Organization Change and Organization Culture on Employee Performance Civil Service Police Unit in North Kalimantan Province

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Abstract:
Organization changes to the performance of Civil Service Police Unit employees have several problems, namely (a). Limitations The number of personnel members and the relatively low quality of human resources, resulting in the implementation of the task is not optimal; (b) Enforcement of Perda has only been realized by 15 Perda with 125 times the operation of the operation and 809 routine operations (42.85%); (c) Lack of public awareness of compliance with the law. The population in the study were 30 employees of the Civil Service Police Unit of North Kalimantan Province. The calculation technique uses (1) validity test; (2) reliability testing; (3) Multiple regression. The level of confidence in the study was 95%. The results of multiple regression using t-test for organization change variables obtained a Sig value of 0.010. Then for the organization culture variable the Sig value of 0.013 is obtained. Organization change has a significant influence on employee performance in the North Kalimantan Civil Service Police Unit and organization culture has a significant influence on employee performance in the North Kalimantan Civil Service Police Unit.
Key Words: Civil Service Police, Organization Change, Organization Culture

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I.   Introduction

The three conditions above must be managed with full force to overcome the barriers to change that come precisely from managers and employees when they feel the cultural change. They assume that change means losing power or power such as shifting responsibility and accountability, losing the pattern of relationships with new management, losing in terms of rewards. change to the point where the organization becomes more effective. Increased productivity is the main goal of change so that output will be equal or greater than the input invested in a project. In addition they are also aware that stability, although important, can sometimes be a trap (paradox) so that organizations need to make the leaps called revolution[1]

Change is defined as a real situation that happened in the past, present and in the future. Effective organizations should not avoid change, on the contrary, they must anticipate and adjust day-to-day operational activities in an effort to harmonize with changes very quickly[2]

Based on the preliminary survey conducted there are some gaps, even though the Bulungan Regencygovernment regulation No. 15/2007 concerning the Explanation of the Duties and Functions of the Civil Service Police Unit in Bulungan Regency, still feels that the goals or objectives of the organization are not optimal, this is due to the population Bulungan Regencywhich reaches ± 200,000 people, then the ideal number of Police UnitPamong Praja members is 876 people, but only 305 people have been fulfilled so that there still needs to be an increase of 571 people. With the limited number of personnel it also affects the optimal task of carrying out peace, public order, and enforcement of new regulations can only be implemented 15 of the 38 regulations in Bulungan district. The work culture of the members of the Civil Service Police Unit is still many who are not disciplined because their background is the transfer or mutation of the SKPD caused by disciplinary problems.Where the civilianizationof the Head of the Civil Service Police Unit is echelon II. b, while the Sub-Section along with the Sections that are echelon IV. a. Based on No. 3 of 2001 and Number 4 of 2006,there was a change in the fundamental substance in the name of the organization, position, function, and civilianization. The consequences faced by employees of the Civil Service Police Unit include that the greater authority of the organization is followed by increased workload, which demands better employee performance. The change was also followed by the addition of personnel, which brought a different culture from the previous organization. As a result, the organizational culture of the Civil Service Police Unit, which has long been reprocessing, has found an end point or will continue to evolve to adapt to organizational changes.

The success and success of an organization in the future comes from organizations that are agile and fast, very responsive, agile, have good learning capacities and their workers have good abilities or skills. They must be able to learn quickly and continuously, innovation without stopping, using strategies that are faster, safer and comfortable. The success of an organization depends on the speed of reading the situation in the application and replacement of appropriate strategies to be applied; manage these processes intelligently and effectively and efficiently; maximize the contribution and commitment of workersand make the situation as if it has not changed [3]

Changes in organization-external or internal is a necessity, past and present. But in the present, the speed and intensity of these changes generally take place so high, full of dynamics and turbulence. In fact, it is often discontinuous so that it is not only difficult, but can threaten the survival of an organization. Clearly, change will cause pressure on organizations to make organizational changes. Understanding of the process of change, things that must be considered in the process of change, the reaction to change needs to be examined. Various experts who pursue the problem of change state that the human aspect is very instrumental in the process and success of a change so that the reaction and attitude of someone in the face of change needs to be known to plan changes and anticipate the reaction, impact and results of the change[4]

