

## The Effect of Organizational Support Perception, Organizational Change, and Organizational Culture on Employee Performance of PT. Pegadaian Malang During COVID-19

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### Abstract

*The purpose of this study was to determine the effect of perceived organizational support, organizational change, and organizational culture on employee performance. This type of research is explanatory. The populations are 61 employees of PT. Pegadaian (Persero) Malang City, sampling using the census method. This type of data uses quantitative and the data source is primary data. Data collection through questionnaires. The method of analysis uses a range of scales and multiple linear regression. The results of the calculation of the perceived organizational support scale range show high, organizational change shows good, organizational culture shows good and employee performance shows high. Perceptions of organizational support, organizational change, and organizational culture partially and simultaneously have a significant effect on employee performance.*

**Keywords:** Perception of organizational support, organizational change, organizational culture, employee performance.

### Abstrak

Tujuan penelitian ini adalah untuk mengetahui pengaruh persepsi dukungan organisasi, perubahan organisasi, dan budaya organisasi terhadap kinerja karyawan. Jenis penelitian ini adalah explanatory. Populasi dalam penelitian ini adalah 61 karyawan PT. Pegadaian (Persero) Kota Malang, pengambilan sampel menggunakan metode sensus. Jenis data ini menggunakan kuantitatif dan sumber datanya adalah data primer. Pengumpulan data melalui kuesioner. Metode analisis menggunakan rentang skala dan regresi linier berganda. Hasil perhitungan rentang skala dukungan organisasi yang dirasakan menunjukkan tinggi, perubahan organisasi menunjukkan baik, budaya organisasi menunjukkan baik dan kinerja karyawan menunjukkan tinggi. Persepsi dukungan organisasi, perubahan organisasi, dan budaya organisasi secara parsial dan simultan berpengaruh signifikan terhadap kinerja karyawan.

Kata kunci: Persepsi dukungan organisasi, perubahan organisasi, budaya organisasi, kinerja pegawai.

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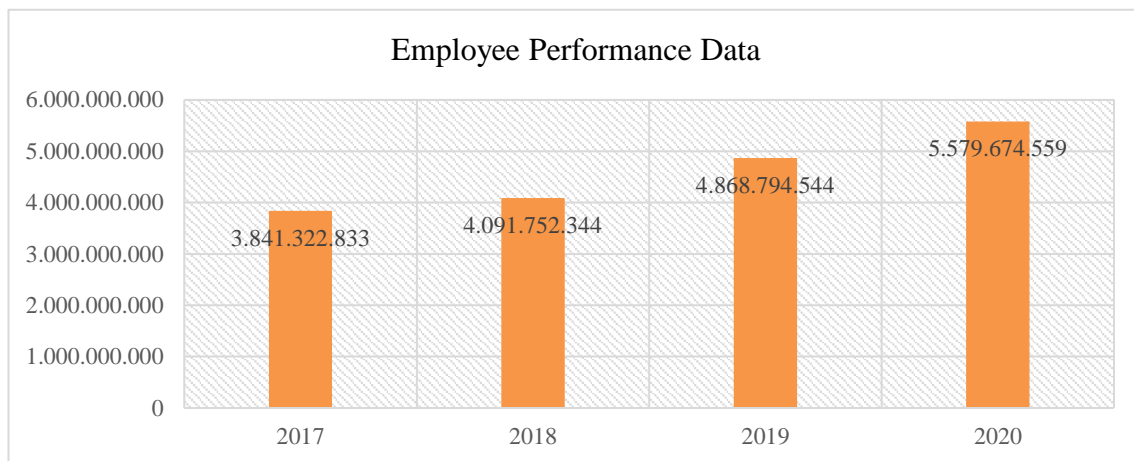
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## INTRODUCTION

Performance is the result of a job that has a strong bond with organizational strategic objectives, consumer satisfaction, and economic contribution (Abdullah Ma'ruf, 2014). At this time during the *Covid-19* pandemic, performance can be influenced by various factors such as perceptions, attitudes, personality, motivation, organizational culture, job satisfaction, and change (Akbar, 2018). PT. Pegadaian (Persero) is one of the state-owned companies engaged in financing, gold, and various services. To maintain the company's existence during the Covid-19 period, companies are required to maximize the performance of their employees. The problem that emerged in the Covid-19 pandemic was the declining performance of employees in 2020 due to the *Covid-19* pandemic. The data is presented in Figure 1.1 as follows:



