
Work Culture, Income and Change Management on Employee Performance at Airnav Indonesia Company

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Abstract:

Work Culture, Income and Change Management on Employee Performance at AirNav Indonesia Company. After the spread of the COVID-19 virus, many changes have occurred at the AirNav Indonesia company. Starting from work culture to income when COVID-19 hit which has an impact on the performance of employees in the AirNav Indonesia work environment to date.

Keywords: Culture Change, Work Culture, Income, Employee Performance, Job Satisfaction.

1. Introduction

AirNav Indonesia is the only State-Owned Enterprise (BUMN) company in Indonesia that operates in the field of air navigation services. As a strategic and vital company, AirNav Indonesia has a vision to become an internationally recognized provider of air navigation services. AirNav Indonesia aims to prioritize aviation safety, operate without a profit orientation, and be financially independent. The company charges service users (airlines) fees that are then reinvested into operational and employee costs. Since AirNav Indonesia is a non-profit organization and its main financial source is the volume of air traffic, the company is highly dependent on the demand for air transportation services.

The way of life and work has undergone significant changes since early 2020 when the COVID-19 pandemic began spreading worldwide. Nearly all sectors have experienced changes, including the transportation sector, particularly aviation. During the COVID-19 pandemic, the number of passengers and flights in Indonesia saw a significant decline. According to data from the Central Statistics Agency (BPS), the number of passengers at major airports in Indonesia dropped to 32.5

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million in 2020 from 2019, and further decreased to 30 million in 2021. This has led to several changes in the services provided.

In the 2019-2022 sustainability report, AirNav Indonesia has prepared a report on the company's sustainability performance, including economic, environmental, and social performance. The impact of the decrease in traffic volume and changes in the navigation services provided forced the company to implement several policies to ensure its survival. Several policy changes, such as the reduction of working hours and days, employee income reductions, operational cost restructuring, etc., have impacted the work culture and income, thus affecting employee performance at AirNav Indonesia.

After the gradual subsiding of the COVID-19 pandemic, several sectors have started to grow, including the aviation and tourism sectors. Data from the Directorate General of Civil Aviation shows that there were 4,534 additional flights and 474,299 arrivals in 2022, with another 41,714 flights and 412,572 arrivals. According to the Ministry of Transportation, the aviation industry in Indonesia has begun to recover and rebound after the pandemic, with domestic flight traffic reaching 81 percent and international flight traffic reaching 65 percent in 2022. During the transition from the pandemic period to the present, changes in work culture and income that occurred during the COVID-19 pandemic are still being felt by employees. Certain aspects such as discipline and work culture that emerged during the pandemic remain challenges for AirNav Indonesia to restore to their pre-pandemic state.

Flight safety, as one of AirNav Indonesia's main focuses, is a key concern in maintaining the performance of its employees. AirNav Indonesia must be able to make significant changes to restore employee performance, whether in terms of change management, income, or work culture. Employee performance is crucial for the company's productivity and in achieving its goals. As stated Kasmir (2019), "Performance is the result and work behavior achieved during the fulfillment of tasks and responsibilities given within a certain period." Change management, work culture, and income can influence employee performance in a company. This is also true for AirNav Indonesia, where performance becomes a benchmark for achieving the company's goal of ensuring flight safety, aiming for zero accidents. Many factors influence employee performance in a company, such as changes in work culture and employee income. Several studies have been conducted on the importance of employee performance in maintaining flight safety and how change management, work culture, and employee income can affect their performance.

2. Theoretical Background

The background of this research is the research gap identified in previous studies. Studies (Mahanani et al., 2014) (Rohmah et al., 2023) indicate that work culture

partially affects performance. The gap that the author aims to explore in study (Rohmah et al., 2023) involves adding job satisfaction as an additional variable, beyond it being an intervening variable. In study (Mahanani et al., 2014), the author plans to expand the number of respondents and include work units from various divisions within the same company. Previous research (Nugraha & Tjahjawati, 2017) showed that income does not partially affect employee performance. This study will be reviewed and expanded by considering the diverse job backgrounds of respondents and adding job satisfaction as a variable. The development of study (Nugraha & Tjahjawati, 2017) will measure the impact of income on satisfaction, which will subsequently influence the performance variable. According to study (Umma & Firdaus, 2023), change management does not significantly affect employee performance. In study (Umma & Firdaus, 2023), the author expands the respondent pool by including employees of state-owned enterprises (SOEs) with different job types. Aligning with the research gap in the variables mentioned above, another aspect that contributes to the development of this research is that the respondent population is not confined to a single location; this research includes respondents from various regions across Indonesia.

The state of the art of this research is based on previous literature as the foundation for scientific statements. This research is important because there are several research gaps that can still be developed. Furthermore, the novelty of this research lies in the fact that no previous studies have combined the independent variables of change management, work culture, and income on performance with satisfaction as an intervening variable, making further research necessary.

3. Methodology

The approach used in this research is a qualitative approach that is quantified. Based on the research objectives, this study employs explanatory research, which is a type of research aimed at explaining the influence of one variable on another through hypothesis testing. The hypothesis testing in this study uses Partial Testing (t-test), which examines the influence of each independent variable individually on the dependent variable. This research will be conducted at the Perum Lembaga Penyelenggara Pelayanan Navigasi Penerbangan Indonesia (LPPNPI), also known as AirNav Indonesia, and will collect samples from various branches across Indonesia. The research period is set for 2024. All permanent employees of AirNav Indonesia from various work units constitute the population in this study. In this research, the entire population is used as the sample, resulting in a total sample size of 200 respondents. The sampling technique used is Total Sampling by distributing questionnaires through Google Forms.

The questionnaire serves as the primary data for this research and is formulated by the researcher to measure three variables: Work Culture (X1), Income (X2), Change Management (X3), Satisfaction (Z), and Performance (Y). Work Culture consists of

4 indicators; Income is structured based on 2 indicators; Change Management is structured by 3 indicators; Satisfaction with 4 indicators; and Performance with 4 indicators. The questionnaire uses a Likert scale, and the data analysis will employ multiple regression analysis processed using the SMART-PLS application after all statements in the questionnaire are validated and reliable. Additionally, a Sobel test will be conducted to examine the indirect effect of the mediation variable as a significant mediator in the relationship between variables.