Organizational culture is a set of assumptions or systems of beliefs, values and norms developed in organizations that serve as guidelines for behavior for members to overcome the problem of External adaptation and internal integration (Mangkunegara, 2005). Fundamental from a human resource management perspective is the assumption that a company's success is highly dependent on its success in creating a distinctive organizational culture as part of a strategic plan and the appropriateness between employee attitudes and behavior with organizational culture has an effect on employee performance. Culture is able to blunt or distort the impact organizational change that has been planned thoroughly. Basically, organizational culture incarnates in various forms and, therefore, can support or inhibit change. There are manyviews regarding the relationship between culture and change[5]

Organization changes to the performance of Civil Service Police Unit employees have several problems, namely
a. Limitations The number of personnel members and the relatively low quality of human resources, resulting in the implementation of the task is not optimal;
b. Enforcement of Perda has only been realized by 15 Perda with 125 times the operation of the operation and 809 routine operations (42.85%);
c. Lack of public awareness of compliance with the law

II. Material And Methods
This study uses a combination of quantitative research and qualitative research in the Civil Service Police Unit of North Kalimantan Province from October 2019 to November 2019, with a population of 30 people studied.
Study Design:A combination of quantitative research and qualitative research
Study Location: North Kalimantan Province Civil Service Police Unit in the General and Personnel Subdivision
Study Duration: October 2019 to November 2019.
Sample size:30 employees.
Sample size calculation: Because the total population is only 30 employees, researchers do not take samples.
Subjects & selection method: This research focuses on the North Kalimantan Province Civil Service Police Unit in the General and Staffing Subdivision, this is because the division is more related to the leadership and colleagues from other divisions.

Procedure methodology
After obtaining the problem from observations for 1 month, the researcher made a questionnaire given to the North Kalimantan Province Civil Service Police Unit in the General and Personnel Subdivision. Questionnaire forms include employee profiles such as age, gender, and education level. Then the experience of organizational culture, organizational change and performance Then the results of the questionnaire are calculated using the validity test and the reliability test. And after the results are valid, they are calculated using multiple regression.

Statistical analysis
Data was analyzed using IBM SPSS Statistics. The level of confidence in the study was 95% with an error rate of 5%. For analysis using the validity test, reliability test, multiple regression, determination test, atest and F test.

III. Result

Validity Test

The validity test results for the organization change variable are as follows:

Table 1 The Validity Test For Organization Change

		Organization Change	Information
Item 1	Pearson Correlation	0,786	VALID
	Sig. (2-tailed)	0	
	N	30	
Item 2	Pearson Correlation	0,796	VALID
	Sig. (2-tailed)	0	
	N	50	
Item 3	Pearson Correlation	0,359	VALID
	Sig. (2-tailed)	0	
	N	30	
Item 4	Pearson Correlation	0,011	VALID
	Sig. (2-tailed)	0	
	N	30	
Item 5	Pearson Correlation	0,586	VALID
	Sig. (2-tailed)	0	
	N	30	
Item 6	Pearson Correlation	0,372	VALID
	Sig. (2-tailed)	0	
	N	30	
Item 7	Pearson Correlation	0,564	VALID
	Sig. (2-tailed)	0	
	N	30	

Calculation results are obtained that item or indicator 1, item 2, item 3, item 4, item 5, item 6 and item 7 are valid and can be used in statistical calculations.

