50% of the sample (56 individuals). This is followed by respondents aged 31–40 years, representing 31% (34 individuals), those aged 51–60 years at 14% (16 individuals), and respondents aged 20–30 years at 5% (5 individuals).

3. Based on Work Period

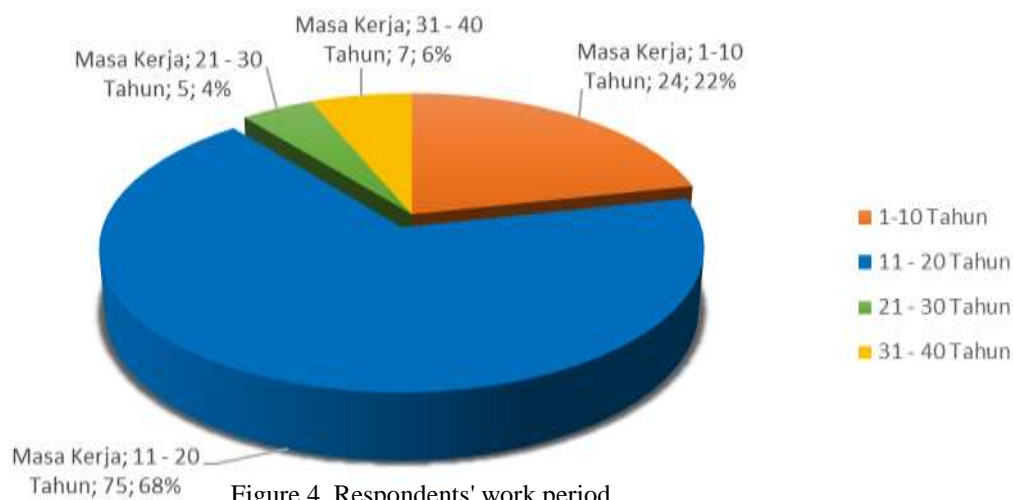


Figure 4. Respondents' work period
 Source: Data, processed (2023)

As illustrated in Diagram 3, the majority of respondents have a work period of 11–20 years, accounting for 68% of the sample (75 individuals). This is followed by respondents with a work period of 1–10 years, comprising 22% (24 individuals), those with 31–40 years of work experience at 6% (7 individuals), and respondents with 21–30 years of work experience at 4% (5 individuals).

4. Based on Education Level



Figure 5. Respondents' education level

Source: Data, processed (2023)

As presented in Figure 5, most respondents hold a bachelor's degree (S1), comprising 55% of the sample (61 individuals). This is followed by respondents with a master's degree and a diploma (D3), each accounting for 15% (17 individuals), and those with a high school education, also at 15% (16 individuals).

Frequency Distribution Analysis

Table 2. Frequency Distribution Analysis

Variable	Dimensions	Mean
Organizational Change	Structural Change	4.57
	Strategic Change	4.39
	Technology changes	4.61
Variable Average		4.52
Organizational culture	Innovation and Risk Taking	4.61
	Attention To Detail	4.72
	Results Orientation	4.72
	People Orientation	4.64
	Team Orientation	4.69
	Aggressiveness	4.74
	Stability	4.74
Variable Average		4.69
Employee Satisfaction	The Work Itself	4.64
	Supervision	4.58
	Wages	4.48
	Promotional Opportunities	4.45
	Relationships With Coworkers	4.66
Variable Average		4.54
Employee Performance	Quality of Work	4.66
	Quantity of Work	4.66

	Punctuality	4.59
	Presence	4.70
	Cooperation	4.68
Variable Average		4.66

Source: Data, processed (2023)

As shown in Table 2, the average value of the organizational change variable is 4.52, which falls within the "very good" category. Similarly, the organizational culture variable averages 4.69, also categorized as "very good." The employee satisfaction variable records an average value of 4.54, classified as "very good," while the employee performance variable achieves an average of 4.66, likewise categorized as "very good."

