

The Impact of Change Management and Work Culture on the Performance of Higher Education Employees

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Abstract

This study investigates the impact of change management and work culture on the performance of employees at UIN Sunan Gunung Djati Bandung. It employs an explanatory survey research design with 260 employees selected through simple random sampling. SPSS was utilized for data analysis. The findings indicate that change management significantly influences employee performance during the COVID-19 pandemic, as evidenced by the $t_{table} > t_{count}$ ($5.604 > 1.969$). Work culture also partially impacts employee performance, with $t_{table} > t_{count}$ ($5.048 > 1.969$). The simultaneous effect of change management and work culture is found to strongly affect employee performance ($16.667 > 3.030$). The study highlights the importance of effective change management and positive work culture in enhancing employee performance. The results could assist policymakers in developing organizational policies that focus on effective change management and work culture to improve employee performance.

Keywords: Change management; employee performance; higher education; work culture.

Abstrak

Penelitian ini menyelidiki dampak dari manajemen perubahan dan budaya kerja terhadap kinerja karyawan di UIN Sunan Gunung Djati Bandung. Penelitian ini menggunakan desain penelitian survei eksplanatori dengan 260 karyawan yang dipilih melalui pengambilan sampel acak sederhana. SPSS digunakan untuk analisis data. Hasil penelitian menunjukkan bahwa manajemen perubahan secara signifikan mempengaruhi kinerja karyawan selama pandemi COVID-19, yang dibuktikan dengan $t_{table} > t_{count}$ ($5,604 > 1,969$). Budaya kerja juga berpengaruh secara parsial terhadap kinerja karyawan, dengan $t_{table} > t_{count}$ ($5,048 > 1,969$). Pengaruh simultan dari manajemen perubahan dan budaya kerja ditemukan sangat mempengaruhi kinerja karyawan ($16,667 > 3,030$). Penelitian ini menyoroti pentingnya manajemen perubahan yang efektif dan budaya kerja yang positif dalam meningkatkan kinerja karyawan. Hasil penelitian ini dapat membantu para pembuat kebijakan dalam mengembangkan kebijakan organisasi yang berfokus pada manajemen perubahan yang efektif dan budaya kerja untuk meningkatkan kinerja karyawan.

Kata kunci: Manajemen perubahan; kinerja karyawan; pendidikan tinggi; budaya kerja.

INTRODUCTION

In 2020, the Corona Virus Disease Outbreak, also known as Covid-19, affected the world, prompting emergencies in many countries, including Indonesia. Coronavirus causing severe acute respiratory syndrome type 2 (SARS-Cov-2) causes this condition (Darsono, Rohmana, & Busro, 2020). Covid-19 has culminated in Indonesia's higher education reform process (Fakhri, Fadhilatunisa, Rosidah, Satnur, & Fajrin, 2022; Firmansyah et al., 2021; Indrawati, 2020). The Minister of Education and Culture authorized remote work and distance learning on March 9, 2020, to counteract the growth of COVID-19. All universities in Indonesia cannot implement effective mitigation strategies (Kemenristekdikti, 2020). This

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law has transformed traditional into contemporary education by replacing classroom teaching with online teaching. After the government issued a work-from-home (WFH) appeal, this factored into how academic staff (lecturer) and support staff carried out their duties.

Every institution of higher education implements the practice of online learning. The higher education system supports the acceleration of digitalization, the economy less contact, or both (Dhawan, 2020; García-Morales, Garrido-Moreno, & Martín-Rojas, 2021; Khairiah, 2020; Watson, 2008). It must continue emphasizing the quality of employment services to achieve its educational objectives (Nawawi, 2003). The situation described above sets higher education on high alert, so it must be able to adapt to the current situation. It encourages mitigation. Online learning processes can facilitate rapid learning by using technology 4.0, which is not a priority yet. Academic institutions have committed to using technology 4.0 in various initiatives as of the current status quo (Adiawaty, 2020). This effort will undoubtedly affect the performance of UIN Sunan Gunung Djati Bandung's academic and support staff.