4. Empirical Findings/Result

Respondent Characteristics

The respondents of this study are all permanent employees of AirNav Indonesia from various work units, totaling 215 respondents. The characteristics of the respondents are distinguished based on age, last education level, length of service, and work unit. The researcher created a table of respondent characteristics to facilitate the conclusion of this research data. The following presents the demographic statistics of the respondents, who are permanent employees of AirNav Indonesia.

Table 1 Descriptive Statistics of Respondent Demographics

Criteria		Frekwensi (orang)	Persentase (%)
Age	Under 30 years	54	25,1
	30 – 50 years	152	70,7
	Above 50 years	9	4,2
	Amount	215	100,0
Education	SMA/Equivalent	6	2,8
	Diploma I/II/III	74	34,4
	Diploma IV	118	54,9
	S1	7	3,3
	S2	10	4,7
	Amount	215	100,0
Years of Work	5 years or less	23	10,7
	6 – 10 years	145	67,4
	Above 10 years	47	21,9
	Amount	215	100,0
Work Unit	Operational Support	59	27,4
	Technical	117	54,4
	Administration/Finance	32	9,8
	PIA	5	2,3
	K2S	9	4,2
	Other	4	1,9
	Amount	215	100,0

Source: Processed data

Based on Table 4.1, it can be seen that in terms of age, 54 respondents are under 30 years old, 152 are between 30 and 50 years old, and 9 are over 50 years old. In terms of education level, 6 respondents have a high school education, 74 have a D I/II/III diploma, 7 have a D IV diploma, 118 have a bachelor's degree (S1), and 10 have a master's degree (S2). In terms of work experience, 23 respondents have 5 years or less, 145 have between 6 and 10 years, and 47 have over 10 years of work experience. Meanwhile, in terms of work units, 59 respondents work in operations/operational support, 117 in technical roles, 21 in administration/finance, 5 in PIA, 9 in K2S, and 4 in other units.

Based on these results, it can be stated that the majority of respondents in this study are permanent employees of AirNav Indonesia, mostly aged between 30 and 50 years (70.7%), with a bachelor's degree (54.9%), 6 to 10 years of work experience (67.4%), and work in technical units (54.4%).

Descriptive Analysis of Research Variables

The analysis of the research variables' descriptions aims to determine the frequency distribution of respondents' statements concerning the distributed questionnaires. The research variables consist of work culture (X1), income (X2), change management (X3), employee satisfaction (Z), and employee performance (Y). Below is the description of each research variable. The results of the respondents' distribution of answers for each indicator of the work culture variable (X1) are presented in Table 2. Based on Table 2, it can be seen that the work culture variable at AirNav Indonesia is generally perceived as very good. This is evident from the average score of 4.46 and a mode value of 5. The very good assessment of the work culture at AirNav Indonesia can be observed from employees taking the initiative to make changes in the company aligned with their job roles; employees daring to take risks outside their primary job duties; employees reviewing every task to ensure there are no errors; employees using accurate data to support correct decisions in their work; employees understanding their roles in contributing to the company's sustainability; employees being committed to continually learning and improving skills; employees being confident in their ability to complete tasks; and employees being motivated to do their best in their work.

Table 2 Frequency Distribution Table of Respondents' Answers to the Work Culture Variable (X1)

No	Item	Score										Amount	
		5		4		3		2		1		F	Average
		F	%	F	%	F	%	F	%	F	%		
1	X11	91	42,3	114	53,0	7	3,3	2	0,9	1	0,5	215	4,36
2	X12	56	26,0	109	50,7	40	18,6	10	4,7	0	0,0	215	3,98
3	X13	133	61,9	80	37,2	1	0,5	0	0,0	1	0,5	215	4,60
4	X14	131	60,9	80	37,2	3	1,4	1	0,5	0	0,0	215	4,59
5	X15	115	53,5	96	44,7	2	0,9	1	0,5	1	0,5	215	4,50

6	X16	128	59,5	83	38,6	2	0,9	1	0,5	1	0,5	215	4,56
7	X17	118	54,9	94	43,7	2	0,9	0	0,0	1	0,5	215	4,53
8	X18	124	57,7	86	40,0	3	1,4	1	0,5	1	0,5	215	4,54
Total Average												4,46	

Data Source processed 2024

The distribution results of respondents' answers for each indicator of the income variable (X2) are as follows:

Table 3 Frequency Distribution Table of Respondents' Answers to Income Variable (X2)

No	Item	Score										Amount	
		5		4		3		2		1		F	Average
		F	%	F	%	F	%	F	%	F	%		
1	X21	31	14,4	104	48,4	49	22,8	26	12,1	5	2,3	215	3,60
2	X22	46	21,4	81	37,7	54	25,1	28	13,0	6	2,8	215	3,62
Total Average												3,61	

Data Source processed 2024

Based on Table 3, it can be observed that the income variable (X2) at AirNav Indonesia is perceived as good. This is indicated by an overall average score of 3.61 and a mode value of 4. The quality of income at AirNav Indonesia can be seen from the compensation employees received during the pandemic, which was proportional to their contributions to their work, and employees' satisfaction with the company's transparency regarding income changes during the pandemic.

