

THE IMPORTANCE OF CHANGE MANAGEMENT AND LEARNING ORGANIZATIONS TO THE PERFORMANCE OF YOUNG ENTREPRENEURS GROUP OF SERANG CITY

Hamdan

Faculty of Economics and Business, Serang Raya University

Email : hamdanunsera@gmail.com

ABSTRACT

The purpose of this study was to determine the effect of change management and learning organization on the performance of the Young Entrepreneurs Group in Serang City, especially in the increasingly unpredictable business environment at this time. This research is a quantitative research with data collection techniques through questionnaires. Determination of the sample is done by non-probability sampling with a saturated sampling technique of 71 employees who are members of the Young Entrepreneurs Group. The data analysis technique used is multiple linear regression analysis using the SPSS ver 25.0 application which includes the t test and F test. The results of this study indicate that Change Management has no significant effect on employee performance, the t test results show that $t \text{ count } 0.327 < 1.667$ t table with significance level $0.745 > 0.05$. Learning Organization has a significant effect on employee performance, the results of the t test show that $t \text{ count } 3.088 > 1.667$ t table with a significance level of $0.003 < 0.05$. The results of the F test show that $F \text{ count } 39.624 > 3.13$ F table with a significance level of $0.000 < 0.05$, it can be concluded that Change Management and Learning Organizations simultaneously have a positive and significant effect on the Performance of Young Entrepreneurs Group Employees

Keywords: Change Management, Organizational Learning and Employee Performance

1. INTRODUCTION

The role of employee performance is an important aspect in realizing a vision and mission for the company. The success of an organization or company is not only determined in terms of capital or facilities owned. But it is also necessary to improve employee *performance*. Human *resource* development is a very important role and needs to be carried out in a *planned, directed* and *continuous manner*. Therefore, *the performance result* or performance achievement is used as a benchmark for an organization or company in realizing each of its visions and missions.

The challenge of today's companies is to face an unprecedented rapidly changing environment. New competitors emerge with continuous innovation programs that shift the role of organizations that are slow to adapt. As a consequence, organizations are constantly improving their ability to continuously learn and adapt in order to achieve long-term success in a dynamic environment. By always learning continuously, an organization will be better and dynamically adjust the environmental conditions of its organization to the conditions of the surrounding environment which continues to change.

In response to this, based on the results of an internal tabloid study of the Young Entrepreneurs Group of Serang City, it is known that: make technological changes that are directed at improving Human Resources and innovating flash furnace technology into electric furnaces because of the high dependence on coal, and to achieve these goals, based on the results of superior meetings, in these changes employees have difficulty in working, so employees learn during 3 times which will be guided by HRD and if you do not get work instructions, you will get a warning letter. It has been decided that the Serang City Young Entrepreneurs Group will carry out organizational development through the addition of the structure of the Directorate of Human Resources and the appointment of the Director of Human Resources, as a starting point for efforts to improve the Organization's Human Resources. Human resources are important assets that hold the key to the success of transformation activities (Spiah and Etta, 2018: 228). That there are stages where the organization needs to recruit, promote, and develop employees who are considered capable of implementing the vision change. Therefore, referring to the condition where many elderly employees will retire in the next five years, it encourages urgency for the Serang City Young Entrepreneurs Group. to start preparing Human

Resources with new talents that are more productive and innovative, as a substitute for the old Human Resources. This is manifested through several changes to the procedures for managing Human Resources, such as the recruitment program which is now more open after the implementation of the online system, as well as a systematic development program to prepare cadres to fill structural positions.

It should be noted that the purpose of recruitment is to receive as many applicants as possible, in accordance with the qualifications of the company's needs, from various sources, thus enabling the recruitment of candidates with the highest quality from the best (Rivai in Sopiah and Etta, 2018: 262). Therefore, to achieve this, a *Management trainee (MT) recruitment program was implemented* with a focus on career development at the management level, on an online basis. This program is a manifestation of the implementation of the easiest changes that have been carried out by the recruitment program with technology through the use of digitization, which can increase the accuracy of results, double the speed, and be more effective and efficient than offline-based systems. On the other hand, for the regeneration program for structural positions, the company selects potential employees to participate in the *Officer Development Program (ODP)* activities. Changes to structures, procedures, and technology can be very important, but there is no doubt that the real central change lies in changing individual behavior (John Kotter and Dan Cohen, 2014: 3).

Organizations urgently need a significant change in attitude in what employees do. For the Serang City Young Entrepreneurs Group, a change in attitude towards discipline is highly expected from all company personnel. Handling related to this discipline has basically been implemented since 2006 through a special regulation contained in the decision of the board of directors No. 22/KD/2006 concerning employee discipline regulations. However, until now the violations still occur delays in work. This condition shows that efforts to change attitudes have not been fully supported by all employees. Therefore, a Task Force Team (Satgas) was formed and assigned, which this year focuses on the theme of implementing time discipline related to absenteeism.

Change is an important part of management and every leader's success is measured by his ability to predict change and make the change into a potential. The business world always requires companies to achieve a renewal that is supported by advances in knowledge and technology. The Young Entrepreneurs Group of Serang City, must be able to adapt to various demands and changes in the existing environment. That's why many well-known companies both at home and abroad make changes just to survive and show their existence as changes that are not outdated.