The performance limitations of an employee's work are determined by the extent to which certain objectives or missions are met. Several researchers have shown that diverse ways of thinking about work, attitudes toward work, and expectations for work outcomes all contribute to accurately measuring the input/output efficiencies that are key to transactional relationships. The success of a person in an organization significantly impacts their performance. Cascio (2016), Panjaitan (2018), and Stannack (1996) claimed that low-quality human resources result in a decline in employee effectiveness, which is closely related to competence. Change management is one of the variables that can influence employee success (Jamal Ali & Anwar, 2021; Sinaga, Asmawi, Madhakomala, & Suratman, 2018; Turner, 2017; Wanza & Nkuraru, 2016).

Further research reveals that technological changes significantly impact employee performance because rapid technological change creates a rapidly adapting world that reduces employee burden and improves workplace efficiency and effectiveness. Kojo et al argue that change management cannot be effective without a learning organization that allows continuous improvement (Kojo, Kindangen, & Uhing, 2019). As a result, effective work of employees is required to achieve this objective. It will guarantee the effectiveness and efficiency of organizational change management. The emphasis on change processes builds organizational capacity and develops conceptual models to comprehend organizational objectives and determine the most suitable responsibilities for managers and employees (Markus, 2004; Mathis & John, 2012). Change management significantly affects employee performance (Al-Jaradat, Nagresh, Al-Shegran, & Jadallah, 2013; Kojo et al, 2019; Sasono, 2020; Wachira & Anyieni, 2017). But nobody has previously looked at how change management affects academic and support staff productivity in higher education. This study illuminates the impact of change management on academic achievement at UIN Sunan Gunung Djati Bandung.

Another factor that can impact employee performance is work culture (Awadh & Saad, 2013; Kuswati, 2020; Uddin, Luva, & Hossian, 2013; Wambugu, 2014). The central concept regarding the systematic allocation of educational resources (Titiev, 1959). Pettigrew (1979) asserts that the cognitive system of the human brain helps enhance reasoning and the expression of ideas based on work culture. A diverse set of beliefs, assumptions, and values facilitates the effective presentation of various cultural levels when conducting business. Effective working principles aid in performance enhancement. The management level of national and foreign cultures affects the survival of culture within an organization (Edgar, 1992). Laws, regulations, and essential principles have influenced work culture and impeded coworkers' communication abilities (Hu, Dinev, Hart, & Cooke, 2012; Langford, Rowlinson, & Sawacha, 2000; Shahzad, Iqbal, & Gulzar, 2013). However, no studies have looked at how the workplace culture

affects academic and support staff performance in higher education. The impact of organisational culture on worker performance in higher education, is clarified by this research.

In order to address the lack of research on employee performance during the Covid-19 pandemic, this study employs employees of higher education whose characteristics differ from those of private/company employees. This research is unique and significant because there has been little prior research on the change management and work culture for university employees, specifically at UIN Sunan Gunung Djati Bandung.

This research aims to ascertain the impact of change management and workplace culture on employee performance at UIN Sunan Gunung Djati Bandung during the Covid-19 epidemic. By demonstrating the connection between change management and employee performance, this study may aid in the development of effective and efficient change management and work cultures at educational institutions. In addition, the research results can provide the leadership of UIN Sunan Gunung Djati Bandung with recommendations for improving employee performance and maintaining a sustainable work system during pandemics and in the future.

LITERATURE REVIEW

Change management

According to Potts & LaMarsh in Wibowo, "Change Management" is a systematic process that aims to convey knowledge about the rules and principles needed to help people who experience changing experiences (Wibowo, 2011). Jeff Davidson elaborated that change would occur when something different happens from what happened before. Change can also be skilled at carrying out tasks in new ways, including implementing new approaches, adopting new technologies, building new systems, implementing new management procedures, performing new system upgrades, reorganizing, or dealing with critical fringe events (Davidson, 2005). According to Michel Beer, a change occurs when the obtained thing is different from what was previously present, and this difference causes the change. Nothing will change if the results are similar to the preceding ones (Beer, 2002).