The distribution of respondents' answers to each indicator of change management (X3) is as follows:

Table 4 Frequency Distribution Table of Respondents' Answers to Change Management Variable (X3)

No	Item	Score										Amount	
		5		4		3		2		1		F	Average
		F	%	F	%	F	%	F	%	F	%		
1	X31	111	51,6	100	46,5	3	1,4	0	0,0	1	0,5	215	4,49
2	X32	129	60,0	82	38,1	3	1,4	1	0,5	0	0,0	215	4,58
3	X33	96	44,7	114	53,0	4	1,9	1	0,5	0	0,0	215	4,42
4	X34	98	45,6	108	50,2	8	3,7	1	0,5	0	0,0	215	4,41
5	X35	81	37,7	119	55,3	13	6,0	1	0,5	1	0,5	215	4,29
6	X36	81	37,7	106	49,3	25	11,6	3	1,4	0	0,0	215	4,23
Total Average												4,40	

Data Source processed 2024

Based on Table 4, it can be stated that the change management variable (X3) at AirNav Indonesia is perceived as very good. This is reflected in the overall average score of 4.40, with a mode value of 4. The effectiveness of change management at AirNav Indonesia can be seen from employees working collaboratively with their colleagues, employees expecting the company to continue supporting professional development, employees easily adapting to the technology used at the workplace, employees effectively utilizing digital tools provided by the company, employees positively accepting changes in the company's organizational structure, and the changes in the organizational structure improving the company's effectiveness.

The distribution results of respondents' answers to each employee satisfaction indicator (Z) are presented in Table 5. Based on Table 5, it can be stated that the employee satisfaction variable (Z) at AirNav Indonesia is perceived as good. This is reflected in the overall average score of 4.11, with a mode value of 4. The good employee satisfaction is evident from employees feeling that their assigned tasks match their abilities, employees accepting the responsibilities of their workload, employees being satisfied with their income from work, employees feeling their income is proportional to their job responsibilities, unit leaders providing clear direction, employees being satisfied with the communication from leaders in the company, employees being able to apply good communication practices among colleagues, and employees striving to help each other to create positive relationships.

Table 5 Frequency Distribution Table of Respondents' Answers to Employee Satisfaction Variable (Z)

No	Item	Score										Amount	
		5		4		3		2		1		F	Average
		F	%	F	%	F	%	F	%	F	%		
1	Z1	76	35,3	117	54,4	17	7,9	2	0,9	3	1,4	215	4,21
2	Z2	96	44,7	109	50,7	8	3,7	2	0,9	0	0,0	215	4,39
3	Z3	50	23,3	104	48,4	34	15,8	17	7,9	10	4,7	215	3,78
4	Z4	52	24,2	97	45,1	36	16,7	22	10,2	8	3,7	215	3,76
5	Z5	54	25,1	121	56,3	27	12,6	10	4,7	3	1,4	215	3,99
6	Z6	56	26,0	118	54,9	26	12,1	13	6,0	2	0,9	215	3,99
7	Z7	86	40,0	118	54,9	8	3,7	3	1,4	0	0,0	215	4,33
8	Z8	102	47,4	108	50,2	5	2,3	0	0,0	0	0,0	215	4,45
Total Average													4,11

Data Source processed 2024

The results of the distribution of respondents' answers for each employee performance indicator (Y) are as follows:

Table 6 Frequency Distribution Table of Respondents' Answers to Employee Performance Variable (Y)

No	Item	Score										Amount	
		5		4		3		2		1		F	Rerata
		F	%	F	%	F	%	F	%	F	%		
1	Y1	76	35,3	124	57,7	10	4,7	5	2,3	0	0,0	215	4,26
2	Y2	76	35,3	124	57,7	9	4,2	4	1,9	2	0,9	215	4,25
3	Y3	93	43,3	119	55,3	1	0,5	2	0,9	0	0,0	215	4,41
4	Y4	80	37,2	130	60,5	3	1,4	1	0,5	1	0,5	215	4,33
5	Y5	80	37,2	127	59,1	5	2,3	2	0,9	1	0,5	215	4,32
6	Y6	75	34,9	123	57,2	16	7,4	1	0,5	0	0,0	215	4,27
7	Y7	93	43,3	118	54,9	3	1,4	0	0,0	1	0,5	215	4,40
8	Y8	111	51,6	101	47,0	1	0,5	0	0,0	2	0,9	215	4,48
Total Average													4,34

Data Source processed 2024

Based on Table 6, it can be stated that the employee performance variable (Y) at AirNav Indonesia is perceived as very good. This is evident from the overall average score of 4.34 and a mode value of 4. The high performance of employees at AirNav Indonesia is reflected in the following aspects: employees allocate sufficient time to complete all tasks; employees feel the available work time is adequate to finish all their work; employees strive to meet job targets within the specified time; employees are able to identify obstacles that affect work efficiency; employees create timelines for the tasks to be completed; employees apply key performance indicators to demonstrate work effectiveness; employees follow all procedures established by the company; and employees avoid rule violations that could harm the company.

Data Analysis Results

The data analysis is conducted to address the hypotheses in this study. The stages of the analysis using SEM PLS are outlined as follows:

Outer Model

In this test, measurements are taken on the outer part of the SEM PLS model. Here are the results:

Validity Test

1. Convergent Validity

Convergent Validity is assessed by examining the loading factor values. The required loading factor, or Outer loading, for a study to meet convergent validity is greater than or equal to 0.5. If the value is greater than or equal to 0.5, it can be stated that the correlation between the indicators and their latent constructs has met convergent validity. The loading factor results in this study can be seen in Table 4.7 as follows:

Table 7 Loading Factor Value

	X1	X2	X3	Z	Y
X11	0,738				
X12	0,508				
X13	0,857				
X14	0,851				
X15	0,879				
X16	0,885				
X17	0,853				
X18	0,822				
X21		0,878			
X22		0,940			
X31			0,845		
X32			0,838		
X33			0,871		
X34			0,892		
X35			0,834		
X36			0,741		
Z1				0,666	
Z2				0,745	
Z3				0,649	
Z4				0,656	
Z5				0,768	
Z6				0,800	
Z7				0,813	
Z8				0,725	
Y1					0,752
Y2					0,731
Y3					0,914
Y4					0,907
Y5					0,882
Y6					0,827
Y7					0,875
Y8					0,725

Data Source processed 2024

Based on Table 7, it can be seen that the entire data meets the criteria with a loading factor value of 0.500. Thus, the data used has met the criterion of convergent validity.