Therefore, it is necessary to address the need for learning at the individual, group, and organizational levels, where one of the results of the learning process that actually occurs in the work environment itself, is through a formal learning approach, learning from others, and also on the job training.. The application of learning requires the transformation of organizational systems that support and facilitate employee growth (Gilley and Maycunich in Sopiah and Etta, 2018: 155). A collaborative effort is needed, so that decisions are not only made by top leaders, but all members of the organization have the opportunity to be involved in change efforts (Wibowo, 2016: 424). This statement is realized in the form of a priority work program for the Serang City Young Entrepreneurs Group, one of which states that the decentralization program must be a strength the company's resources can be used optimally. But in fact, based on the results of interviews that have been conducted, it is known that the company has not yet fully cultivated a culture of risk taking and the flexibility of authority to manage company resources, even though these two things are the main characteristics needed to become a learning organization. That indeed change management and learning organizations both have an influence on employee performance, but the large or small influence on performance is largely determined by how optimally the application of these two variables is in the company.

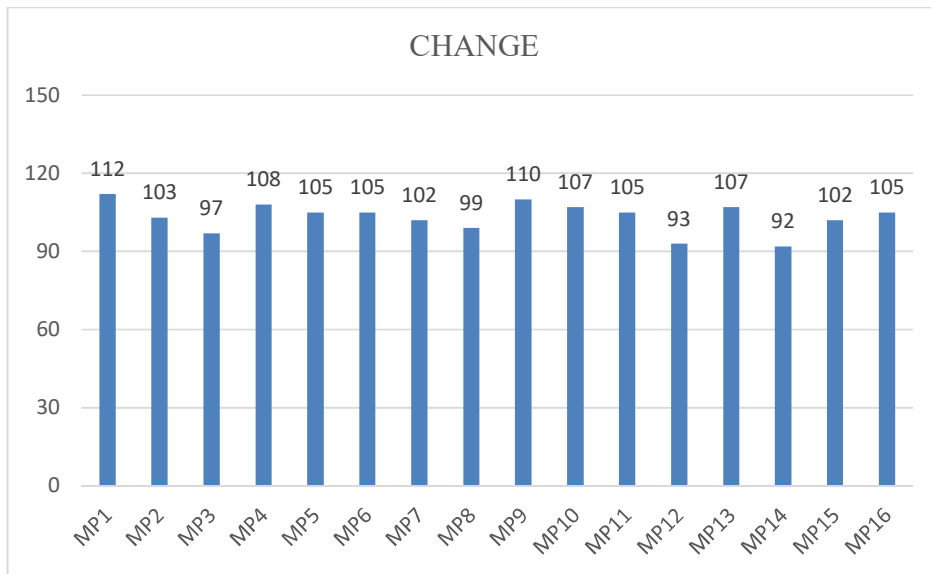


Figure 1.1 Management of Change in the Young Entrepreneurs Group of Serang City

Source: Results of Data Processing for Serang City Young Entrepreneurs Group 2021

Information: $n = 30$ employees, Scale 1 to 5, the highest score ($5 \times 30 = 150$), and the lowest score ($1 \times 30 = 30$), so the standard score is $(150:2 + 30 = 105)$.

Indicator Description:

- MP1 = Identify opportunities and potential
- MP2 = Researching the market and competitive situation
- MP3 = Encouraging groups to work together
- MP4 = Form a group with sufficient power to lead the change effort
- MP5 = Develop strategies to achieve the vision
- MP6 = Creating a vision
- MP7 = Use multiple channels to communicate strategies to achieve the vision
- MP8 = The change agent demonstrates what he says
- MP9 = Remove barriers to change
- MP10 = Changing systems or structures that hinder change
- MP11 = Planning for visible performance improvements
- MP12 = Reward employees involved in improvement
- MP13 = Don't delete systems and policies that don't match the changes
- MP14 = Recruit, promote and develop employees who can implement the vision
- MP15 = Ensuring Employees apply new values and culture in their daily activities
- MP16 = Planning for leadership development and succession in people who are committed to change

Based on Figure 1.1 above, the questionnaire results from 30 respondents stated that of the sixteen indicators of change management there were nine indicators that reached the standard score limit (MP5, MP6, MP11, MP16,

MP10, MP13, MP4, MP9 and MP1) of the nine indicators the score The highest score is in the MP1 indicator (Identifying opportunities and potential) with a score of 112, then the other seven indicators have scores below the standard, namely MP14, MP12, MP3, MP8, MP15, MP7 and MP2 with the lowest score found in MP14 (Recruiting, promoting, and develop employees who can implement the vision) this can be seen from the company's leaders so far it is very rare to evaluate work ethic and achievement so that employees who have good achievements and performance look no different from ordinary employees so they cannot provide a stimulus for employees to work more optimally. In addition, the low score of this periodic evaluation will lead to a high level of social jealousy among employees which can lead to unstable internal conditions.

Although the nine indicators have reached the standard score, overall the change management of the Young Entrepreneurs Group of Serang City has an average score of 103.25 so it is categorized as low because it is below the standard score.