Research Result

1. Indicator Testing (Outer Model)

a. Evaluating Convergent Validity

In assessing convergent validity, focus was placed on the outer loading values of each variable indicator, as shown in Table 3. Convergent validity is deemed satisfactory when the outer loading value of an indicator exceeds the threshold of 0.7 (Hair et al., 2016). The results indicate that all indicators exhibit strong convergent validity, with outer loading values significantly surpassing the recommended threshold. This finding implies that each indicator accurately measures its respective latent construct, thereby enhancing the overall reliability and validity of the measurement model. The high outer loading values confirm the suitability of the selected indicators for their corresponding constructs, reinforcing the precision of the measurement instrument in capturing the intended dimensions of the study.

Table 3. Outer Loading Results

Indicator	Organizational Change (X ₁)	Organizational Culture (X ₂)	Employee Satisfaction (Y ₁)	Employee Performance (Y ₂)
PO 1.1	0.794			
PO 1.2	0.898			
PO 1.3	0.904			
PO 1.4	0.873			
PO 2.1	0.882			
PO 2.2	0.869			
PO 2.3	0.738			
PO 2.4	0.891			
PO 3.1	0.792			
PO 3.2	0.808			
PO 3.3	0.776			
BO 1.1		0.759		
BO 1.2		0.772		
BO 2.1		0.866		
BO 2.2		0.772		
BO 2.3		0.813		
BO 3.1		0.836		
BO 3.2		0.792		
BO 4.1		0.847		
BO 5.1		0.727		
BO 5.2		0.802		
BO 6.1		0.836		

BO 6.2		0.838		
BO 7.1		0.810		
BO 7.2		0.865		
KP 1.1			0.870	
KP 1.2			0.856	
KP 1.3			0.836	
CP 2.1			0.896	
CP 2.2			0.887	
CP 3.1			0.831	
CP 3.2			0.804	
CP 4.1			0.878	
CP 4.2			0.901	
KP 4.3			0.870	
CP 5.1			0.743	
CP 5.2			0.812	
CP 5.3			0.759	
KIP 1.1				0.759
KIP 1.2				0.882
KIP 1.3				0.815
KIP 2.1				0.772
KIP 2.2				0.884
KIP 3.1				0.796
KIP 3.2				0.786
KIP 3.3				0.864
KIP 4.1				0.892
KIP 4.2				0.859
KIP 4.3				0.884
KIP 5.1				0.707
KIP 5.2				0.771
KIP 5.3				0.829

Source: Data, processed (2023)

As shown in Table 3, all indicators for the constructs display values exceeding the widely accepted threshold of 0.7. As a result, none of the construct indicators for any variables were excluded from the model, demonstrating that all indicator models possess strong validity.

The next step involves calculating the Average Variance Extracted (AVE) value, which represents the proportion of variance a construct captures relative to the variance attributable to measurement errors. The PLS algorithm is used to compute the AVE. A construct is considered valid if its AVE value exceeds the threshold of 0.5. The results of the AVE calculations are presented in Table 4 below.

Table 4. Average Variance Extracted (AVE) Measurement Results

Variable	Mark AVE	Rule Of Thumb	Information
Organizational Change (X_1)	0.707	> 0.50	Valid
Organizational Culture (X_2)	0.657	> 0.50	Valid
Employee Satisfaction (Y_1)	0.711	> 0.50	Valid
Employee Performance (Y_2)	0.678	> 0.50	Valid

Source: Processed data, 2023

As presented in Table 4, all variables demonstrate an Average Variance Extracted (AVE) value that meets or exceeds the commonly accepted benchmark of 0.5. This indicates that all variables in the study are valid and satisfy the AVE criterion.

b. Evaluating Discriminant Validity

Discriminant validity is assessed by examining the correlations between item scores or component scores to ensure that each construct within a latent variable is distinct from other variables. To establish strong discriminant validity, the loading value for each indicator within a latent variable should be higher than its loading values for other latent variables. High discriminant validity is confirmed when the relationships between construct indicators are more potent than their relationships with indicators of other constructs. The cross-loading values illustrating these relationships are provided in Table 5 below.