Discriminant Validity Test

The discriminant validity will be reflected in the cross-loading values; each indicator's cross-loading value must be greater than its latent variable. The cross-loading values for this study are listed in Table 8 as follows.

Table 8 Cross Loading Value

	X1	X2	X3	Z	Y
X11	0,738	0,297	0,604	0,461	0,555
X12	0,508	0,231	0,398	0,354	0,403
X13	0,857	0,332	0,671	0,536	0,628
X14	0,851	0,364	0,652	0,561	0,662
X15	0,879	0,343	0,694	0,506	0,651
X16	0,885	0,334	0,671	0,497	0,685
X17	0,853	0,330	0,626	0,520	0,614
X18	0,822	0,328	0,605	0,520	0,581
X21	0,304	0,878	0,303	0,297	0,300
X22	0,408	0,940	0,413	0,434	0,402
X31	0,698	0,370	0,845	0,536	0,680
X32	0,736	0,301	0,838	0,508	0,668
X33	0,703	0,340	0,871	0,553	0,710
X34	0,677	0,316	0,892	0,555	0,699
X35	0,550	0,335	0,834	0,583	0,609
X36	0,490	0,359	0,741	0,572	0,565
Z1	0,445	0,289	0,484	0,666	0,492
Z2	0,530	0,233	0,502	0,745	0,637
Z3	0,242	0,348	0,318	0,649	0,343
Z4	0,236	0,346	0,347	0,656	0,350
Z5	0,387	0,360	0,402	0,768	0,487
Z6	0,371	0,280	0,404	0,800	0,442
Z7	0,588	0,319	0,637	0,813	0,687
Z8	0,586	0,291	0,583	0,725	0,707
Y1	0,494	0,337	0,547	0,564	0,752
Y2	0,487	0,328	0,500	0,477	0,731
Y3	0,717	0,357	0,738	0,706	0,914
Y4	0,698	0,330	0,761	0,656	0,907
Y5	0,697	0,383	0,681	0,642	0,882
Y6	0,557	0,301	0,628	0,671	0,827
Y7	0,723	0,342	0,697	0,712	0,875
Y8	0,520	0,235	0,603	0,479	0,725

Source: Processed Data 2024

Based on 8, the cross-loadings value for each construct is higher than the correlations with other constructs. Therefore, it can be stated that all indicators in this study have good or adequate Discriminant Validity.

Data Reliability Test

According to (Ghozali & Latan, 2020), Composite Reliability is a test aimed at proving the consistency, accuracy, and precision of an instrument in measuring a construct. The Composite Reliability value should be greater than 0.7. The results of Composite Reliability can be seen in the following table.

Table 9 Data Reliability Test Results

Variabel	Cronbach's Alpha	Composite Reliability
Work culture (X1)	0,920	0,936
Revenue (X2)	0,796	0,905
Change management (X3)	0,914	0,934
Employee satisfaction (Z)	0,878	0,901
Employee performance (Y)	0,934	0,946

Source: Processed Data 2024

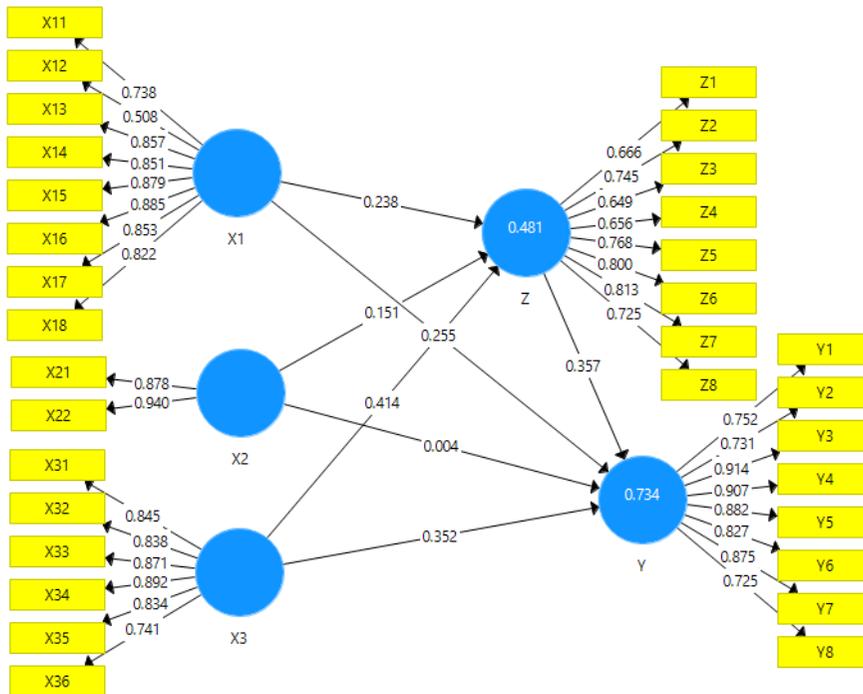
Based on Table 9, the test results show that the Cronbach's alpha and composite reliability values are above 0.7. These results indicate that there is very high consistency and stability in the instruments used in the research, suggesting that all variables in this study meet the reliability test.

Inner Model Evaluation

Structural model evaluation is an assessment that describes the relationships between the variables that form a model in a study. Structural model evaluation can be conducted through:

Structural Model

Analysis and hypothesis testing in this study use PLS with SmartPLS software. The structural model testing in this research aims to examine the influence of work culture (X1), income (X2), and change management (X3) as independent variables, employee satisfaction (Z) as an intervening variable, and employee performance (Y) as a dependent variable. The results from the data analysis yield a structural equation, which can be seen in Figure 1 as follows:



Gambar 1 Full Model PLS

Data Source Processed 2024

Direct Influence Test Results

Direct effect testing is intended to examine the causality or direct impact of exogenous variables on endogenous variables. The results of the path coefficient values in this study can be seen in Table 10 as follows:

Table 10 Direct Influence Path Coefficient Value

No	Variable	Path Coefficient	t Value	P value	Information
1	X1 -> Z	0,238	2,915	0,004	H1 accepted
2	X2 -> Z	0,151	2,371	0,018	H2 accepted
3	X3 -> Z	0,414	4,488	0,000	H3 accepted
4	X1 -> Y	0,255	3,460	0,001	H4 accepted
5	X2 -> Y	0,004	0,076	0,939	H5 rejected
6	X3 -> Y	0,352	3,321	0,001	H6 accepted
7	Z -> Y	0,357	3,242	0,001	H7 accepted

Data Source Processed 2024

Based on Table 10, it is shown that the exogenous variables in this study have path coefficient values ranging from 0 to 1, indicating that these exogenous variables have a positive relationship with the endogenous variables.