Working culture

Work culture is an ideology based on the notion that life beliefs become routines, motivations, and principles cultivated in a community and are reflected in attitudes that manifest as work (Gering & Triguno, 2005). According to Webster, culture refers to ideas, words, emotions, and other factors influencing one another at specific periods. The moral, interpersonal, and normative principles of an organization's culture are based on the members' beliefs, abilities, and priorities. According to Webster (1967) "Work culture" is the system of norms, expectations, rules, and guidelines communicated to individuals and groups of workers regarding the nature of their work and how it relates to their organizational and personal objectives. Work culture is crucial due to its positive impact on accomplishing ongoing changes in the workplace, including increased productivity (performance) (Andrew, 1998).

Employee Performance

Kotter and Heskett cite that one employee has completed the performance during a specified period (Andrew, 1998). This point of view demonstrates that performance is a form of employee that can be observed, measured, and timed. On the other hand, according to Prawirosentono, performance is an

activity conducted using work results that can be achieved by an individual or group of people in a particular organization as long as everyone is committed to achieving organizational goals morally and ethically sound manner (Wibowo, 2011). According to Robbins, employees receive numerous incentives for carrying out their duties (Bintaro & Daryanto, 2017). However, Armstrong and Baron claimed that performance results from employees closely related to satisfying consumer demands and contributing to the economy (Wibowo, 2011).

METHOD

Through explanatory survey research, this study employs a quantitative method. The data used is primary data. Two hundred sixty respondents from UIN Sunan Gunung Djati Bandung filled out this survey. In this study, a questionnaire was made using a Google form, and the link was shared through social media. Validity tests were conducted to ensure that the data collected were valid and had no errors. The developed questionnaire was tested before being distributed to employees to ensure it could be understood and interpreted clearly. Then, multiple regression analysis was performed, the traditional assumption test was performed first to ensure the regression model obtained was the best in estimating accuracy, objectivity, and consistency, assisted by the SPSS software application.

RESULTS AND DISCUSSION

Research Results

Validity and Reliability Analysis

Table 1 Validity Test

Question Items	R-count	R-table	Description
X1.1	0,748	0,1217	Valid
X1.2	0,750	0,1217	Valid
X1.3	0,834	0,1217	Valid
X1.4	0,792	0,1217	Valid
X1.5	0,816	0,1217	Valid
X2.1	0,734	0,1217	Valid
X2.2	0,679	0,1217	Valid
X2.3	0,834	0,1217	Valid
X2.4	0,819	0,1217	Valid
X2.5	0,651	0,1217	Valid
Y	0,773	0,1217	Valid
Y	0,763	0,1217	Valid
Y	0,731	0,1217	Valid
Y	0,633	0,1217	Valid
Y	0,260	0,1217	Valid

All valid items under the validity test criteria are accepted for the reliability test (tabel 1). As every valid instrument was used in this study, all of them are reliable. The technique used in the analysis of this research is to reduce Cronbach's Alpha. Here are the survey results

Table 2 Reliability Test Results

Variable	Reliability coefficient	Cronbach's Alpha	Description
X1	5 Questions	0,845	reliable
x2	5 Questions	0,779	reliable
AND	5 Questions	0,732	reliable

Based on the reliability test results in Table 2, each variable has *Cronbach alpha* greater than 0.60. With such a large alpha result, the variables X1, X2, and Y can be answered with certainty.

Descriptive Analysis

Table 3 Descriptive Analysis Test Results

	Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic
Change_management	260	7.00	25.00	22.1423	.17826	2.87429
Working_culture	260	7.00	25.00	20.7346	.19591	3.15903
Performance	260	9.00	25.00	20.8577	.16937	2.73101
Valid N (listwise)	260					

In the descriptive statistical Table 3, the number of samples (N) indicates each variable's mean and standard deviation. The Change Management variable's mean value is 22.1423, and the standard deviation is 2.87429. The Work Culture variable's mean is 20.7346 and a standard deviation of 3.15903. The mean value of Performance is 20.8577, and the standard deviation is 2.73101.