**Figure 1.** Performance Productivity Data 2017-2020

Based on the data above can be seen at the 2017 level of performance at 3.841.322.8333 and in 2018 an increase of 250 429 511 later in 2019 an increase of 777 042 200 and in 2020 there was an increase 710 880 005 performance despite increased performance employees of PT. Pegadaian (Persero) Malang, but the increase in performance in 2020 was only 710,880,005 employee performance or the rate of increase was 66,162,195 from the previous period. Therefore, it can be stated that the performance of employees at PT. Pegadaian (Persero) Malang decreased. According to Iksal (2020), if the support provided by the organization to employees is as good as possible, it will result in a reward for strong employee involvement or participation with results in the form of high performance. A change provides an opportunity for companies to improve the performance of the previous one, the change will not only be a state of induced, but both may be thinking and behavior (Ozora et al., 2019). While the results of research (Immanuel & Fuad Mas'ud, 2017) presents some factors that affect a person's performance, either directly or indirectly, for example, organizational culture, motivation, discipline, and leadership style (Irawanto et al., 2020; Novianti, 2021). The perception of good organizational support can make employees have a debt of gratitude to the company that makes employees feel to pay for it by improving performance. However, there are still some employees in the company who feel the lack of support provided by the organization to them. This can lead to envy that can hinder the work process at the company.

According to Mudeng *et al.*, (2017), organizational change is an organizational process moving from the current state to the desired future. At this time the process of change has occurred at PT. Pegadaian (Persero) Malang, changes that occur are changes in technology, physical arrangement, and individual behavior itself. The transfer of that change takes time for the employee to adapt can also hamper an increase in employee performance. Organizational culture is a pattern of assumptions used by employees as a way to deal with and overcome external and internal problems (Schein, 2010). PT. Pegadaian (Persero) organizational culture continues to adapt to the current pandemic such as; behavior, norms, and organizational climate. The culture that follows this era makes employees have to accept the new culture and readjust so that it can hinder employee performance.

Based on the above factors, it can be stated that there is a relationship between performance and perceived organizational support, organizational change, and organizational culture with the data presented above and to determine the description of the performance, perceived organizational support, organizational change, and organizational culture. The influence of perception of organizational support, organizational change, and organizational culture on performance partially and simultaneously.

## LITERATURE REVIEW

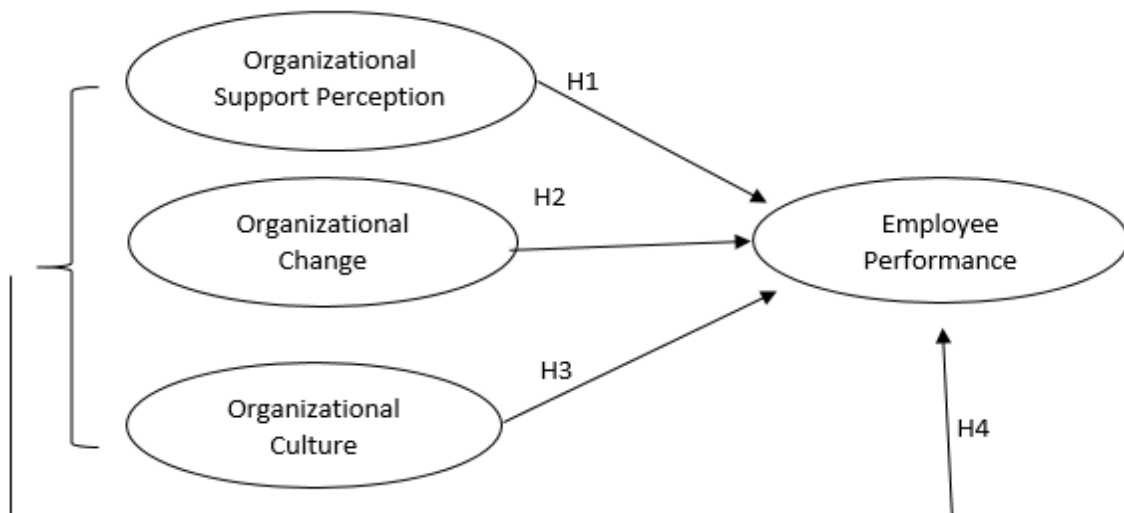
Employee performance according to Pradhan & Jena (2017) explains that performance is a multicomponent concept and at a fundamental level one can distinguish aspects of the performance process, namely behavioral involvement from the expected results. Meanwhile, according to Armstrong and Baron (1998) in Abdullah Ma'ruf (2014) stated that performance is a result of work that has strong ties to organizational strategic objectives, customer satisfaction and contribution to the economy. the achievement of the results of the targets that have been determined by using the company's resources (inputs) to obtain production results (outputs) which are directly proportional to the inputs and outputs. Perception of organizational support is the degree to which employees believe that the company values contributions and cares about the welfare of employees (Robbins, 2015). Meanwhile, according to Febriantoro & Juariyah (2018), the perception of organizational support is a level where employees feel confident that the company where the employee works assesses employee contributions. Based on the explanation of the understanding of perceived organizational support from figures and researchers, it can be stated that perceived organizational support is a belief from employees about how far the company pays attention to the welfare and lives of employees and respects employee contribution (Novianti & Roz, 2020). Workers with strong perceptions of organizational support tend to have a high level of organizational citizenship behavior. high, low delay rates and good customer service (Robbins, 2015). Based on Robbins (2015) suggests that perceived organizational support is the degree to which employees believe that the company values contributions and cares about employee welfare. Perceptions of organizational support can be measured as follows: fairness, superior support, appreciation from the organization, and working conditions.