- a. The research results show that the path coefficient parameter obtained from the influence of work culture (X1) on employee satisfaction (Z) is 0.238

- with a P value of 0.004. Since the P value is less than $\alpha = 0.05$, it is stated that work culture has a positive and significant effect on employee satisfaction. A positive path coefficient indicates that as the work culture improves, employee satisfaction will also improve. Therefore, the hypothesis stating that work culture affects employee satisfaction is supported, or H1 is accepted.
- b. The research results show that the path coefficient parameter obtained from the influence of income (X2) on employee satisfaction (Z) is 0.151 with a P value of 0.018. Since the P value is less than $\alpha = 0.05$, it is stated that income has a positive and significant effect on employee satisfaction. A positive path coefficient indicates that as income improves, employee satisfaction will also improve. Therefore, the hypothesis stating that income affects employee satisfaction is supported, or H2 is accepted.
 - c. The research results show that the path coefficient parameter obtained from the influence of change management (X3) on employee satisfaction (Z) is 0.414 with a P value of 0.000. Since the P value is less than $\alpha = 0.05$, it is stated that change management has a positive and significant effect on employee satisfaction. A positive path coefficient indicates that as change management improves, employee satisfaction will also improve. Therefore, the hypothesis stating that change management affects employee satisfaction is supported, or H3 is accepted.
 - d. The research results show that the path coefficient parameter obtained from the influence of work culture (X1) on employee performance (Y) is 0.255 with a P value of 0.001. Since the P value is less than $\alpha = 0.05$, it is stated that work culture has a positive and significant effect on employee performance. A positive path coefficient indicates that as the work culture improves, employee performance will also improve. Therefore, the hypothesis stating that work culture affects employee performance is supported, or H4 is accepted.
 - e. The research results show that the path coefficient parameter obtained from the influence of income (X2) on employee performance (Y) is 0.004 with a P value of 0.939. Since the P value is greater than $\alpha = 0.05$, it is stated that income has a positive but not significant effect on employee performance. Therefore, the hypothesis stating that income positively affects employee performance is not supported, or H5 is rejected.
 - f. The research results show that the path coefficient parameter obtained from the influence of change management (X3) on employee performance (Y) is 0.352 with a P value of 0.001. Since the P value is less than $\alpha = 0.05$, it is stated that change management has a positive and significant effect on employee performance. A positive path coefficient indicates that as change management improves, employee performance will also improve. Therefore, the hypothesis stating that change management positively affects employee performance is supported, or H6 is accepted.

- g. The research results show that the path coefficient parameter obtained from the influence of employee satisfaction (Z) on employee performance (Y) is 0.357 with a P value of 0.001. Since the P value is less than $\alpha = 0.05$, it is stated that employee satisfaction has a positive and significant effect on employee performance. A positive path coefficient indicates that as employee satisfaction improves, employee performance will also improve. Therefore, the hypothesis stating that employee satisfaction affects employee performance is supported, or H7 is accepted.

Indirect Effect Test Results

Indirect effect testing is conducted by examining the results of the path tests taken. If all the paths taken are significant, then the indirect effect is also significant. Conversely, if there are non-significant paths, the indirect effect is considered non-significant. The path coefficients for the indirect effect are presented in Table 11.

Table 11 Indirect Influence Path Coefficient

No	Variable	Path Coefficient	t Value	P value	Information
1	X1 -> Z -> Y	0,085	2,170	0,030	H8 accepted
2	X2 -> Z -> Y	0,054	1,722	0,086	H9 rejected
3	X3 -> Z -> Y	0,148	2,333	0,020	H10 accepted

Data Source Processed 2024

The results in Table 11 are the results of PLS analysis, which will be interpreted as follows:

- a. The Influence of Work Culture on Employee Performance through Employee Satisfaction as an Intervening Variable
The path coefficient obtained from the relationship between work culture and employee performance through employee satisfaction as an intervening variable is 0.085 with a P value of 0.030. Since the P value is less than $\alpha = 0.05$, work culture has a positive and significant effect on employee performance with employee satisfaction as a mediator. The research results show that employee satisfaction plays an intervening role in the influence of work culture on employee performance. Therefore, the hypothesis stating that work culture affects employee performance through employee satisfaction as an intervening variable is proven true, or H8 is accepted.
- b. The Influence of Income on Employee Performance through Employee Satisfaction as an Intervening Variable
The path coefficient obtained from the relationship between income and employee performance through employee satisfaction as an intervening variable is 0.054 with a P value of 0.086. Since the P value is greater than $\alpha = 0.05$, income has a positive but not significant effect on employee performance with employee satisfaction as a mediator. The research results show that employee satisfaction does not play an intervening role in the

influence of income on employee performance. Therefore, the hypothesis stating that income affects employee performance through employee satisfaction as an intervening variable is not proven true, or H9 is rejected.

c. The Influence of Change Management on Employee Performance through Employee Satisfaction as an Intervening Variable

The path coefficient obtained from the relationship between change management and employee performance through employee satisfaction as an intervening variable is 0.148 with a P value of 0.020. Since the P value is less than $\alpha = 0.05$, change management has a positive and significant effect on employee performance with employee satisfaction as a mediator. The research results show that employee satisfaction plays an intervening role in the influence of change management on employee performance. Therefore, the hypothesis stating that change management affects employee performance through employee satisfaction as an intervening variable is proven true, or H10 is accepted.