Learning Organization of Serang City Young Entrepreneurs Group

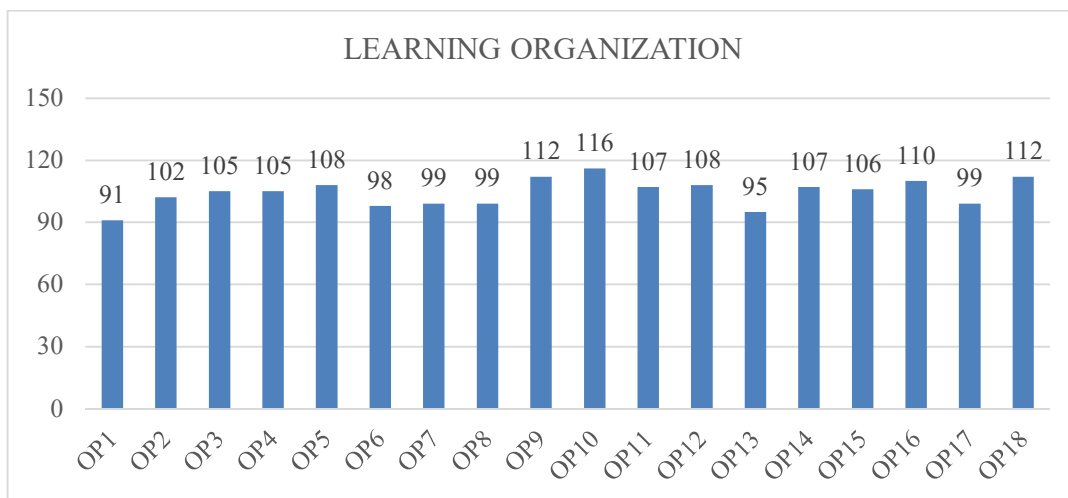


Figure 1.2

Source: Results of Data Processing for Serang City Young Entrepreneurs Group 2021

Description: $n = 30$ employees, Scale 1 to 5, the highest score ($5 \times 30 = 150$), and the lowest score ($1 \times 30 = 30$), so the standard score ($150:2 + 30 = 105$)

Indicator Description:

- OP1 = Learning as part of the job
- OP2 = Learn other people's skills
- OP3 = Taking time to support learning
- OP4 = Feedback
- OP5 = Have an open discussion
- OP6 = Dare to experiment
- OP7 = cooperate with the leader
- OP8 = have a target
- OP9 = Access different ways of thinking
- OP10 = Learn and work together
- OP11 = System creation for various learning

- OP12 = Access provided
- OP13 = Engage in a shared vision
- OP14 = Supports calculated risk taking
- OP15 = Employment impact on the whole company
- OP16 = Adapting work practices to the environment
- OP17 = Provide mentoring/coaching
- OP18 = Provide opportunities to learn

Based on Figure 1.2 above, the results of the questionnaire from 30 respondents stated that of the eighteen indicators of learning organizations there were eleven indicators that achieved standard scores namely OP3, OP4, OP15, OP11, OP14, OP5, OP12, OP16, OP9, OP18, and OP10 with scores The highest score is found in the OP10 (Learning and Collaborating) indicator with a score of 116, then the indicators with below-standard scores are in OP1, OP13, OP6, OP7, OP8, OP17 and OP2 with the lowest score found in the OP1 indicator (Learning part of the work) with a score of 93. This is revealed from the condition of the company where the learning culture as part of the job has not received serious attention from various parties so that the learning pattern is relatively irregular which results in the flow of work conditions being undirected so that the values and work culture have not been crystallized in the hearts of each. each employee.

In general, the learning organization of the Serang City Young Entrepreneurs Group has an average score of 104 so that it is categorized as low because it is still below the standard score, especially in the learning indicator section, part of the work.

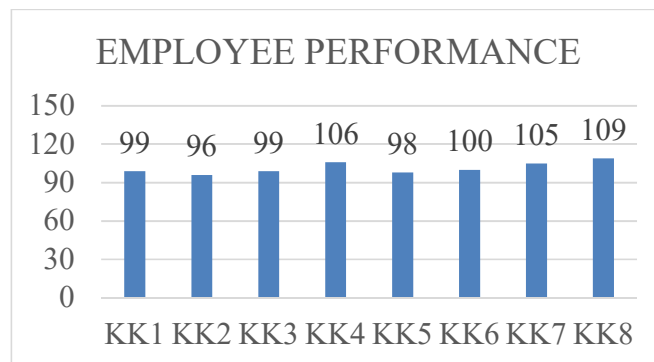


Figure 1.3 Employee Performance of Serang City Young Entrepreneurs Group

Source: Results of Data Processing of Serang City Young Entrepreneurs Group 2021

Description: n = 30 employees, Scale 1 to 5, the highest score ($5 \times 30 = 150$), and the lowest score ($1 \times 30 = 30$), so the standard score ($150:2 + 30 = 105$)

Indicator Description:

- KK1 = Completing work according to the standards or quality set
- KK2 = Completing work in accordance with the number of production targets that have been set
- KK3 = Ability to complete work faster
- KK4 = Use the available time for other activities
- KK5 = Completing work according to the set budget

KK6	=	Ability to complete work without supervisor's supervision
KK7	=	Show self-confidence
KK8	=	Ability to cooperate with co-workers

Based on Figure 1.3 above, the results of the questionnaire from 30 respondents stated that of the eight employee performance indicators there were three indicators that achieved standard scores namely KK7, KK4 and KK8 with the highest score being on the KK8 indicator (the ability to cooperate with colleagues) of 109, then the indicators that were below the standard score, there are KK2, KK5, KK1, KK3 and KK6 with the smallest score in KK2 (Completing work in accordance with the number of production targets that have been set) of 96. This can be seen from the condition of the company that does not have target standards and limits. and the number of jobs so that employees are not triggered to work optimally aka the work pattern is like running water, this has an impact on low work productivity.

In general, the performance of the Young Entrepreneurs Group of Serang City employees has an average score of 101 so that it is categorized as still low because it is still below the standard score, especially on indicators of completing work in accordance with the number of production targets that have been set. Therefore, referring to the data and various existing potentials, researchers are interested in studying the change management strategies carried out by the Serang City Young Entrepreneurs Group. in the face of turbulent changes in the business environment, as well as the implementation of learning organizations that can help increase the capacity and capability of human resources in order to achieve the company's competitive advantage. The results of this study will show how change management practices and learning organizations have an influence on the performance of the Young Entrepreneurs Group Employees of Serang City in the midst of turbulent changes in the business and technology environment. Therefore, this research will raise the title "The Influence of Change Management and Learning Organizations on the Performance of Young Entrepreneurs Groups in Serang City.