Classical Assumption Analyses

1. Normality test

Table 4 Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
	Unstandardized Residual	
N		260
Normal Parameters^{a,b}	Mean	.0000000
	Std. Deviation	3.10388004
Most Extreme Differences	Absolute	.085
	Positive	.035
	Negative	-.085
Test Statistic		.085
Asymp. Sig. (2-tailed)		.070 ^c

The significance level of 0.070, which is substantially greater than 0.05 based on the study findings in Table 4, suggests that the data have a normal distribution.

2. Multicollinearity Test

Table 5 Multicollinearity Test

Model	Coefficients ^a				t	Say.	Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients				Toleranc e	VIF
	B	Std. Error	Beta					
1 (Constant)	13.373	1.246			10.737	.000		
Change management	.225	.084	.239		2.690	.008	.436	2.296
Working culture	.110	.081	.120		1.351	.178	.436	2.296

Based on Table 5, the range values for variables X1 and X2 are 0.436, greater than 0.10. In addition, for the VIF variable, the numerical value of X1 and X2 is 2,296, less than 10. It indicates that multicollinearity does not occur.

3. Heteroscedasticity Test

Table 6 Heteroscedasticity Test Results

Model	Coefficients ^a			t
	Unstandardized Coefficients		Standardized Coefficients	
	B	Std. Error	Beta	
1 (Constant)	6.296	.797		7.902
Change management	-.121	.054	-.203	-2.255
Working culture	-.068	.052	-.118	-1.312

Based on Table 6, the significance level of variable X1 is around 0.075, greater than 0.5. it indicates the absence of heteroscedasticity in variable X. In addition, the significance level for variable X2 is 0.191, higher than 0.05, meaning there are no heteroscedasticity symptoms.

4. Autocorrelation Test

Table 7 Durbin Watson test

Model	Model Summary ^b			
	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.339 ^a	.115	.108	3.116

Based on Table 7, the Durbin-Watson level is around 2,397. The value in question is greater than the limit at (dU), namely 1.808, and close to (3-du) 4-1.808 - 2.397. Thus, based on the evidence presented in the Durbin-Waston test above, there is no issue or evidence of autocorrelation, which allows for backward-curved line analysis progress for hypothesis testing.

Associative Analysis

1. Multiple Linear Regression Test and t Test (Partial)

Table 8 Multiple Linear Regression Test and t Test

Model	Coefficients ^a			t	Say.
	Unstandardize d Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
1 (Constant)	13.37 3	1.246		10.737	.000
Change management	.310	.055	.329	5.604	.000
Working culture	.274	.054	.300	5.048	.000

Based on Table 8 above, the multiple regression equation obtained between change management and work culture on employee performance is as follows:

$$Y = a + bX_1 + bX_2$$

$$Y = 13,373 + 0,310X_1 + 0,274X_2$$

Based on the results of the discussion above, it is possible to state that the number 13,373 indicates that the number for change management and work culture is zero or constant and that the number for employee performance is 13,373. The b1 value is 0.310, meaning that if the change management value is zero or constant, then one change management unit for each increase will increase employee performance by 0.310. However, because the b2 value is 0.274, if the work culture value is zero or constant, each increase of one unit will increase performance by about 0.274.

Based on the SPSS t-test of 5.604, this result fulfills the eligibility criteria so that $t_{count} > t_{table}$ (5.604 > 1.969) with a significance level of 5%. It indicates that Ha is accepted and Ho is rejected. It indicates that change management variables significantly affect employee performance variables at UIN Sunan Gunung Djati. Then for the work culture variable, it is 5.604. It fulfills the eligibility criteria so that $t_{count} > t_{table}$ (5.048 > 1.969) with a significance level of 5%. These results mean Ha is accepted, and Ho is rejected. It indicates that the work culture variable significantly affects the performance variables of UIN Sunan Gunung Djati employees.