Sobel Test

The Sobel Test is intended to address the research problem regarding the indirect effect of exogenous variables, which include work culture (X1), income (X2), and change management (X3), on the endogenous variable employee performance (Y) through the intervening endogenous variable employee satisfaction (Z). The calculation results for each variable can be detailed as follows.

a. Results of the Sobel Test Analysis on the Effect of Work Culture on Employee Performance through Employee Satisfaction: X1 – Z – Y

The test for the effect of work culture on employee performance through employee satisfaction was conducted using the Sobel Test. The SEM analysis results, as shown in Table 4.10, present the data on the coefficient values for the effect of work culture (X1) on employee satisfaction (Z), which is $a = 0.238$ with a standard error (Sa) of 0.082. Meanwhile, the coefficient value for the effect of employee satisfaction (Z) on employee performance (Y) is $b = 0.357$ with a standard error (Sb) of 0.110. Based on this data, the t-value for the Sobel Test was calculated using the following formula.

$$\begin{aligned}
 Sab &= \sqrt{b^2 Sa^2 + a^2 Sb^2} \\
 Sab &= \sqrt{(0,357)^2(0,082)^2 + (0,238)^2(0,110)^2} \\
 Sab &= \sqrt{(0,000849) + (0,000686)} \\
 Sab &= \sqrt{0,001534} \\
 Sab &= 0,039172 \\
 t &= \frac{ab}{Sab} \\
 t &= \frac{(0,238)(0,357)}{0,039172}
 \end{aligned}$$

$$t = 2,168$$

$$P \text{ value} = 0,030$$

Here's the translation:

The results of the Sobel Test calculation for the influence of work culture on employee performance through employee satisfaction obtained a t-value of 2.168 and a P-Value of 0.030. This P-Value is smaller than $\alpha = 5\%$. Thus, it can be stated that statistically there is evidence that employee satisfaction is an intervening variable in the influence of work culture on employee performance. This means that as the work culture improves, employee satisfaction also improves, and consequently, employee performance also improves.

- b. Results of the Sobel Test Analysis of the influence of income on employee performance through employee satisfaction: X2 – Z – Y

The effect of income on employee performance through employee satisfaction was tested using the Sobel Test. The SEM analysis results, as shown in Table 4.10, present the coefficient data for the effect of Income (X2) on Employee Satisfaction (Z), which is $a = 0.151$ with a standard error (Sa) of 0.064. Meanwhile, the coefficient for the effect of Employee Satisfaction (Z) on Employee Performance (Y) is $b = 0.357$ with a standard error (Sb) of 0.110. Based on this data, the t-value for the Sobel Test is calculated using the following formula.

$$Sab = \sqrt{b^2 Sa^2 + a^2 Sb^2}$$

$$Sab = \sqrt{(0,357)^2(0,064)^2 + (0,151)^2(0,110)^2}$$

$$Sab = \sqrt{(0,000521) + (0,000278)}$$

$$Sab = \sqrt{0,000799}$$

$$Sab = 0,028263$$

$$t = \frac{ab}{Sab}$$

$$t = \frac{(0,151)(0,357)}{0,028263}$$

$$t = 1,914$$

$$P \text{ value} = 0,056$$

The results of the Sobel Test calculation for the effect of income on employee performance through employee satisfaction show a t-value of 1.914 and a p-value of 0.056. This p-value is greater than $\alpha = 5\%$. Thus, it can be stated that statistically, there is evidence that employee satisfaction is not an intervening variable in the effect of income on employee performance. This means that the effect of income on employee performance with employee satisfaction as a mediating role is considered insignificant.

- c. Results of the Sobel Test Analysis for the effect of change management on employee performance through employee satisfaction: X2 – Z – Y

The test of the effect of change management on employee performance through employee satisfaction was conducted using the Sobel Test. The SEM analysis results, as shown in Table 4.10, present the coefficient data for the effect of change management (X2) on employee satisfaction (Z), which is $a = 0.414$ with a standard error or $Sa = 0.092$. The coefficient for the effect of employee satisfaction (Z) on employee performance (Y) is $b = 0.357$ with a standard error or $Sb = 0.110$. Based on this data, the t-value for the Sobel Test is calculated using the following formula.

$$Sab = \sqrt{b^2 Sa^2 + a^2 Sb^2}$$

$$Sab = \sqrt{(0,357)^2(0,092)^2 + (0,414)^2(0,110)^2}$$

$$Sab = \sqrt{(0,001083) + (0,002074)}$$

$$Sab = \sqrt{0,003157}$$

$$Sab = 0,056187$$

$$t = \frac{ab}{Sab}$$

$$t = \frac{(0,414)(0,357)}{0,056187}$$

$$t = 2,628$$

$$P \text{ value} = 0,009$$

The result of the Sobel Test calculation for the effect of change management on employee performance through employee satisfaction yielded a t-value of 2.628 and a p-value of 0.009. This p-value is less than $\alpha = 5\%$. Therefore, it can be stated that there is statistical evidence that employee satisfaction is an intervening variable in the effect of change management on employee performance. This means that as change management improves, employee satisfaction also improves, which in turn leads to better employee performance.

Total Influence Test Results

The calculation of the total effect is the sum of the direct and indirect effects. The total path coefficient is presented in Table 12.

Table 12 Total Effects

No	Variable	Direct Influence	Indirect Influence	Total Influence
1	X1 -> Z	0,238	-	0,238
2	X2 -> Z	0,151	-	0,151
3	X3 -> Z	0,414	-	0,414
4	X1 -> Y	0,255	0,085	0,340
5	X2 -> Y	0,004	0,054	0,058
6	X3 -> Y	0,352	0,148	0,499
7	Z -> Y	0,357	-	0,357

Source: Processed Data 2024

Based on the path coefficient calculations, it shows that the total effect of work culture (X1) on employee performance (Y) is 0.530. The total effect of income (X2) on employee performance (Y) is 0.066. The total effect of change management (X3) on employee performance (Y) is 0.348. The variable with the greatest total effect is the effect of the quality of human resources through employee satisfaction on employee performance.