2. LITERATURE REVIEW

Change management

Winardi (2015: 1) argues that change is a definite thing, so humans need to always "change" according to the demands of the change itself. The changes in question can include changes in behavior, changes in value and assessment systems, changes in methods and ways of working, changes in the equipment used, changes in thinking, and changes in attitude. Meanwhile, according to John Kotter and Dan Cohen (2014: 3) that change management focuses on managing the hearts/feelings/emotions of individual employees, where companies must touch individual feelings to commit to making changes, so that it will motivate employees to change behavior.

Learning Organization

Watkins and Marsick in Marvin Elie (2014: 19) A learning organization is an organization that has embedded a continuous learning process in its structure and which has an enhanced organizational capacity to change or transform. More specifically, Peter Senge in Kaswan (2016: 156) argues that learning organizations are organizations where people who continuously expand their capacity to create results that are truly desired, which foster new and expansive mindsets, where collective aspirations are left free., as well as people who continually strive to learn together.

Employee performance

According to Bernardin in Sudarmanto (2009: 12) that performance is a record of the results obtained from a particular job or activity within a certain period of time. While the opinion of Mangkunegara quoted by Sopiha and Etta (2018: 350) defines performance as the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Research Hypothesis

H1: There is an effect of Change Management on the Performance of the Young Entrepreneurs Group in Serang City

H2: There is an influence between Learning Organizations on the Performance of Young Entrepreneurs Groups in Serang City

H3: There is an influence between Change Management and Learning Organization on the Performance of the Young Entrepreneurs Group in Serang City

3. RESEARCH METHODOLOGY

The location of this research was the Young Entrepreneurs Group, Serang City, Banten Province. The research subject: the independent variable is change management and learning organization and the dependent variable is employee performance. Objects in the study: Cilegon City National Land Agency employees. Approaches and methods using quantitative research. Types and sources of data, namely primary data and secondary data. Research data collection techniques: literature, observation, questionnaires and interviews. Measurement of variables using interval scale and Likert scale. Population 250 employees. The sample is 71 employees. Data analysis methods are instrument test (validity test and reliability test), classical assumption test, multiple linear regression test, coefficient of determination test, hypothesis test (t test) and (f test).

Variable Operation

Change Management Indicators:

Build a sense of urgency Form a strong unifying coalition Create a vision Communicate the vision Empower others to act on the vision Plan and create short term wins Consolidate business and, produce more change, Institutionalize new approaches Source: John Kotter and Dan Cohen (2014: 3)

Learning Organization Indicators:

Create sustainable learning opportunities Promote inquiry and dialogue Encourage collaboration and team learning Build systems for capturing and sharing learning Empower people towards a collective vision Connects organizations to their communities and environments Provides strategic leadership for learners Source: Watkins and Marsick in Marvin Elie.

Employee Performance Indicators:

Quality, Quantity, Timeliness, Cost Effectiveness, Supervision, Interpersonal Impact, Source: Bernardin in Sudarmanto (2009: 12)

ANALYSIS AND DISCUSSION

Descriptive Statistics Test Results

The variables used in this study include change management, learning organization, and performance, will be tested descriptively statistically as shown in table 4.53 below:

Table 4.53 Descriptive Statistics Test Results

	N	Minimum	Maximum	mean	Std. Deviation
Change management	71	48	80	61.35	5,757
Learning Organization	71	52	78	60.96	5,421
Performance	71	23	37	29.63	2,565
Valid N (listwise)	71				

Source: Primary data that has been processed

Table 4. 53 above explains that the management variable changes, the respondent's minimum answer obtained from the results the distribution of the questionnaire is 48, and the maximum answer respondents were 80, with an average total answer of 61. 3 5, and standard deviation of 5,757.

The learning organization variable has a minimum answer respondents obtained from the results of the questionnaire distribution is 52, and the respondent's maximum answer is 78, with a total average of the answer is 60.96, and the standard deviation is 5.421.

While the performance variable has a minimum answer of respondents obtained from the results of the distribution of the questionnaire is 23, and the maximum answer of respondents is 37, with an average total answer of 29.63, and a standard deviation of 2,565.

Data Quality Test Results

Validity Test Results

Validity test is carried out to measure whether or not an item is valid questionnaire. This test is carried out through *product moment correlation* (Bivariate Pearson), where a model is said to be valid if the level the significance is below 0.05, then the statement items in the questionnaire can be said to be valid. The following table will show the results of the validity test of the three variables used in the study this. Change management (MP), learning organization (OP), and performance (K) with 71 samples of respondents.

1) Change Management Validity Test (MP)

Table 4.54 Change Management Validity Test Results

Statement Item Number	Pearson Correlation	r table	Information
MP 1	0.492	0.233	Valid
MP2	0.578	0.233	Valid
MP3	0.805	0.233	Valid
MP4	0.663	0.233	Valid
MP 5	0.793	0.233	Valid
MP 6	0.610	0.233	Valid
MP 7	0.478	0.233	Valid
MP 8	0.663	0.233	Valid
MP 9	0.412	0.233	Valid
MP 10	0.549	0.233	Valid
MP 11	0.487	0.233	Valid
MP 12	0.781	0.233	Valid
MP 13	0.532	0.233	Valid
MP 14	0.349	0.233	Valid
MP 15	0.580	0.233	Valid
MP 16	0.540	0.233	Valid

Source: Primary data that has been processed

Table 4.54 shows if the change management variable has valid criteria for all statement items with a value of significance below 0.05. In addition, by comparing the values of r count and r table are known if the total r count > r table, which is equal to 0.233. This indicates that each statement on change management is reliable and suitable for use as research.