Table 5. Cross Loading Results

Indicator	Organizational Change (X₁)	Organizational Culture (X₂)	Employee Satisfaction (Y₁)	Employee Performance (Y₂)
PO 1.1	0.794	0.494	0.700	0.461
PO 1.2	0.898	0.590	0.781	0.594
PO 1.3	0.904	0.618	0.832	0.649
PO 1.4	0.873	0.563	0.743	0.537
PO 2.1	0.882	0.528	0.697	0.540
PO 2.2	0.869	0.488	0.691	0.526
PO 2.3	0.738	0.374	0.588	0.375
PO 2.4	0.891	0.490	0.768	0.522
PO 3.1	0.792	0.409	0.568	0.451
PO 3.2	0.808	0.474	0.603	0.545
PO 3.3	0.776	0.466	0.538	0.457
BO 1.1	0.469	0.759	0.634	0.721
BO 1.2	0.439	0.772	0.521	0.719
BO 2.1	0.531	0.866	0.615	0.779
BO 2.2	0.476	0.772	0.563	0.692
BO 2.3	0.469	0.813	0.588	0.732
BO 3.1	0.383	0.836	0.500	0.739
BO 3.2	0.347	0.792	0.440	0.738
BO 4.1	0.605	0.847	0.665	0.795
BO 5.1	0.681	0.727	0.715	0.671
BO 5.2	0.537	0.802	0.619	0.752
BO 6.1	0.480	0.836	0.571	0.793
BO 6.2	0.419	0.838	0.585	0.831
BO 7.1	0.482	0.810	0.612	0.759
BO 7.2	0.461	0.865	0.561	0.813
KP 1.1	0.728	0.534	0.870	0.566
KP 1.2	0.640	0.612	0.856	0.631
KP 1.3	0.597	0.634	0.836	0.707
CP 2.1	0.683	0.709	0.896	0.676
CP 2.2	0.743	0.593	0.887	0.611
CP 3.1	0.723	0.564	0.831	0.543
CP 3.2	0.621	0.541	0.804	0.504
CP 4.1	0.680	0.537	0.878	0.512
CP 4.2	0.716	0.565	0.901	0.590
KP 4.3	0.846	0.649	0.870	0.680
CP 5.1	0.604	0.716	0.743	0.715
CP 5.2	0.719	0.566	0.812	0.597
CP 5.3	0.686	0.633	0.759	0.705
KIP 1.1	0.729	0.678	0.724	0.759

KIP 1.2	0.475	0.865	0.640	0.882
KIP 1.3	0.478	0.794	0.570	0.815
KIP 2.1	0.550	0.714	0.588	0.772
KIP 2.2	0.455	0.777	0.569	0.884
KIP 3.1	0.426	0.762	0.606	0.796
KIP 3.2	0.376	0.738	0.551	0.786
KIP 3.3	0.374	0.795	0.515	0.864
KIP 4.1	0.466	0.852	0.571	0.892
KIP 4.2	0.437	0.779	0.556	0.859
KIP 4.3	0.462	0.820	0.584	0.884
KIP 5.1	0.688	0.668	0.684	0.707
KIP 5.2	0.720	0.718	0.735	0.771
KIP 5.3	0.451	0.801	0.571	0.829

Source: Data, processed (2023)

As shown in Table 5, the assessment of indicators confirms that each variable meets the criteria for strong discriminant validity. This is demonstrated by the observation that all indicators associated with each variable exhibit significantly higher cross-loading values when compared to other variables. Therefore, all indicators satisfy the discriminant validity criteria, underscoring their overall robustness and validity.

c. Evaluating Composite Reliability

The reliability evaluation examines the composite reliability value of the indicator block used to measure each construct. A construct is considered reliable if its composite reliability value exceeds the threshold of 0.7. The composite reliability values for each construct are provided in Table 6 for reference.