The organizational culture used by the company will not be used continuously or forever but will undergo a change in line with the conditions experienced by the company. Organizational culture can be considered appropriate and beneficial for the company for certain times and circumstances while organizational culture can be considered inappropriate and profitable at certain times and circumstances, with this culture is required to undergo changes so that the company continues to exist. Ozora *et al* (2019) say, change is the transfer of a previous situation or situation, change is not only a

change in circumstances but can also change behavior to a change in mindset. Organizational change can be measured as follows: changes in technology, changes in the physical arrangement, and changes in individual behavior. While Schein (2010) stated that organizational culture is a pattern of assumptions that can be used as a medium in overcoming problems outside the company (external) and internal that are taught to employees. So that organizational culture can be interpreted as a pattern that can take the form of a norm, value, language, way of communicating that is passed down to employees as a form of personality or characteristic of an organization or company that can be used as a differentiator with other organizations or companies. Organizational culture can be measured as follows: observable rules, norms, and organizational climate.

Based on the theory of Performance according to Abdullah Ma'ruf (2014), perception of organizational support according to Robbins (2015), organizational change Ozora (2019), and organizational culture according to Schein (2010), and the results of research by Daniel Jansen & Chritoffel Kojo (2019); Yongxing et al (2017), and Muis & Fahmi (2018). Therefore, the hypotheses in this study are:

- H1:** Organizational support perception has a significant effect on employee performance.
- H2:** Organizational change has a significant effect on employee performance.
- H3:** Organizational culture has a significant effect on employee performance.
- H4:** Organizational support perception, organizational change, and organizational culture simultaneously have a significant effect on employee performance



**Figure 2.** Research Framework

**RESEARCH METHODS**

This research will be carried out at PT. Pegadaian (Persero) Malang which includes all Service Branches (CP) and Branch Service Units (UPC) of Pegadaian Malang City with the main location at Ade Irma Suryani street No. 2, Klojen, Malang City, Java. East. The type of research used in this research is explanatory research. The population used in this study was 61 people. The sample used in this research is a survey technique. In this study, there are three independent variables, namely

perception of organizational support (X1), organizational change (X2), and organizational culture (X3). Perception of organizational support (X1) is an employee's perspective on how far the support is given by PT. Pegadaian (Persero) to its employees, which consists of Justice, Support from superiors, Awards, and working conditions. Organizational change (X2) is a condition today that has changed compared to before the *Covid-19* pandemic, which consists of changes in technology, changes in physical arrangement, changes in individual behavior. Organizational culture (X3) is a habit that is carried out in the form of traditions and general ways of carrying out work activities adopted by employees of PT. Pegadaian (Persero) Malang, which consists of rules of observed behavior, norms, and organizational climate.