2) Learning Organizational Validity Test (OP)

Table 4.55 Learning Organization Validity Test Results

Statement Item Number	Pearson Correlation	r table	Information
ON 1	0.414	0.233	Valid
ON 2	0.435	0.233	Valid
ON 3	0.770	0.233	Valid
ON 4	0.587	0.233	Valid
ON 5	0.738	0.233	Valid
ON 6	0.539	0.233	Valid
ON 7	0.466	0.233	Valid
ON 8	0.619	0.233	Valid
AT 9	0.666	0.233	Valid
AT 10	0.609	0.233	Valid

AT 11	0.524	0.233	Valid
ON 12	0.570	0.233	Valid
AT 13	0.356	0.233	Valid
AT 14	0.482	0.233	Valid
AT 15	0.510	0.233	Valid
OP 16	0.639	0.233	Valid

Source: Primary data that has been processed

Table 4.55 shows if the organizational variable learning has valid criteria for all items statement with a significance value below 0.05. Besides that, By comparing the values of r arithmetic and r table, it is also known if the overall r count > r table, which is 0.2 33. This matter indicates if each statement on the organization learning is reliable and worthy of research.

3) Performance Validity Test (K)

Table 4.56 Learning Organization Validity Test Results

Statement Item Number	Pearson Correlation	r table	Information
K 1	0.561	0.233	Valid
K2	0.670	0.233	Valid
K 3	0.645	0.233	Valid
K 4	0.594	0.233	Valid
K 5	0.565	0.233	Valid
K 6	0.520	0.233	Valid
K 7	0.590	0.233	Valid
K 8	0.533	0.233	Valid

Source: Primary data that has been processed

Table 4.56 shows if the performance variable has valid criteria for all items statement with a significance value below 0.05. Besides that, through the comparison of the calculated r value and r table it is known that if overall r count > r table, which is equal to 0.2 33. This matter indicates if each statement on the organization learning is reliable and worthy of research.

Reliability Test Results

Reliability test was conducted to assess the consistency of the instrument study. A research instrument can be said to be reliable if the value of *Cronbach's Alpha* is above 0.6 (Siregar, 2013: 90).

Table 4.57 Change Management Reliability Test Results (X1)

Cronbach's Alpha	N of Items
,868	16

Table 4.58 Learning Organization Reliability Test Results (X2)

Cronbach's Alpha	N of Items
,849	16

Table 4.59 Performance Reliability Test Results (Y)

Cronbach's Alpha	N of Items
,713	8

Table 4.60 Overall Reliability Test Results

Variable	<i>Cronbach's Alpha</i>	Information
Change management	0.868	Reliable
Learning Organization	0.849	Reliable
Performance	0.713	Reliable

Source: Primary data that has been processed

Table 4.60 shows that the value of *Cronbach's Alpha* on the variable change management of 0.868, learning organization of 0.849, and a performance of 0.713. Thus it can be concluded that all variables in this study are reliable, because has a *Cronbach's Alpha* value above 0.6. It shows that each statement item used will be able to obtain consistent data that is meaningful if the statement is resubmitted, will get an answer that is relatively the same as previous answer.

Classic Assumption Test Results

Normality Test Results

Normality test is carried out to test whether in a model regression, dependent variable and independent variable or both has a normal distribution or not. The regression model can be said good if the data distribution is normal or close to normal.

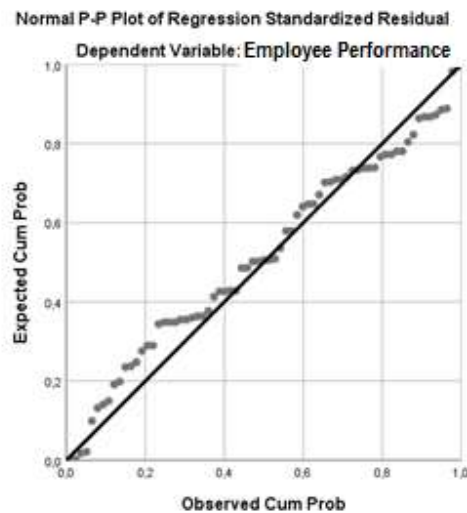


Figure 4.2 P-plot chart

Source: Processed SPSS data

From the P-plot graph above, it can be seen that the distribution of the data lies on diagonal line. So it can be concluded that this research data normally distributed.

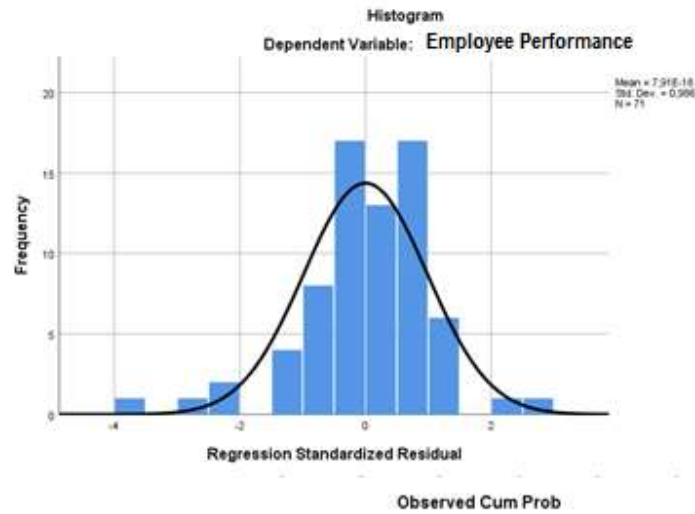


Figure 4.3 Histogram Normality Test

Source: Processed SPSS data

Figure 4.3 above shows that the curve forms a bell (bell-shaped curve that pays attention to both sides widening so that it can be concluded that the model is normally distributed.