Table 6. Composite Reliability Results

Variable	Composite Reliability
Organizational Change (X ₁)	0.963
Organizational Culture (X ₂)	0.964
Employee Satisfaction (Y ₁)	0.970
Employee Performance (Y ₂)	0.967

Source: Data, processed (2023)

As presented in Table 6, the composite reliability values for all variables exceed the established threshold of 0.7, confirming that the variables meet the criteria for composite reliability. This indicates that each variable in the study demonstrates strong reliability, enhancing the measurement model's trustworthiness and consistency. Additionally, as shown in Table 5, the evaluation of indicators confirms that each variable satisfies the criteria for strong discriminant validity. This is evidenced by the observation that all indicators associated with a given variable exhibit significantly higher cross-loading values compared to their loading values on other variables. Consequently, all indicators meet the discriminant validity criteria, affirming their overall robustness and validity.

d. Evaluating Cronbach's Alpha

The inclusion of Cronbach's alpha further strengthens reliability testing. A construct is deemed reliable if its Cronbach's alpha value exceeds the threshold of 0.6. The Cronbach's alpha values for each construct are detailed in Table 7 for reference.

Table 7. Cronbach's Alpha results

Variable	Cronbach's Alpha
Organizational Change (X ₁)	0.958
Organizational Culture (X ₂)	0.960
Employee Satisfaction (Y ₁)	0.966

Employee Performance (Y_2)	0.963
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Source: Data, processed (2023)

As shown in Table 7, all variables exhibit Cronbach's alpha values exceeding the threshold of 0.6. These results confirm that all measured variables possess strong reliability, highlighting the consistency and dependability of the data collected for each construct.

2. Structural Model Testing (Inner Model)

The inner model, also referred to as the structural model, is utilized to explain the relationships between latent variables based on substantive theory, with the primary objective of evaluating the research hypotheses. Testing the inner model involves analyzing the structural relationships and predicting causal connections between variables. The schematic representation of the PLS inner model to be tested is presented below:

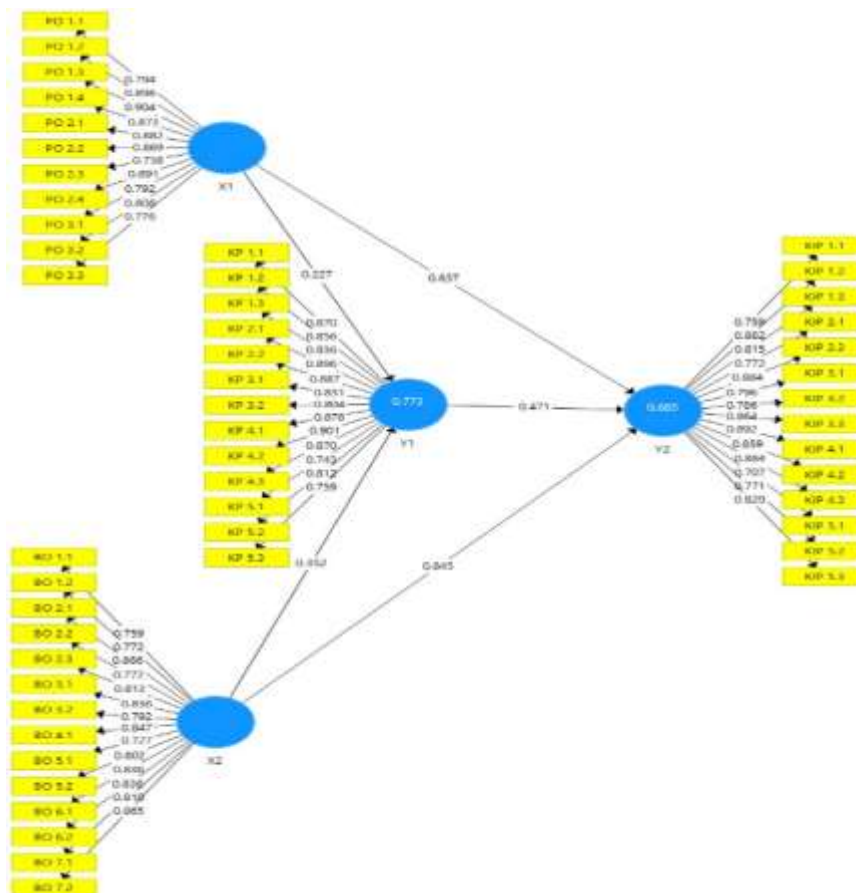


Figure 6. Inner Model Scheme

The evaluation of the structural model output, also referred to as the inner model, includes examining the R-square value (coefficient of determination) and Q-square value (predictive relevance) for each dependent latent variable.