R-Square (Coefficient of Determination)

The R-square (R^2) value can indicate the strength or weakness of the influence exerted by exogenous variables on endogenous variables, as well as the strength or weakness of a research model (Ghozali and Latan, 2015). The results of the R-square value test in this study are presented in Table 13 as follows:

Table 13 R-Square (R²) Results

Variable	R-Square (R²)
Employee Satisfaction (Z)	0,481
Employee Performance (Y)	0,734

Source: Processed Data 2024

Based on Table 4.13, the R-Square value for the employee satisfaction variable is 0.481. This means that employee satisfaction, as explained by the variables of work culture, income, and change management, accounts for 48.1%, while the remaining 51.9% is explained by other variables outside this research model. Meanwhile, the R-Square value for employee performance is 0.734, indicating that employee performance, as explained by the variables of work culture, income, and change management, accounts for 73.4%, with the remaining 26.6% explained by other variables outside this research model.

5. Discussion

The discussion of the results of the hypothesis testing in this research can be stated as follows:

1) Work Culture towards Employee Satisfaction

In addition, the analysis results show that work culture has a positive and significant impact on employee satisfaction. This can be explained by the fact that as work culture improves, employee satisfaction also improves. This finding is consistent with research from (Salsabila et al., 2021), (Rafie et al., 2018), and (Turangan & Setiawan, 2022), which all state that work culture impacts employee satisfaction. When the work culture within a company is well-established and becomes a shared value, it creates a strong culture, which in turn fosters employee satisfaction.

It is evidenced that work culture is measured by several indicators including innovation and risk-taking, attention to detail, consistency, and involvement. Among these indicators, the one with the greatest contribution is attention to detail, as evidenced by the majority of employees strongly agreeing with the statement that employees review each job to ensure there are no mistakes.

In this study, the author found that the work culture at AirNav Indonesia is a strong culture where employees use the company's work culture as a guideline and shared value. These values are implemented in every action and behavior of employees, especially when carrying out their work duties.

Based on the collected data, it is known that employees in the mature age group (30-50 years) tend to dominate and have high education. Those with higher education levels have professionalism values that make the work culture more adoptable. With this educational background, they are more likely to adapt to changes occurring in the company. This supports the notion that age and education influence the acceptance of work culture (Azmy, 2019).

2) Income to Employee Satisfaction

The analysis shows that income has a positive and significant effect on employee satisfaction. This means that the better the income, the higher the employee satisfaction. This finding is consistent with research (Norbaiti et al., 2022), (Madjid, 2016), and (Arifudin, 2019). In their work, employees expect compensation that aligns with their responsibilities. Income is not only assessed by its nominal value (quantitative) but also by qualitative aspects such as fairness and transparency regarding the income.

Income is measured by indicators such as the amount of income received and expenditure burdens. Among these indicators, the one with the largest contribution is that employees are satisfied with the company's transparency regarding changes in income during the pandemic, which is a key factor in achieving employee satisfaction.

In this study, the author found that the income or compensation system at AirNav Indonesia meets employee expectations. Employees receive income in accordance with applicable regulations and their responsibilities and contributions. AirNav Indonesia is also seen as transparent when the company faces unfavorable financial conditions, such as during the COVID-19 pandemic.

3) Change management towards Employee Satisfaction

The analysis results show that Change Management has a positive and significant impact on employee satisfaction. This means that the better the change management, the better the employee satisfaction will be. This study supports the findings of research (Chien, 2015) and (Utami et al., 2017), which indicate that change management and job satisfaction are interdependent. This finding differs from research (Øygarden et al., 2020), which concluded that change management does not have a direct or indirect impact on job satisfaction.

It has been proven that Change Management is measured through several indicators, including changes in individuals, technological changes, and changes in organizational structure. Among these indicators, the largest contribution comes from employees' expectations for the company to continue supporting professional development in the workplace, which is supported by most employees who strongly agree with this statement.

Through this research, the author found that AirNav Indonesia is able to implement change management optimally. As is known, the business environment is always dynamic, and change is inevitable. The national economic conditions during the Covid-19 pandemic provide a recent record of the business environment. Almost all business sectors experienced pressure, and ultimately, only companies that could implement change management effectively would survive and emerge from the crisis.

4) Work Culture on Employee Performance

The analysis results indicate that work culture has a positive and significant impact on employee performance. This means that the better the work culture, the better the employee performance. These findings are consistent with research by (Efrinawati et al., 2022), (Tampi et al., 2022), and (Adha et al., 2019), which state that work culture influences employee performance. However, this study's results are not consistent with research by (Kaesang et al., 2021), (Borman & Westi, 2021), and (Borman & Westi, 2021), which claim that work culture does not have a significant impact on employee performance.

Employee performance is measured by several indicators, including work quantity, work quality, work efficiency, and work discipline. The indicator with the greatest contribution is work discipline, supported by the majority of employees who strongly agree with statements about employees avoiding rule violations that could harm the company.

In this study, the author found that the work culture at AirNav Indonesia is a strong work culture. A strong work culture is necessary to enhance job satisfaction and employee performance, which ultimately impacts the overall company performance.

5) Income to Employee Performance

The analysis results indicate that income has a positive but not significant impact on employee performance. This suggests that income is not a determining factor in employee performance. These findings do not align with previous research (Norbaiti et al., 2022), (Madjid, 2016), and (Arifudin, 2019), which state there is a correlation between income and job satisfaction.

The insignificant effect of income on employee performance may be due to the fact that employees at AirNav Indonesia consider income important, but they will continue to contribute to the company regardless of income aspects. In this case, employees consistently strive to achieve optimal performance levels, as they view it as part of their responsibilities and consequences of being an AirNav Indonesia employee.

6) Change Management on Employee Performance

The analysis results show that Change Management has a positive and significant impact on employee performance. This can be explained by the fact that as change management improves, employee performance also improves. This research supports the findings of studies (Sasono, 2020), (Joeliaty & Firmansyah, 2016), and (Lailla & Mardi, 2022), which state that change management has a strong influence on employee performance.