Multicollinearity Test Results

Multicollinearity test can be done by looking at the value of *Tolerance* and *Variance Information Factor* (VIF). Test guide This can be seen if the *tolerance value is* > 0.10 and the VIF value is < 10.00 , then there is no multicollinearity.

Table 4.61 Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
1	Change management	,147	6,820
	Learning Organization	,147	6,820
a. Dependent Variable: Employee Performance			

Source: Processed SPSS data

Based on table 4.61 on the previous page, it can be seen that the value of *tolerance* $>$ from 0.10, which is both change management and learning organization has a value of 0.147. As for the value of VIF itself $<$ 10.00, which is 6,820 both in change management and learning organization. Thus it can be concluded that the regression model in this study did not experience the problem of multicollinearity.

Heteroscedasticity Test Results

To detect the presence or absence of heteroscedasticity symptoms, This is done by looking at the presence or absence of certain patterns on the scatterplot between SRESID AND ZPRED.

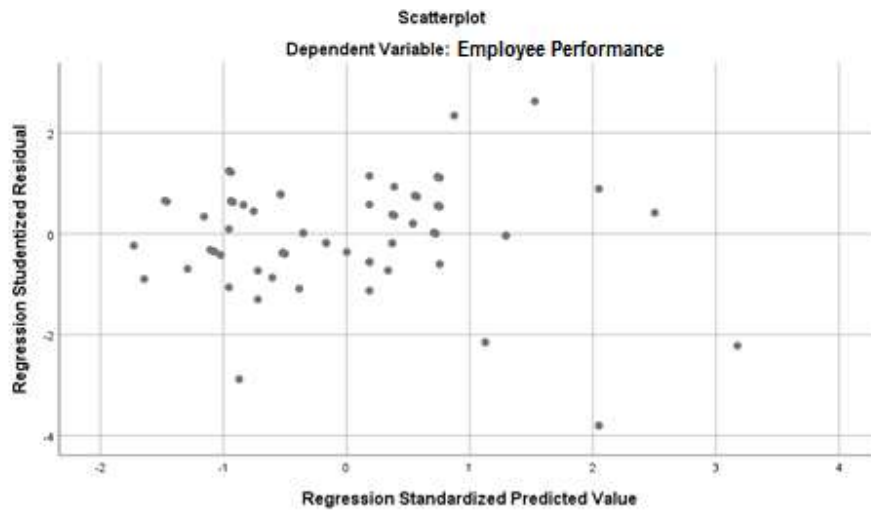


Figure 4.4 Scatterplot Diagram

Source: Processed SPSS data

Figure 4.4 Based on the image above, the resulting heteroscedasticity test is that there is a clear pattern of points and the points spread above and below the number 0 on the Y axis, so there is no heteroscedasticity, so the regression equation model is feasible to use. To confirm the results of heteroscedasticity testing, the following is a test using the *Spearman model*.

Table 4.62 Heteroscedasticity Test Results (spearman)

			X1	X2	Unstandardized Residual
Spearman's rho	X1	Correlation Coefficient	1,000	,939**	,163
		Sig. (2-tailed)	.	,000	,173
		N	71	71	71
	X2	Correlation Coefficient	,939**	1,000	,161
		Sig. (2-tailed)	,000	.	,181
		N	71	71	71
	Unstandardized Residual	Correlation Coefficient	,163	,161	1,000
		Sig. (2-tailed)	,173	,181	.
		N	71	71	71
**. Correlation is significant at the 0.01 level (2-tailed).					

Sumber: Data hasil SPSS yang diolah

Based on the results of the heteroscedasticity test using the *Spearman method* it is known that the significance value or sig. (2 tailed) variable change management by 0.173 and organizational variables learning is 0.181. Because the value of the two independent variables is greater than 0.05, it can be concluded if it does not happen heteroscedasticity problem in this regression model.

Hypothesis Test Results

T test results (partial)

The basis for making decisions on the t test is if the value of Sig. < 0.05 and the value of t count > t table, then the independent variable is partially effect on the dependent variable.

Table 4.63 T test results (partial)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8,487	2,397		3.541	,001
	Change management	,031	,096	,071	,327	,745
	Learning Organization	,315	,102	,666	3.088	,003

a. Dependent Variable: Employee Performance

Source: Processed SPSS data

1. The Effect of Change Management (X1) on Employee Performance (Y)
Based on the table above, it can be seen that t Count is 0,327 < 1.667 t-Table and the significance value is 0.745 > 0.05, which means that there is no significant effect of Change Management (X1) on Employee Performance. Thus, if the value of Change Management (X1) increases, then Employee Performance (Y) will also increase.
2. The Influence of Learning Organizations (X2) on Employee Performance (Y)
Based on the table above, it can be seen that the t-count is 3.088 > 1.667 t-table and the significance value is 0.003 < 0.05, it can be concluded that Ho is rejected and Ha is accepted, which means that there is a positive and positive influence on Learning Organization (X2) on Employee Performance (Y). Thus, if the value of the Learning Organization (X2) increases, then Employee Performance (Y) will also increase.

F test (simultaneous)

f statistic test can be seen in table 4.64. If the value of Sig. < 0.05 and the value of f arithmetic > f table, then the independent variable has an effect simultaneously on the dependent variable.