R-square Value:

The R-square value measures the extent to which independent latent variables influence dependent latent variables. It provides insight into the proportion of variance in the dependent variable that the independent variables can explain.

Q-square Value:

The Q-square value, applied to structural models, evaluates the model's ability to accurately predict observed values and assess the relevance of its parameter estimates. A Q-square value greater than 0 indicates predictive relevance, while a value below 0 suggests a lack of predictive significance. The Q-square value ranges between 0 and 1, with values closer to 1 indicating a more effective model.

In summary, a comprehensive assessment of the R-square and Q-square values provides valuable insights into the model's explanatory power and predictive relevance. The results of the R-square estimation using SmartPLS version 3.0 are presented in Table 8.

Table 8. R-square value

Variable	R Square
Employee Satisfaction (Y ₁)	0.773
Employee Performance (Y ₂)	0.885

Source: Data processed (2023)

Based on the data presented in Table 8, the R-square value for the Employee Satisfaction variable (Y₁) is 0.773. This indicates that Organizational Change (X₁) and Organizational Culture (X₂) collectively explain 77.3% of the variance in Employee Satisfaction (Y₁), leaving 22.7% of the variance unexplained by the variables included in this research model.

Similarly, the R-square value for the Employee Performance variable (Y₂) is 0.885, suggesting that Organizational Change (X₁), Organizational Culture (X₂), and Employee Satisfaction (Y₁) collectively account for 88.5% of the variance in Employee Performance (Y₂). The remaining 11.5% of the variability is attributed to factors not included in this research model.

The Q-square value, which serves as a goodness-of-fit indicator, is analogous to the regression analysis's determination coefficient (R-square). A higher Q-square value, closer to 1, indicates a better model fit to the observed data. While specific results for the Q-square calculations are not included, additional details or specific inquiries related to Q-square values can be addressed upon request.

$$\begin{aligned}
 \text{Q-Square} &= 1 - [(1 - R_1) \times (1 - R_2)] \\
 &= 1 - [(1 - 0.773) \times (1 - 0.885)] \quad (1) \\
 &= 1 - (0.227 \times 0.115) \\
 &= 1 - 0.026 \\
 &= 0.974
 \end{aligned}$$

The Q-square value of 0.974, as derived from the calculations above, indicates that the research model explains 97.4% of the variability in the research data. The remaining 2.6% of the variability is attributed to factors beyond the scope of this model. These results suggest that the research model demonstrates a high level of goodness of fit, effectively capturing and explaining the diverse patterns observed in the data.

3. Hypothesis test

Hypothesis testing is conducted to validate the research claims or hypotheses, and the data processing results from this study are utilized to evaluate these hypotheses. T-statistics and P-values are used as the primary tools in hypothesis testing, where a P-value less than 0.05 indicates that the hypothesis is accepted, while a P-value more significant than 0.05 leads to its rejection. Similarly, a T-statistic value more excellent than 1.96 signifies acceptance of the hypothesis, whereas a T-statistic value below 1.96 results in its rejection.

This study used the SmartPLS version 3.0 software to perform hypothesis testing, with the direct influence test outcomes obtained through the Path Coefficients Bootstrapping technique. The results of the direct influence test are presented in Table 9.

Table 9. Direct Effect Results

Connection Between Constructs	Original Sample (O)	Samples Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Information
PO (X ₁) → KIP (Y ₂)	0.637	0.649	0.160	3,981	0,000	Significant

BO (X ₂)→ KIP (Y ₂)	0.845	0.849	0.073	11,643	0,000	Significant
PO (X ₁)→ KP (Y ₁)	0.227	0.236	0.087	2,607	0.009	Significant
BO (X ₂)→ KP (Y ₁)	0.352	0.379	0.087	4,053	0,000	Significant
KP (Y ₁)→ KIP (Y ₂)	0.471	0.489	0.146	3,231	0.001	Significant

Source: Data, processed (2023)

a. Hypothesis 1: Organizational Changes significantly affect the Performance of UPT Radio Frequency Spectrum Monitor office Employees, Directorate General of Postal and Informatics Resources and Tools, Ministry of Communication and Informatics.