The source of data in this study is quantitative data, the data used are primary and secondary data obtained based on a questionnaire given to employees of PT. Pegadaian (Persero) Malang. The data collection technique used a questionnaire, the data measurement technique used a Likert scale. The data analysis technique in this study uses a scale range and multiple linear regression. Hypothesis testing in this study, namely multiple linear regression is used to test the effect of the independent and dependent variables. The t-test is used to determine the perceived organizational support variable has a significant effect on employee performance, organizational change has a significant effect on employee performance and organizational culture has a significant effect on employee performance. The F test was used to determine the effect of perceived organizational support, organizational change, and organizational culture simultaneously affecting employee performance. The normality test is used to test whether, in a regression, an independent variable and a dependent variable or both have a normal or abnormal distribution.

**RESULTS AND DISCUSSION**

The results of the study include a description of the performance, perceived organizational support, organizational change, and organizational culture. The effect of perceived organizational support, organizational change, and organizational culture on performance partially and simultaneously. Validity test is used to determine whether the questions in the questionnaire must be replaced because they are considered invalid, the criteria for testing are considered valid if  $r_{test} > r_{table}$  there is valid data. The results of the validity test are known that each research indicator on the perceived organizational support variable, organizational change, organizational culture, and employee performance has an r count higher than the r table. So it can be stated that all the items used are valid and feasible to be used as data analysis tools. The reliability test is used to measure the consistency of a questionnaire which is an indicator of the variables. The questionnaire can be declared reliable if a person's answers to questions are consistent from time to time, and can be said to be reliable if the Cronbach Alpha value is greater than 0.6.

**Table 1.** Reliability Test

Variable	Cronbachs's Alpha	Description	Information
Organizational Support Perception	0.881	0.600	Reliable
Organizational Change	0.897	0.600	Reliable
Organozational Culture	0.911	0.600	Reliable
Employee Performance	0.947	0.600	Reliable

Based on table 2 it can be seen that the variable perception organizational support *cronch alpha* 0.881, 0.897 organizational change, organizational culture, and performance 0.911 0.947 employees that can be known variables - variables used in the study were reliable. This is based on the results of the reliability test which shows the Cronbach Alpha value for each variable above 0.60. Then it can be stated that each variable has the consistency to be used as a measuring tool.

**Table 2.** Normality Test

		Unstandardized Residual
Mean		0.000000
Normal Parameters	Std. Deviation	21.84402867
Most Extreme Differences	Absolute	0.063
Customer Satisfaction (Y)	Positive	0.055
	Negative	-0.063
Test Statistic		0.494
Asymp. Sig. (2-tailed)		0.968

Based on the table above, it can be seen that the Asymp value. Sig. (2-tailed) is greater than 0.05 (0.096 > 0.050), so it can be concluded that the data above is normally distributed.

**Table 3.** Multicollinearity Test

Variable	Tolerance	VIF
Organizational Support Perception	0.937	1.067
Organizational Change	0.962	1.039
Organozational Culture	0.973	1.027

Based on table 3 it can be stated that the results of the calculation of the value Tolerance independent variable have a value > 0.10 is equal to 0937 for the perception of organizational support, organizational change, and organizational culture 0,962 of 0.973. The results of the calculation of Variance Inflation Factor (VIF) are known that in each variable there is no VIF value < 10. So it can be concluded that there is no multicollinearity between independent variables.

**Table 4.** Multiple Linear Regression Test

Variable	Unstandardized Coefficients		Standardized Coefficients	T statistic	Sig	R-Square
	B	Std. Error	Beta			
Konstanta	0.906	2.493		0.38	0.969	0.681
Organizational Support Perception	0.306	0.139	0.292	2.196	0.032	
Organizational Change	0.315	0.141	0.318	2.230	0.030	
Organizational Culture	0.326	0.143	0.284	2.279	0.026	

Based on the results of the above coefficients can be developed using multiple linear regression equation models as follows:

$$Y = 0,096 + 0,306 X1 + 0,315 X2 + 0,326 X3 + e \tag{1}$$

Based on the description of the regression equation, it can be seen that the contribution of each independent variable to the dependent variable is the perception of organizational support 0.306, organizational change 0.315, and organizational culture 0.326. Based on this, it can be concluded that the variable organizational culture has the most influence on performance.