Employee performance is measured using several indicators: work quantity, work quality, work efficiency, and work discipline. The indicator with the largest contribution is work discipline, with employees mostly agreeing strongly with the statement that they avoid rule violations that could harm the company.

In this study, the author found that AirNav Indonesia effectively implements change management, which ultimately drives optimal employee performance. Effective change management can essentially create a more positive work environment, improve employee satisfaction, and in turn, contribute to overall performance improvement.

7) Employee Satisfaction with Employee Performance

The analysis results indicate that Employee Satisfaction has a positive and significant impact on employee performance. This can be explained by the fact that the better the employee satisfaction, the better the employee performance will be. These findings support the research from (Kurniawan, 2019), (Susanto, 2019), and (Nabawi, 2019), which concluded that job satisfaction affects employee performance. This study's results do not align with the findings of (Azhari et al., 2021), (Fauziek & Yanuar, 2021), and (Subakti, 2013), which concluded that job satisfaction does not impact employee performance.

Based on this research, employee satisfaction is measured using several indicators: job fit, income fit, leadership factors, and coworker relationships. The indicator with the greatest contribution is the effort to help colleagues create a positive relationship, with most employees agreeing with this statement.

This study found that AirNav Indonesia is capable of fostering employee satisfaction at work. Employee job satisfaction can have a significant impact on their performance in the workplace. The positive relationship between job satisfaction and employee performance has been the focus of many studies and human resource management practices.

8) Work Culture on Employee Performance Through Employee Satisfaction as an Intervening Factor

The analysis results prove that Work Culture has a positive and significant effect on employee performance through employee satisfaction. In this case, employee satisfaction acts as an intervening variable in the effect of work culture on employee performance. Thus, it is stated that a better work culture will foster employee

satisfaction, which in turn plays an important role in improving employee performance.

These findings are consistent with research conducted by (Romadhani et al., 2022), which shows that work culture has a positive effect on employee performance through employee satisfaction. This occurs because high-performing employees are predominantly those in sales marketing with a bachelor's degree or equivalent. This position needs to be given significant attention as it is crucial for a company's success, relying on skills and proficiency in promotion.

Similar results were found in studies (Syarif et al., 2019), (Setyawan & Tobing, 2022), and (Chinanti & Siswati, 2018). Furthermore, (Chinanti & Siswati, 2018) explains that happy employees are productive employees, and vice versa. Employees who are unhappy due to dissatisfaction will experience a decrease in motivation and work enthusiasm. If this continues, it will lead to a decrease in employee productivity, which ultimately impacts the overall internal performance of the company. Study (Mohyi, 2022) adds that job satisfaction can be a key mediator in employee performance.

In this study, the author concludes that the work culture at AirNav Indonesia is a strong one, where values and principles serve as guidelines for employees in their work. This strong work culture enhances employee job satisfaction and, ultimately, leads to improved employee performance.

9) Income on Employee Performance through Employee Satisfaction as an Intervening

The analysis results indicate that income has a positive but not significant effect on employee performance through employee satisfaction. In this case, employee satisfaction does not act as an intervening variable in the influence of income on employee performance. Therefore, it is stated that the role of employee satisfaction is not meaningful in the effect of income on employee performance.

Compensation includes all income received by employees, whether in the form of money or goods, as a reward for the services they provide to the company. This compensation amount has been predetermined and known in advance, so employees have certainty about the amount of compensation they will receive (Marnis & Priyono, 2008).

Compensation (the scope of income) represents an aspect that shows the value of work for employees (Quinlan, 2015). Employees with good performance will receive higher income, and conversely, employees with poor performance will receive lower income. This indicates that higher income will encourage employees to improve their performance (Darmilisani et al., 2024).

Based on the above findings, it is known that they do not align with the research (Pratiwi, 2021), (Suhariyanto et al., 2023), (Abid, 2024), and (Sutjitra, 2015). These studies found that income does not have a partial effect on employee performance. However, income and satisfaction have a simultaneous effect on employee performance. Additionally, other studies (Susilowati & Fadli, 2023) (Trysantika et

al., 2023) that differ slightly found that income has a positive and significant effect on employee performance through job satisfaction as a mediating variable.

10) Change management on Employee Performance through Employee Satisfaction as an intervening factor

The analysis results show that change management has a positive and significant impact on employee performance through employee satisfaction. In this case, employee satisfaction acts as an intervening variable in the influence of change management on employee performance. It can be stated that better change management will encourage the creation of employee satisfaction, which in turn plays a crucial role in improving employee performance.

These findings are consistent with studies (Daniel, 2019), (Ali & Hassan, 2022), (Priatna, 2023), and (Akunne & Ibrahim, 2021), which explain that change management affects employee performance. According to them, this result is due to employees' ability to adapt to changes within a company's work management. Effective change management can guide employees on how to organize their work properly, thereby improving their performance. Furthermore, according to study (Wanza & Nkururu, 2016), change management can affect employee performance due to the structured process of applying knowledge to human resources, which will impact performance improvement.

The obtained results are also influenced by the role of employee satisfaction, which mediates the relationship between change management and employee performance. According to Robbin in (Robbins & Judge, 2017), job satisfaction can reflect the difference between the rewards employees receive and what they believe they should receive. Based on studies (Idris et al., 2020) and (Dziuba et al., 2020), it was found that job satisfaction has a significant impact on employee performance. The higher the perceived satisfaction, the better the employee performance will be. This happens because job satisfaction is closely related to employees' emotional conditions, as when the compensation provided by the company meets the efforts they have made, it creates a point of alignment.

6. Conclusions

Based on the analysis results, the conclusion that can be drawn is that there is an impact from various aspects such as work culture, income, and change management on employee performance. To improve employee performance, the company needs to have a strong work culture, implement income or compensation systems fairly and transparently, and apply change management by encouraging employees to be more efficient in facing changes in the business environment. For the company, these three aspects become effective strategies related to human resource management, enabling the company to optimize performance achievements through optimal employee performance.

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