Table 4.64 F Test Results (simultaneous)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	246.731	2	123,365	39,246	,000 ^b
	Residual	213.748	68	3,143		
	Total	460.479	70			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Learning Organization, Change Management

Source: Processed SPSS data

Table 4.64 shows that the results of the F test between all variables independent of the dependent variable are as follows:

Based on the results of the F test above, the F value of 39,264. was obtained with a significance of 0.000. Due to the significance level below 0.05 and the calculated F value > F table (3. 13), it can be said that Change Management (X1) and Learning Organization (X2) simultaneously has a significant effect on Employee Performance (Y).

The results of this study are in line with the opinion of Joeliaty and Yayan (2016: 320) which states that change management will not succeed without the implementation of a learning organization that provide room for *improvement*. Penny West (1994: 19) too added that organizations must learn to change through a change in organizational form that allows flexibility, freedom of innovation, and proactive culture, where this is not will only improve organizational performance but also individuals, so that Employees are accustomed and able to take on more responsibilities big in the future.

Multiple Regression Analysis Results

The analytical technique used in this research is the multiple regression analysis. Multiple linear regression analysis was used as a statistical analysis tool because this research is designed to examine dependent variables in more than one study. To find the regression value, it can be seen in the following table:

Table 4.65 Multiple Regression Analysis Results

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	8,487	2,397		3.541	,001
	Change management	,031	,096	,071	,327	,745
	Learning Organization	,315	,102	,666	3.088	,003
a. Dependent Variable: Employee Performance						

Source: Processed SPSS data

Based on table 4.19 can be obtained multiple linear equations as on the following page

$$Y = 8.487 + 0.031 X_1 + 0.315 X_2 + e$$

Description :

Y = Performance

X₁ = Change Management

X₂ = Learning Organization

e = Error

In accordance with the obtained regression equation, the regression model can be interpreted as follows:

- The constant coefficient of 8.487 means that if the value of Change Management (X₁) and Learning Organizations (X₂) are equal to zero, then the level or magnitude of Employee Performance (Y) is 8.487.
- Change Management variable regression coefficient (X₁) of 0.031 has increased by 1 unit, and other independent variables are considered constant, then Employee Performance (Y) will increase by 0.031. This coefficient has a significant influence between Change Management on Employee Performance.
- Organizational variable regression coefficient i Learning (X₂) of 0.315, an increase of 1 unit, and other independent variables are considered constant, then Employee Performance (Y) will increase by 0.315 this coefficient has a significant effect on Organizational Learning on employee performance.

Coefficient of Determination Test Results R²

Table 4.66 Summary ^{b. model}

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	,732 ^a	,536	,522		1,773
a. Predictors: (Constant), Learning Organization, Change Management					

Source: Processed SPSS data

A small R² value means that the independent variable's ability to explain the dependent variable is very limited, while a value close to one means that the independent variable provides almost all of the information needed to predict the variation of the dependent variable (Ghozali in Chrisna, 2018: 126).

Based on the results of the summary model above, the R Square value is 0.536 or 53.6 %, this shows that the performance variable that can be explained by the change management variable and

learning organization is 53.6%. While the remaining 0.464 or 46.4% is influenced by other variables not included in this study such as Motivation, Leadership Style, Organizational Culture and so on.

Discussion and Research Results

The Effect of Change Management (X1) on Employee Performance (Y)

The results of the calculation of the amount on the Change Management variable (X1) show that 272 is included in the interval scale range of 245-302, thus entering the "Good" category.

There is no significant effect of Change Management on Employee Performance in the Young Entrepreneurs Group of Serang City in the t test, the results obtained $t_{\text{count}} < t_{\text{table}}$ ($0.327 < 1.667$) with a significance level of 0.745 ($0.745 > 0.05$) it can be concluded that there is no effect which is significant between Change Management on Employee Performance. This means that from several aspects of the assessment based on the questionnaire distributed to employees, it shows that the dimensions of change management do not have a strong influence on improving employee performance because employees still consider the managerial management side of the company to be no more important than the expected comfort and welfare so that it does not affect employee performance..

The Influence of Learning Organizations (X2) on Employee Performance (Y)

The results of the calculation of the amount on the Learning Organization variable (X2) show that 270 is included in the interval scale range of 245-302, thus entering the "Good" category.

There is a significant effect of Learning Organizations on Employee Performance in the Young Entrepreneurs Group in Serang City in the t test, the results obtained $t_{\text{Count}} > t_{\text{Table}}$ ($3.088 > 1.667$) with a significant level of 0.003 ($0.003 < 0.05$) it can be concluded that there is a significant effect of Learning Organization on Employee Performance.

The Learning Organization in the Young Entrepreneurs Group of Serang City has been well received by the employees, and the employees have carried out these tasks with full responsibility, so that they have succeeded in influencing the performance of their employees.

Effect of Change Management (X1) Learning Organization (X2) on Employee Performance (Y)

After testing simultaneously obtained $F_{\text{count}} = 39.264$ and $F_{\text{table}} 3.13$ which means $F_{\text{count}} > F_{\text{table}}$ ($39.264 > 3.13$) with a coefficient of determination of 0.536 and a significance value of 0.00 then H_1 is accepted H_0 is rejected ($0.00 < 0.05$) and it can be concluded that the influence of Change Management (X1) and Learning Organization (X2) on Employee Performance (Y) in the Young Entrepreneurs Group in Serang City. Thus, Change Management (X1) and Learning Organization (X2) on Employee Performance (Y) will also increase. With this presentation value of 53.6% while the remaining 46.4% is influenced by other variables that are not included in the model.