2. Correlation Test

Table 9 Correlation Test

Model	Model Summary ^b			
	R	R Square	Adjusted R Square	Std. Error of the Estimate

1	.339 ^a	.115	.108	3.116
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A correlation value or association between change management and work culture and performance may be calculated using Table 9 and comes out to 0.115. The Correlation Interpretation table, which may be categorized as weak and suggests a positive link, shows the relationship between change management and work culture on performance.

3. Determination Coefficient Test

Table 10 Determination Coefficient Test

Model	Model Summary ^b			
	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.339 ^a	.115	.108	3.116

Based on Table 10, the R2 value is 0.339, or 33.9%. It indicates that only about 33.9% of changes were made to the management of UIN Sunan Gunung Djati, with the remaining 66.1% caused by other factors.

4. F test

Table 11 Simultaneous Test

Model	ANOVA ^a					
		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	323.637	2	161.819	16.667	.000 ^b
	Residual	2495.224	257	9.709		
	Total	2818.862	259			

Table 11 shows that $F_{count} > F_{table}$ produces a value of $16,667 > 3,030$. H_0 is approved, showing a considerable relationship between change management and workplace culture and how well UIN Sunan Gunung Djati Bandung personnel perform.

Discussion

Change Management on Employee Performance at UIN Sunan Gunung Djati

The findings of this study imply that change management has a positive and significant impact on the employees' performance at UIN Sunan Gunung Djati Bandung. It aligns with (Al-Jaradat et al., 2013; Kojo et al., 2019; Sasono, 2020; Wachira & Anyieni, 2017) research. The result of this study also aligns with Momogole & Jokonya's theory. An organization must move from its current state to a certain future state to achieve greater efficiency. These forces can be internal or external, such as administrative processes, organizational growth, people, social and economic restructuring, economic changes, increased competition among organizations, labor markets, new technologies, international law, government, and markets (Mogogole & Jokonya, 2018).

UIN Sunan Gunung Djati is one of the universities with no prior experience conducting online learning, known as e-learning system. Therefore, when a pandemic occurred, and it was required to study from home, the Rector of UIN Sunan Gunung Djati instructed to provide online lectures by providing the necessary infrastructure. This website provides lecture system facilities or a learning management system. It is named e-knows. The effect of covid-19 is that all lecturing processes are centered on e-knows and supported by other media mutually agreed upon by students and lecturers. UIN Sunan Gunung Djati, as a service provider, must continue to develop to maintain its competitiveness. E-performance as change management during the Covid-19 pandemic remains in force today. It is a web-based performance measurement information system, such as the Academic Service Administration System, LMS UIN Sunan Gunung Djati Bandung (e-Knows), Employee Information System, HKI UINSGD, E-Book Publishing, Publication Information System, Technology Innovation and Research (SIPINTER), Community Service Research System (SIMPELABDIMAS), Graduation Registration Application, Real Work Lecture Application, E-Journal, Digital Library, and admission of new students on an independent path (PCMB).

Work Culture on Employee Performance at UIN Sunan Gunung Djati

Work culture significantly affects performance variables at UIN Sunan Gunung Djati. The results of this study align with (Awadh & Saad, 2013; Brahmajari & Suprayetno, 2008; Kuswati, 2020; Uddin et al., 2013; Wambugu, 2014). Kotter and Heskett described how culture is the only factor to help organizations prepare for and respond to external (adaptive) change associated with sustained high performance. This theory states that work culture must always be creative and adaptable to environmental changes (Kotter & Heskett, 1997).

Changes in the work culture that occurred at UIN Sunan Gunung Djati before the Covid-19 pandemic, the work system for academic and support staff changed, initially all work activities were conducted face to face. However, when the Covid-19 pandemic spread worldwide, the work culture that was carried out daily changed because the entire academic community of UIN Sunan Gunung Djati was required to work from home or remotely from home. It was enacted mandatory by the letter "Circular Number: 460/Un.05/II.4/HM.01/04/2020 Regarding Adjustment of Work Systems for UIN Sunan Gunung Djati Bandung Employees During the Corona Virus Disease 2019 (Covid-19)". The implementation of official duties is transformed into a work-from-home system, and picket officers are implemented. Monday through Thursday, picket officers will work from 18:00 to 15:00 WIB, and on Friday, they will work from 08:30 to 12:30 WIB.