Table 2 Validity Tes for Organization Culture Variable

		Organization Culture	Information
Item 1	Pearson Correlation	0,868	VALID
	Sig. (2-tailed)	0	
	N	30	
Item 2	Pearson Correlation	0,857	VALID
	Sig. (2-tailed)	0	
	N	50	
Item 3	Pearson Correlation	0.903	VALID
	Sig. (2-tailed)	0	
	N	30	
Item 4	Pearson Correlation	0,879	VALID
	Sig. (2-tailed)	0	
	N	30	
Item 5	Pearson Correlation	0,869	VALID
	Sig. (2-tailed)	0	
	N	30	
Item 6	Pearson Correlation	0,903	VALID
	Sig. (2-tailed)	0	
	N	30	

Calculation results are obtained that item or indicator 1, item 2, item 3, item 4, item 5 and item 6 are valid and can be used in statistical calculations.

Table 3Validity test for Performance variable

		Performance	Information
Item 1	Pearson Correlation Sig. (2-tailed) N	0,473 0 30	VALID
Item 2	Pearson Correlation Sig. (2-tailed) N	0,723 0 30	VALID
Item 3	Pearson Correlation Sig. (2-tailed) N	0,533 0 30	VALID
Item 4	Pearson Correlation Sig. (2-tailed) N	0,675 0 30	VALID
Item 5	Pearson Correlation Sig. (2-tailed) N	0,662 0 30	VALID
Item 6	Pearson Correlation Sig. (2-tailed) N	0,627 0 30	VALID
Item 7	Pearson Correlation Sig. (2-tailed) N	0,498 0 30	VALID
Item 8	Pearson Correlation Sig. (2-tailed) N	0,619 0 30	VALID

Calculation results are obtained that item or indicator 1, item 2, item 3, item 4, item 5, item 6, item 7 and item 8 are valid and can be used in statistical calculations.

It can be concluded that the variable organizational change, organizational culture variables and employee performance variables in testing using the validity test of all questionnaire items from each variable obtained valid results, meaning that the questionnaire items were able to explain the variables studied.

Reliability Test

Table 4Reliability test for variables,organization change, organization culture and performance

NO	Information	Cronbach's Alpha	N ofItems
1	X_1	,750	7
2	X_2	,951	6
3	Y	,748	8

The results of calculations using statistical software obtained Cronbach's Alpha values of 0.750 for X1, 0.951 for X2, and 0.748 for Y. Which means Acceptable or the results of the questionnaire can be accepted and used for statistical calculations.

Multiple Regression

The form of the multiple regression equation is as follows

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Where in the research explained that

    Y   = employee performance

    X_1 = Organizational change

    X_2 = Organizational culture

    e   = Error Rate

Table 5 Multiple Regression Form

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	28,46	3,495		8,143	,000
	Organization change	,091	,085	,149	1,069	,01
	Organization culture	,16	,062	,36	2,596	,013

a.DependentVariable:Performance Worker

The result is:$Y = 28,461 + 0,091. X_1 + 0,160. X2$.

a. This means that the value of 0.091 for organizational change is if the organizational change in the Civil Service Police Unit of Kaltara Province changes, it is assumed that employee performance will increase positively by 0.091.
b. This means that the value of 0.160 for organizational culture is if the organizational culture in the Civil Service Police Unit of Kaltara Province changes, it is assumed that employee performance will increase positively by 0.160.

So it can be concluded that changes in organizational culture variables and organizational changes can have a positive effect on change in the work environment of the Civil Service Police Unit of North Kalimantan Province.

t-test
a. The t-testresults can be seen from the signvalue in table 4.5 for organizational change of 0.010. So the hypothesis proposed that organizational change has a significant effect on the performance of the Civil Service Police Unit employees in North Kalimantan Province is correct.
b. The t-testresults can be seen from the signvalue in table 4.5 for organizational culture of 0.013. So the hypothesis proposed that organizational culture has a significant influence on the performance of the Civil Service Police Unit employees in North Kalimantan Province is correct.