**Table 5.** T-Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std.Error	Beta		
Constant	096	2.493		038	0.969
Perceptiom (X1)	0.306	0.139	0.292	2.196	0.32
Organizational Change (X2)	0.315	0.141	0.318	2.230	0.30
Organizational Culture (X3)	0.326	0.143	0.284	2.279	0.026

Based on the results of table 8, it can be seen that hypothesis 1 has a value of  $t_{count} > t_{table}$  (2.196 > 1.671) and the value of Sig. 0,032 which is smaller than 0,005, then  $H_a$  received, and  $H_0$  is rejected. It can be concluded that Hypothesis 1 partially variable Presepi organizational support has a significant effect on employee performance. Hypothesis 2 has a value of  $t_{arithmetic} > t_{table}$  (2.230 > 1.671) and the value of Sig. 0,030 which is smaller than 0,005, then  $H_a$  received, and  $H_0$  is rejected. It can be concluded that Hypothesis 2 partially variable organizational change has a significant effect on employee performance. Hypothesis 3 has that the value of  $t_{count} > t_{table}$  (2,279 > 1,671) and the value of Sig. 0,026 which is smaller than 0,005, then  $H_a$  received, and  $H_0$  is rejected. It can be concluded that Hypothesis 3 partially organizational culture variables have a significant effect on employee performance.

**Table 6.** F-Test Results

Model	Sum of squares	Df	Mean Square	F	Sig
Regression	868.177	3	289.392	40.483	0.000
Residual	407.462	57	7.148		
Total	1275.639	60			

Based on the results of table 11 above, it can be seen that the hypothesis which states the perception of organizational support, organizational change, and organizational culture have a joint effect on employee performance obtains a calculated F value of 40,483 with a significance value of 0.000. Variable work discipline and the work environment have a significance value less than 0.05 (0, 000 < 0.05), and the value of F count larger than F table (40.483 > 3.16)  $H_0$  is rejected and  $H_a$  accepted. Therefore hypothesis 4 is accepted and it can be concluded that work discipline and work environment have a joint effect on employee performance.



Based on the results of the analysis of the calculation of the scale range, it can be seen that the perception of organizational support is high, especially in the results of the calculation of the average indicator showing an indicator of superior support. This means that employees have felt valued and taken into account by their superiors by providing *feedback* to their employees, this can be seen from the support of superiors in the form of giving examples of behavior or attitudes to employees regarding providing support and examples of obeying the *Covid-19* health protocol and providing policies for employees to do activities *Work From Home* (WFH) (Irawanto *et al.*, 2021) is indicated or if the employee is exposed *Covid-19*. However, there are still respondents who stated that their answers were neutral and did not agree, especially on indicators of fairness, rewards, and working conditions. This is still happening because of company policies and different perceptions of each employee regarding fairness and respect, this is also supported by company policies regarding the provision of facilities that are intended only for certain employees such as official cars for certain employees, official homes for certain employees and corporate credit cards to certain employees. Therefore, support from superiors and understanding from superiors can improve the performance of the employees themselves.

Organizational change is categorized as high, especially on changes in individual behavior. This is shown by the behavior or habits of individuals who have also changed during the *Covid-19* pandemic while in the work environment, such as the behavior of employees who previously did not use hand sanitizer at work and used masks when interacting, now use hand sanitizer and masks when in the work environment, especially when interacting with customers or other employees. In this case, the impact given does not cause delays in employee performance because they can carry out tasks, interactions, and good working relationships without worrying too much during the *Covid-19* pandemic. In addition, there are still neutral and disagree answers, namely on indicators of technological change and changes in physical arrangement, this is because at the UPC level the number of employees is quite small, only one to three people, and the duties and responsibilities set by the company are difficult to allow employees to do work using this method. online via *Google meet* or *Zoom meeting* if it's not urgent. As for the physical arrangement itself in several UPCs for the area of the space, it is not possible to maintain a minimum distance of 1 meter, this is due to the area or size of the office which does not allow this.