Original Sample: The path coefficient of Organizational Changes on Performance is 0.637.

Samples Mean (M): The mean value from samples is 0.649.

Standard Deviation (STDEV): The standard deviation is 0.160.

T Statistics (O/STDEV): The T Statistics (effect divided by standard deviation) is 3.981.

P Values: The P-value is 0.000, which is less than 0.05.

Interpretation: The hypothesis is deemed significant since the P-value is less than 0.05. Thus, it can be concluded that Organizational Changes statistically affect the Performance of UPT Radio Frequency Spectrum Monitor Office Employees within the Directorate General of Postal and Informatics Resources and Tools, Ministry of Communication and Informatics.

b. Organizational Culture significantly affects the Performance of UPT Radio Frequency Spectrum Monitor office Employees, Directorate General of Postal and Informatics Resources and Tools, Ministry of Communication and Informatics.

Original Sample (O): The path coefficient of Organizational Culture (BO, X₂) on Performance (KIP, Y₂) is 0.845.

Samples Mean (M): The mean value from samples is 0.849.

Standard Deviation (STDEV): The standard deviation is 0.073.

T Statistics (O/STDEV): The T Statistics (effect divided by standard deviation) is 11.643.

P Values: The P-value is 0.000, which is less than 0.05.

Interpretation: The hypothesis is considered significant since the P-value is less than 0.05. Therefore, it can be concluded that Organizational Culture has a statistically significant effect on the Performance of UPT Radio Frequency Spectrum Monitor Office Employees within the Directorate General of Postal and Informatics Resources and Tools, Ministry of Communication and Informatics.

c. Hypothesis 3: Organizational Changes significantly affect the Satisfaction of UPT Radio Frequency Spectrum Monitor office Employees, Directorate General of Postal and Informatics Resources and Tools, Ministry of Communication and Informatics.

Original Sample (O): The path coefficient (effect) of Organizational Changes (PO, X₁) on Satisfaction (KP, Y₁) is 0.227.

Samples Mean (M): The mean value from samples is 0.236.

Standard Deviation (STDEV): The standard deviation is 0.087.

T Statistics (O/STDEV): The T Statistics (effect divided by standard deviation) is 2.607.

P Values: The P-value is 0.009, which is less than 0.05.

Interpretation: The hypothesis is deemed significant since the P-value is less than 0.05. Therefore, it can be concluded that Organizational Changes statistically affect the Satisfaction of UPT Radio Frequency Spectrum Monitor Office Employees within the Directorate General of Postal and Informatics Resources and Tools, Ministry of Communication and Informatics.

d. Hypothesis 4: Organizational Culture significantly affects the Satisfaction of UPT Radio Frequency Spectrum Monitor office Employees, Directorate General of Postal and Informatics Resources and Tools, Ministry of Communication and Informatics.

Original Sample (O): The path coefficient (effect) of Organizational Culture (BO, X₂) on Satisfaction (KP, Y₁) is 0.352.

Samples Mean (M): The mean value from samples is 0.379.

Standard Deviation (STDEV): The standard deviation is 0.087.

T Statistics (O/STDEV): The T Statistics (effect divided by standard deviation) is 4.053.

P Values: The P-value is 0.000, which is less than 0.05.

Interpretation: The hypothesis is considered significant since the P-value is less than 0.05. Thus, it can be concluded that Organizational Culture statistically affects the Satisfaction of UPT Radio Frequency Spectrum Monitor Office Employees within the Directorate General of Postal and Informatics Resources and Tools, Ministry of Communication and Informatics.

e. Hypothesis 5: Employee Satisfaction significantly affects the Performance of UPT Radio Frequency Spectrum Monitor office Employees, Directorate General of Postal and Informatics Resources and Tools, Ministry of Communication and Informatics.

