

**Impact of Organizational Change, Organizational Culture,  
Discipline, and Work Conflict on Employee Performance with Job  
Satisfaction as an Intervening Variable  
(Study on Employees of Manado City Bapelitbangda)**

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**Abstract**

*This study aims to analyze the impact of Organizational Change, Organizational Culture, Discipline, and Work Conflict on Employee Performance with Job Satisfaction as an Intervening Variable (Study on Bapelitbangda Employees of Manado City). This study uses Partial Least Square (PLS). This type of research is associative. The population is 41 employees with samples taken as a whole. The results show that partially organizational change has a positive and significant effect on job satisfaction, organizational culture has a positive and significant effect on job satisfaction, discipline has a positive and significant effect on job satisfaction, work conflict has no effect on employee job satisfaction, organizational change has a positive and significant effect on employee performance, organizational culture has a positive and significant effect on employee performance, discipline has a positive and significant effect on employee performance, work conflict has a positive and significant effect on employee performance. Job satisfaction can act as a mediator of organizational change and organizational culture in continuously improving employee performance.*

**Keywords:** *Organizational Change, Organizational Culture, Discipline, Work Conflict, Job Satisfaction, Employee Performance.*

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## **Introduction**

Employees are the main driver in all organizational activities, including government organizations. The success of an organization is strongly influenced by the performance of its employees. Law Number 43 of 1999 concerning amendments to Law Number 8 of 1994 concerning the main points of civil service and amendments to Law of the Republic of Indonesia Number 5 of 2014 article 1 (one); Civil Servants, hereinafter abbreviated as PNS, are Indonesian citizens who meet certain requirements, are appointed as ASN employees on a permanent basis by staffing supervisors to occupy government positions and are paid according to the applicable laws and regulations.

The government is currently making efforts to improve the bureaucratic system and the workings of government employees with the issuance of the Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 25 of 2020 concerning the Road Map of Bureaucratic Reform 2020 – 2024. The current implementation is to improve bureaucratic performance by systematic changes to the way employees work. The complexity of the challenges faced by the organization is increasing, this raises the need for an organizational culture that can direct and develop employees to manage and control the organization in order to remain consistent with the changes that are being implemented in accordance with the vision and mission. There has been a change in the shape of the organization

Research on the relationship between Organizational Change and Organizational Culture on Employee Performance and Employee Satisfaction is still experiencing research gaps and contradictions. Chalid's research (2020) found results that organizational change has a positive effect on employee performance, but the latest research from Sharina (2021) shows a negative relationship in the relationship between organizational change and employee performance. Organizational change on job satisfaction in Chalid's (2020) study found a positive relationship, while in Shabrina's (2021) study a negative relationship was found. For the relationship between organizational culture and employee performance, Soedjono's (2015) research found that organizational culture has no effect on employee performance,

Based on the research gap in the results of previous studies and also the phenomenon that there is a decrease in employee performance, this needs to be studied to clarify further findings. This research was conducted to determine the effect of each variable of organizational change and organizational culture on the performance and satisfaction of employees at the Regional Planning and Research and Development Agency of Manado City.

(1) How is the effect of organizational change on employee job satisfaction at the Regional Planning and Research and Development Agency of Manado City? (2) How is the influence of organizational culture on employee job satisfaction at the Regional Planning and Research and Development Agency of Manado City? (3) How is the influence of discipline on employee job satisfaction at the Regional Planning and Research and Development Agency of Manado City? (4) What is the effect of work conflict on employee job satisfaction at the Regional Planning and Research and Development Agency of Manado City? (5) How is the effect of organizational change on employee performance at the Regional Planning and Research and Development Agency of Manado City? (6) How does organizational culture influence employee performance at the Regional Planning and Research and Development Agency Manado City? (7) What is the effect of discipline on employee performance at the Regional Planning and Research and Development Agency of Manado City? (8) What is the effect of work conflict on employee performance at the Regional Planning and Research and Development Agency of Manado City? (9) How is the effect of job satisfaction on employee performance at the Regional Planning and Research and Development Agency of Manado City? (10) What is the indirect

effect of organizational change on employee performance through job satisfaction at the Manado City Planning and Research and Development Agency? (11) What is the indirect effect of organizational culture on employee performance through job satisfaction at the Manado City Planning and Research and Development Agency? (12) What is the indirect effect of discipline on employee performance through job satisfaction at the Regional Planning and Research and Development Agency of Manado City? (13) What is the indirect effect of work conflict on employee performance through job satisfaction at the Manado City Planning and Research and Development Agency?

## **LITERATURE REVIEW**

### **Human Capital Management**

Human capital is the competence, knowledge, skills, and personality possessed by employees to carry out useful activities so as to generate economic value for the company (Segoro, 2019).