Organizational culture has high criteria, especially on the rules and observed behavior. This shows that employees can follow and adapt to the company's culture so that the behavior of employees follows the values that have been instilled by the company. This is indicated by the existence of temporary replacement employees if one of the employees at one UPC is infected with *Covid-19*, the replacement can be in the form of employee workloads given to employees who are in the same UPC with the employee or given to one of the other UPC employees who replaces him while it is known that the employees of each UPC are very minimal, only consisting of one to three people per UPC, resulting in the non-optimal performance of the employees. This is also related to the organizational climate which makes it impossible for employees to use online methods through *Google Meet* and *Zoom Meeting*. The level of employee performance is quite high, especially on the quantity indicators where employees



must achieve the performance indicators that have been set by the company. The achievement of quantity in employees can create high performance. In addition, there were still some respondents who answered that they did not agree with the work quality indicators, this could be due to the lack of quality of employees in dealing with the *Covid-19* pandemic situation, especially in the ability to adapt to the existing norms and climate in the company which has now been renewed. Therefore, improving performance needs special attention by the management to determine the capacity of each employee both in CP and UPC. This is following previous research conducted by Sunaryo (2017), Wan (2018), Wisnu et al (2020), Yongxing et al (2017), Kawiana (2018), and Hendra (2020).

Based on the results of the study indicate that the perception of organizational support has a positive and significant effect on employee performance. This shows that the higher the perception of organizational support, the employee's performance will increase. This means that the higher the perception of organizational support given in the form of justice, superior support, awards, and working conditions that are considered appropriate by the employees of PT. Pegadaian (Persero) Malang, the employee's performance will increase. This is following research conducted by Yongxing et al (2017), Wan (2018), and Wisnu (2020). This study shows that the perceived organizational support variable has a positive and significant effect.

Organizational change has a positive and significant effect on employee performance. The better the organizational change, the employee's performance will increase. This shows that changes in technology, physical arrangement, and individual behavior towards a better direction that suits the conditions and situations that are suitable for the company or in a sense that is suitable with the composition of PT. Pegadaian (Persero) Malang will affect the level of employee performance. The results of this study are supported by previous studies, conducted by Wisnu et al (2020) and Sunaryo (2017) which show that Organizational Change has a positive and significant effect on employee performance.

Organizational culture has a positive and significant effect on employee performance. The better the organizational culture, the employee's performance will increase. It can be concluded that Organizational culture has a significant effect on employee performance. A good organizational culture condition will improve employee performance and have a positive impact on employees of PT. Pegadaian (Persero) Malang so that employees can adapt and enjoy working. This is empirically supported by previous research conducted by Sunaryo (2017), Kawiana (2018), and Hendra (2020) which state that organizational culture has a positive effect on employee performance.

There is an influence between the perception of organizational support, organizational culture, and organizational culture on performance. The coefficient of perceived organizational support variable, organizational change, and organizational culture affect jointly the employee performance variable. The perception of high organizational support which means giving in the form of justice, superior support, awards, and working conditions has been deemed appropriate by employees of PT. Pegadaian (Persero) Malang. Good organizational change means that

changes in technology, physical arrangement, and individual behavior are towards a better direction that is following conditions and situations that are suitable for the company or in a sense that is following the composition of PT. Pegadaian (Persero) Malang. Meanwhile, good organizational culture means that the rules of behavior, norms, and organizational climate at PT. Pegadaian (Persero) Malang has been accepted by employees so that employees can adapt and enjoy working. These results are empirically supported by previous research conducted by Daniel Jansen & Christoffel Kojo (2019), Yongxing et al (2017), and Muis & Fahmi (2018) this study shows that the perception of organizational support, organizational change, and organizational culture have a joint or simultaneous effect on employee performance.

## CONCLUSION

Based on the result, it can be concluded that perception of organizational support is included in the high category, organizational change is included in the good category, organizational culture is included in the good category and employee performance is included in the high category. The perception of organizational support has a significant effect on employee performance. The higher the perceived organizational support, the higher the employee's performance. Organizational changes have a significant effect on employee performance. The better the organizational change, the higher the employee's performance. Organizational culture has a significant effect on employee performance. The better the organizational culture, the employee's performance will increase. Perceptions of organizational support, organizational change, and organizational culture have a joint effect on employee performance. The higher and better the perception of organizational support, organizational change, and organizational culture will improve employee performance.

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