Original Sample (O): The path coefficient (effect) of Employee Satisfaction (KP, Y₁) on Performance (KIP, Y₂) is 0.471.

Samples Mean (M): The mean value from samples is 0.489.

Standard Deviation (STDEV): The standard deviation is 0.146.

T Statistics (O/STDEV): The T Statistics (effect divided by standard deviation) is 3.231.

P Values: The P-value is 0.001, which is less than 0.05.

Interpretation: The hypothesis is considered significant since the P-value is less than 0.05. Therefore, Employee Satisfaction statistically affects the Performance of UPT Radio Frequency Spectrum Monitor Office Employees within the Directorate General of Postal and Informatics Resources and Tools, Ministry of Communication and Informatics.

The indirect influence hypotheses in this study include two proposed relationships. The analysis utilizes data on specific indirect effects to evaluate these hypotheses, as presented in the following table.

Table 10. Indirect Effect Results

Relationships Between Constructs	Original Sample (O)	Samples Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Information
PO (X ₁)→ KP (Y ₁)→ KIP (Y ₂)	0.621	0.598	0.103	6,041	0,000	Significant
BO (X ₂)→ KP (Y ₁)→ KIP (Y ₂)	0.145	0.142	0.050	2,897	0.004	Significant

Source: Data, processed (2023)

f. Hypothesis 6: Organizational Change has a significant effect on Employee Performance (KIP, Y₂), mediated by Employee Satisfaction (KIP, Y₁), of UPT Radio Frequency Spectrum Monitor office Employees, Directorate General of Postal and Informatics Resources and Tools, Ministry of Communication and Informatics.

Original Sample (O): The specific indirect effect for this relationship is 0.621.

Samples Mean (M): The mean value from samples is 0.598.

Standard Deviation (STDEV): The standard deviation is 0.103.

T Statistics (O/STDEV): The T Statistics value is 6.041.

P Values: The P Values for this indirect effect are 0.000, less than 0.05.

Interpretation: The indirect effect is considered significant since the P Value is less than 0.05. Therefore, there is an important indirect effect of Organizational Changes (PO, X₁) on Performance (KIP, Y₂) through the mediator of Satisfaction (KP, Y₁). These findings support Hypothesis 6, confirming that Organizational Change has a statistically significant indirect effect on Employee Performance through the mediation of Employee Satisfaction for UPT Radio Frequency Spectrum Monitor Office Employees within the Directorate General of Postal and Informatics Resources and Tools, Ministry of Communication and Informatics.

g. Hypothesis 7: Organizational Culture has a significant effect on Employee Performance, mediated by Employee Satisfaction (KP, Y₁) of UPT Radio Frequency Spectrum Monitor

office Employees, Directorate General of Postal and Informatics Resources and Tools, Ministry of Communication and Informatics

Original Sample (O): The specific indirect effect for this relationship is 0.145.

Samples Mean (M): The mean value from samples is 0.142.

Standard Deviation (STDEV): The standard deviation is 0.050.

T Statistics (O/STDEV): The T Statistics Value is 2.897.

P Values: The P Values for this indirect effect are 0.004, which is less than 0.05.

Interpretation: Since the P-value is less than 0.05, the indirect effect is statistically significant. This indicates that Organizational Culture (BO, X2) has a significant indirect effect on Employee Performance (KIP, Y2) through the mediator of Employee Satisfaction (KP, Y1). These findings support Hypothesis 7, confirming that Organizational Culture has a statistically significant indirect effect on Employee Performance through the mediation of Employee Satisfaction for UPT Radio Frequency Spectrum Monitor Office Employees within the Directorate General of Postal and Informatics Resources and Tools, Ministry of Communication and Informatics.

DISCUSSION

1. Direct Effects:

Organizational Changes on Employee Performance: The research findings indicate that Organizational Changes have a significant positive effect on the Performance of UPT Radio Frequency Spectrum Monitor Office Employees. This demonstrates that implementing organizational changes leads to measurable improvements in employee performance within the Directorate General of Postal and Informatics Resources and Tools, Ministry of Communication and Informatics.