4. CONCLUSIONS AND SUGGESTIONS

Based on data that has been collected and the tests carried out using the regression analysis method multiple linear, it can be concluded as follows: Change Management (X1) there is no significant effect on employee performance of the Human Capital Division of the Young Entrepreneurs Group of Serang City, the value of t is calculated $0,327 < 1.667$ t-Table and the significance value is $0.745 > 0.05$, which means that there is no significant effect of Change Management (X1) on Employee Performance (Y). Learning Organization (X2) has a significant influence on the performance of the Young Entrepreneurs Group in Serang City. The t-count value is $3.088 > 1.667$ t-Table and the significance value is $0.003 < 0.05$, so it can be concluded that H_0 is rejected and H_a is accepted., which means that there is a positive and positive influence on the Learning Organization (X2) on Employee Performance (Y). Change Management (X1) and Learning Organization (X2) together or simultaneously have a significant influence on the performance of the Serang City Young Entrepreneurs Group obtained an F value of 39,264 with a significance of 0.000. Due to the significance level below 0.05 and the calculated F value $> F_{\text{table}}$ (3.13), it can be said that Change Management (X1) and Learning Organization (X2) simultaneously has a significant effect on Employee Performance (Y).

Based on the conclusions that have been described about change management and organizational learning on employee performance above, the authors can provide the following suggestions : In the indicator section of recruiting, promoting, and developing employees who can implement the vision in the change management variable (X1) has a

value low score. So it is suggested that the company should develop a program for recruiting prospective employees strictly by paying attention to the skills that are tailored to the needs of the formation, management should develop programs and promotion mechanisms for outstanding employees, management should socialize the types of rewards for employees who excel and are visionary. In the learning indicators section, most of the work in the learning organization variable (X2) has a low score. It is suggested that the company should provide time and learning facilities for employees, management should make learning system rules that are *learning by doing*. In the indicator section, completing work in accordance with the number of production targets set in the employee performance variable (Y) has a low score. So it is suggested that the company should create a monitoring system and tools that can make each type of work more effective so that the available time can be utilized as much as possible to achieve the specified target.

THANK-YOU NOTE

Thank you and appreciation to the University of Serang Raya for facilitating and providing funding for this research.

REFERENCES

- Abrian Imanuel Kojo ¹, Paulus Kindangen ², Yantje Uhing ³. "The Influence of Change Management, Organizational Culture and Work Involvement on Employee Performance at PT. Bank of North Sulawesi Go". EMBA Journal, Vol.7, No. 3 July 2019, pp 4261-4270.
- Armstrong in Sofiah and Etta, 2018: 352. "Performance Driving Factors".
- Bernadin in Sudarmanto, 2009: 12. "Employee Performance".
- Black & Gregerson in Wibowo, 2016: 312. "Types of Change".
- Conner in Wibowo, 2016: 169. "Employees' Attitudes to Change".
- Greenberg and Baron, 2016: 117-118. "Changing the Way of Working or Adopting New Technology".
- George Jones in Winardi, 2015: 3. "Inhibiting Factors for Change".
- Hanna Yunike and Saarce Elsy Hatane. "Analysis of the Relationship between Learning Organizations and Competitive Advantage in Improving Financial Performance in the Hospitality Sector in East Jakarta". Business Accounting Review, Vol. 4, No. 1, January 2016: 265-276.
- Ireyne P. Dumanauw ¹, Rita N. Taroreh ², Yantje Uhing ³. "The Influence of Change Management, Work Environment and Organizational Culture on Employee Performance at the Manpower Office of North Minahasa Regency". EMBA Journal, Vol. 6, No. September 4 2018, pp. 2398-2407.
- John Kotter and Dan Cohen, 2014: 21. "Efforts to Succeed in Making Changes".
- Jagadhita. "The Influence of Transformational Leadership on Organizational Performance Through Organizational Learning and Innovation at Hotel Sanuar Beach Bali. Journal of Economics & Business, Vol. 4, N0. 2, September 2017. pp. 76-88.
- Jessicha Fischasia ¹, Bernhard Tewal ², Greis M. Sendow ³. "The Influence Of Change Management and Organization Culture Towards The Performance Of Civil Servants (Studies In The Provincial Hospital Of Bitung)". EMBA Journal, Vol. 6, No. 4, September 2018. Pages 2578-2587.
- Kreitner and Kinicki in Wibowo, 2016: 84. "Factors Driving Change".
- Moeheriono (2012: 119). "Types of Employee Performance"
- Marvin Ellie. "Validating The Dimension of the Learning Organization Questionnaire In the Rwadan Context". Euroupean Journal of Business, Economics, 2014: 15-23.
- Rivai, 2017: 405. "Target of Change".
- Syamsurizal. "The Role of Leadership and the Application of Change Management in Enhancing the Competitiveness of Higher Education Organizations". Journal of International Business Administration (JAMBI), Vol. 1, No. 1, November 2019
- Sofiah and Etta, 2018. "Strategic Human Resource Management". Yogyakarta

- Sugiyono. *Business Research Methods (Quantitative, Qualitative, Combination, and R&D Approaches)*. Bandung: Alfabeta. 2017
- Viethzal, 2017: 392. "*Managing Learning*".
- Watkins and Marsick in Marvin Elie, 2014: 19. "*The Concept of Learning Organizations*".
- Wibowo. "*Change Management*". Jakarta: Rajawali Press. 2016
- Wibowo. "*Work management*". Jakarta: PT. King Grafindo Persada. 2007
- Winardi, J. "*Management of Change*" Jakarta: mKencana Prenada Media Group. 2015.