Observing the development of an increasing number of cases of the spread of the Covid-19 virus which are getting higher and paying attention to the Instruction of the Minister of Home Affairs Number 15 of 2021 concerning the Implementation of Emergency Community Activity Restrictions *Corona Virus Disease 2019* in the Java and Bali regions. Then the Rector of UIN Sunan Gunung Djati issued Circular Number: B-1349/Un.05/11.2/KP.01.1/07/2021 concerning Adjustment of Work Systems and Restrictions on Employee Activities during the Implementation Period of Emergency Community Activity Restrictions within the Sunan Gunung Djati State Islamic University, Bandung. Lecturers with additional assignments and support staff carry out official duties at home and take attendance fingerprints regularly online through the SIP Mobile application. They also must make a Daily Performance Achievement Report.

Change Management and Work Culture on Employee Performance at UIN Sunan Gunung Djati

Change management and work culture significantly impact the performance of UIN Sunan Gunung Djati Bandung employees. Harahap emphasized that efforts to improve employee performance are difficult because many employees continue to underperform in service, target achievement, and work responsibility. In order to increase employee performance, it is essential to feel comfortable and be aware of the organizational culture, as the attitudes, cultural backgrounds, and worldviews of numerous employees can affect organizational performance. It requires businesses to provide their human resources with the tools to work effectively and efficiently to enhance performance (Harahap, 2020).

During the Covid-19 pandemic, efforts were made to enhance teaching and educational staff performance at UIN Sunan Gunung Djati Bandung by issuing a Sector Letter containing Academic and Non-Academic Policy Guidelines in the New Normal Order. Lecturing and learning processes are conducted online so academic staff (lecturers) can effectively fulfill their responsibilities by delivering lectures using e-knows. The Centre for Language Development, Ma'had Al-Jami'ah (the university boarding), and the Center for Information Technology and Database also conduct online systems. Similarly, students' final assignment guidance activities are carried out flexibly by following the terms and conditions.

During the Covid-19 pandemic, the Vice Rector II of UIN Sunan Gunung Djati Bandung held training for academic and support staff with the theme "Keep fighting and remain productive on the new normal." This endeavor seeks to preserve the quality of work as we enter the new normal era. In response to invitation letter number B-945/UN.05/II.2/Kp.01.1/05/2021, the Rector of UIN Sunan Gunung Djati conducted an online socialization meeting regarding the compilation of the functional position performance list. This effort aims to improve the performance of academic and support staff. It is carried out following the principle of need and situation, particularly regarding mastery in technology, which all academic and support staff must master to improve employee performance.

CONCLUSION

This study concludes that change management significantly impacts the performance of UIN Sunan Gunung Djati Bandung employees during the Covid-19 period, as indicated by $t_{count} > t_{table} (5.604 > 1.969)$. Work culture significantly impacts the performance of UIN Sunan Gunung Djati Bandung employees during the Covid-19 period, as indicated by test results of $t_{count} > t_{table} (5,048 > 1,969)$. Change management and work culture significantly influence the performance of UIN Sunan Gunung Djati Bandung employees during the Covid-19 period, as demonstrated by the test results of the $F_{count} > F_{table} (16,667 > 3,030)$. This study suggests that UIN Sunan Gunung Djati Bandung's leaders can maintain a technology-based work environment for academic and support staff. This effort improves staff performance and provides regular training. This transformation is hoped to remain implemented even after the pandemic is over. UIN Sunan Gunung Djati Bandung will evaluate work culture during the COVID-19 pandemic to speed up work culture change. Future researchers studying the effects of change management and work culture on employee performance should consider other variables to get more varied results. The impact of change management and work culture on employee performance may be appropriate for future studies. Since this study only restricted data from UIN Sunan Gunung Djati Bandung, it may differ from other higher education institutions.

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