Organizational Culture on Employee Performance: Similarly, the research reveals a significant positive effect of Organizational Culture on Employee Performance. This suggests that a supportive and conducive organizational culture plays a critical role in enhancing employee performance at the UPT Radio Frequency Spectrum Monitor Office.

2. Mediation Effects:

Organizational Changes and Organizational Culture on Employee Performance, Mediated by Employee Satisfaction: The study establishes that both Organizational Changes and Organizational Culture indirectly influence Employee Performance through the mediator of Employee Satisfaction. This implies that the impact of these organizational factors on performance is partially transmitted via the level of satisfaction experienced by employees.

3. Indirect Effects:

Organizational Changes and Organizational Culture on Employee Performance through Employee Satisfaction: The analysis of specific indirect effects confirms that both Organizational Changes and Organizational Culture significantly affect Employee Performance through the mediating role of Employee Satisfaction. This finding highlights the importance of creating a positive work environment and implementing effective organizational strategies to improve employee satisfaction, ultimately enhancing performance.

4. Model Fit:

Goodness of Fit: The research model demonstrates a high level of goodness of fit, as indicated by a Q-Square value of 0.974. This signifies that the model accounts for 97.4% of the variance in the research data, reflecting its robustness and effectiveness in capturing the relationships among the studied variables.

CONCLUSION

The research conducted on the UPT Radio Frequency Spectrum Monitoring Office within the Directorate General of Postal and Informatics Resources and Tools, Ministry of Communication and Informatics, provides several key findings and implications. The study aimed to examine the influence of organizational changes and organizational culture on employee performance, with employee satisfaction serving as a mediating variable. The main conclusions drawn from the research are as follows:

1. Direct Effects:

- a. **Organizational Changes:** The research establishes a positive and significant impact of organizational changes on the performance of employees. Implementing changes within the organization contributes to improved employee performance.
 - b. **Organizational Culture:** Similarly, the research demonstrates a positive and significant relationship between organizational culture and employee performance. A supportive organizational culture fosters an environment that enhances employee performance.
2. **Mediation Effects:**
Employee Satisfaction as a Mediator: Employee satisfaction plays a crucial mediating role in the relationships between organizational changes, organizational culture, and employee performance. This suggests that the influence of organizational factors on performance is partially transmitted through employee satisfaction.
3. **Indirect Effects:**
Organizational Changes and Organizational Culture on Employee Performance through Employee Satisfaction: The study reveals specific indirect effects, indicating that both organizational changes and organizational culture significantly influence employee performance through the mediator of employee satisfaction.
4. **Practical Implications:**
 - a. **Strategic Focus:** Organizations, particularly the UPT Radio Frequency Spectrum Monitoring office, can benefit from strategically implementing organizational changes and fostering a positive organizational culture to enhance employee satisfaction and, consequently, performance.
 - b. **Bureaucratic Simplification:** The emphasis on bureaucratic simplification aligns with the positive impact of organizational changes on performance. Simplifying procedures and structures can contribute to improved efficiency and effectiveness.
5. **Model Fit and Generalizability:**
 - a. **High Model Fit:** The research model demonstrates a high level of goodness of fit, explaining 97.4% of the variance in the data. This suggests that the model is well-suited to the context of the UPT Radio Frequency Spectrum Monitoring office.
 - b. **Potential Generalizability:** While the study focuses on a specific office within the Ministry of Communication and Informatics, the findings may have broader applicability to similar organizational settings.
6. **Recommendations for Future Research:**
 - a. **Long-Term Effects:** Future research could explore the sustainability of the observed effects over the long term to understand the lasting impact of organizational changes and culture on employee performance.
 - b. **Comparative Studies:** Comparative studies across different offices, regions, or ministries could provide insights into variations in the relationships observed.

In summary, the research findings provide valuable insights for organizational leaders and policymakers, offering actionable recommendations for enhancing employee performance through targeted interventions in organizational changes and culture. The positive influence of these factors, mediated by employee satisfaction, underscores the importance of holistic organizational strategies in achieving optimal performance outcomes.

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