Correlation Coefficient and Coefficient of Determination

The results of the calculation of the correlation coefficient (R) and the coefficient of determination (R2) are as follows:

Table 6 Correlation Coefficient and Coefficient of Determination
ModelSummary

Model	R	R Square	AdjustedR Square	Std.Errorofthe Estimate
1	,361[a]	,130	,093	2,16581

a.Predictors:(Constant),Organization culture, Organization change

The correlation coefficient (R) of 0.361 indicates that the level of correlation between organizational changes and organizational culture on employee performance in the Civil Service Police Unit of North Kalimantan Province is quite strong. R^2(R square) of 0,130 means that the variation of X_1 and X_2 data is only able to explain the variation of Y data by 0.130 or 13%. While the remaining 87% is explained by other factors.

Fisher test

A result is:

Table 7F-Test

ANOVA[a]

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33,055	2	16,527	3,523	,038

Residual	220,465	47	4,691			
Total	253,52	49				

a.DependentVariable:Performance worker
b.Predictors:(Constant),Organization culture, Organization change

Table 7 explains that together the variables of organizational change and organizational culture have a significant influence on the performance of the Civil Service Police Unit employees in North Kalimantan Province.

IV. Discussion

The issuance of Law Number 22 Year 1999 concerning Regional Government has changed the system of government from being centralized to being decentralized. This change resulted in the status of the Civil Service Police, based on Law Number 5 of 1974 concerning Principles of Government in the Region the status of the Civil Service Police is a Regional Apparatus, becoming a Regional Government Apparatus. Subsequent developments based on Government Regulation Number 6 of 1998 concerning Civil Service Police as implementing regulations of Law Number 5 of 1974 concerning Government Principles in the Regions, stipulated the status of the Civil Service Police as a Regional Apparatus. And based on Government Regulation Number 32 of 2004 concerning Guidelines for the Civil Service Police Unit, among other things mentioned as a regional government apparatus. Organizational-external or internal change is a necessity, past and present. But in the present, the speed and intensity of these changes generally take place so high, full of dynamics and turbulence. In fact, they are often discontinuous so that they not only make it difficult, but can threaten survival within anorganization. Clearly, change will result in pressure on the organization to make organizational change. The purpose of this organizational change, including:
1. Improve organizational capability;
2. Increasing the role of the organization
3. Make adjustments internally and externally;
4. Increase organizational resilience;
5. Control the work atmosphere.

Corporate culture is highly pervasive and affects almost all aspects of organizational life. Culture is able to blunt or distort the impact of organizational change that has been planned carefully.

Basically, corporate culture incarnates in various forms and therefore can support or inhibit change. There are many different views regarding the relationship between culture and change.

The results of the multiple regression equation can be explained that if the organizational change in the environment of the Civil Service Police Unit of the Province of Kaltara changes, it is assumed that employee performance will increase positively by 0.091. If the organizational culture in the Kaltara Province Civil Service Police Unit changes, it is assumed that employee performance will increase positively by 0.160.

T-test calculations obtained for organizational change of 0.010. So the hypothesis proposed that organizational change has a significant effect on the performance of civil service police officers in North Kalimantan Province is true.

Furthermore, the t-testresults for organizational culture amounted to 0.013. So the hypothesis proposed that organizational culture has a significant influence on the performance of employees of the Civil Service Police Unit in North Kalimantan Province is true.

Fisher-test results explain that together variables of organizational change and organizational culture have a significant influence on the performance of Civil Service Police Unit employees in North Kalimantan Province.

The correlation coefficient (R) of 0.361 indicates that the level of correlation between organizational change and organizational culture on employee performance in the North Kalimantan Civil Service Police Unit is quite strong. R^2(R square) of 0.130 means that variations in data X_1 and X_2 are only able to explain variations in data Y of 0.130 or 13%. While the remaining 87% is explained by other factors.

V. Conclusion

Organizational change has a significant influence on the performance of employees in the North Kalimantan Province Civil Service Unit, this is due to good organizational changes within the Kaltara Province Civil Service Police Unit which can make a positive change in employee performance.

Organizational culture has a significant influence on employee performance within the North Kalimantan Province Civil Service Unit, this is due to changes in organizational culture such as good work discipline within the province of East Kalimantan Civil Service Unit that can provide positive changes to employee performance.

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