### **Organizational Change**

According to Greenberg and Baron (2015) in Dungio (2020) organizational change can occur in organizational structure, strategy, technology, people, and regulations. Sobirin (2018) states that there are two factors that drive change, namely external factors such as technological changes and the increasingly integrated international economy as well as internal organizational factors which include two main things, namely (1) changes in organizational hardware (hard system tools) or what is commonly called with structural changes, which include changes in strategy, organizational structure and systems as well as (2) Changes in organizational software (soft system tools) or cultural changes which include changes in human behavior within the organization, human resource policies and organizational culture.

### **Organizational culture**

Organizational culture is a pattern of beliefs and values in an organization that is understood, inspired and practiced by members of the organization so that this pattern gives its own meaning to the organization concerned and becomes the basis for the rules of behavior (Sobirin, 2015).

### **Discipline**

According to Simamora (2017: 234) discipline is a procedure that corrects or punishes subordinates for violating rules or procedures. Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior as well as an effort to increase one's awareness and willingness to obey all company regulations and applicable social norms.

### **Work Conflict**

Robbins and Judge, conflict is a process that begins when one party feels that the other party has been negatively influenced, or about negatively influencing, something that the first party knows. McShane and Von Glinow define conflict as a process in which one party perceives that its interests are being opposed or negatively affected by another party. Kreitner and Kinicki define conflict as a process in which one party feels that its interests have been opposed or negatively affected by the other party.

### **Job satisfaction**

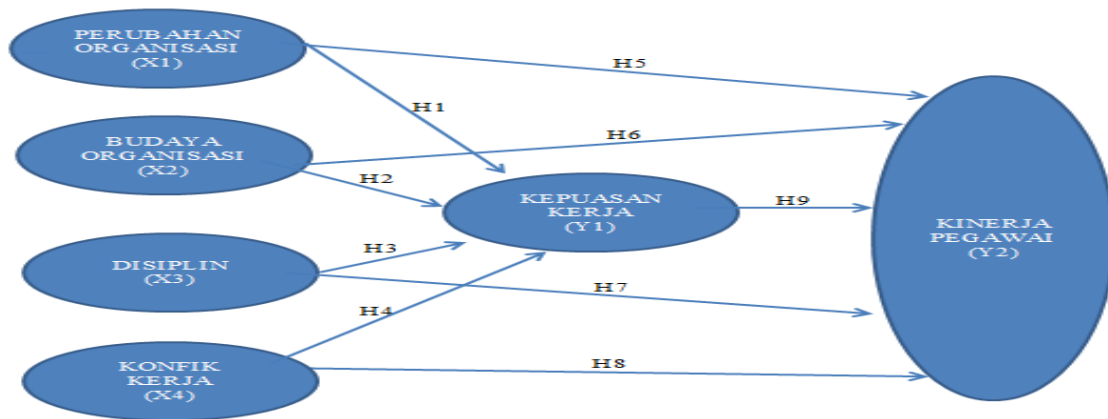
Job satisfaction is a term used to describe the happiness of an employee in fulfilling their need for recognition for the work done or a sense of achievement obtained in a job. Soedjono (2015) explains that the variables that can be used as indications of decreased job satisfaction are high absenteeism (absenteeism), high employee turnover (turnover) and decreased work productivity or employee

performance (unformance). If the indication of decreased employee satisfaction comes to the surface, it must be handled immediately so as not to harm the organization.

**Performance**

Quality employees will always provide the best performance for the success of their work and for their agencies, employees need to understand the meaning of performance itself. Robbins (2016) states that performance can be measured by productivity, turnover, citizenship and satisfaction. Quality employees will always provide the best performance for the success of their work and for their agencies, employees need to understand the meaning of performance itself. Robbins (2016) states that performance can be measured by productivity, turnover, citizenship and satisfaction.

**Conceptual Framework**



**Figure 1 Conceptual Framework**

Source: Theory Study, 2021

**RESEARCH METHODS**

**Types of research**

This research uses associative/correlational research. According to Suryani & Hendryadi (2014: 119) correlational research is research conducted to find the relationship or influence of one or more independent variables with one or more dependent variables.

**Population and Sample**

The population used in this study were employees of the Manado City Regional Research and Development Planning Agency in this study as many as 41 people. The number of samples in this study was determined as many as 41 employees as a whole.

**Data collection technique**

The questionnaire distributed contained questions about organizational change, organizational culture, job satisfaction, and employee performance. Each answer point on the questionnaire is scored using a Likert scale. The Likert scale is a scale that can be used to measure a person's attitudes, opinions, and perceptions about a particular object or phenomenon (Siregar, 2013). The weights used in each question are:

5 = Strongly Agree (SS)

4 = Agree (S)

3 = Neutral (N)

2 = Disagree (TS)

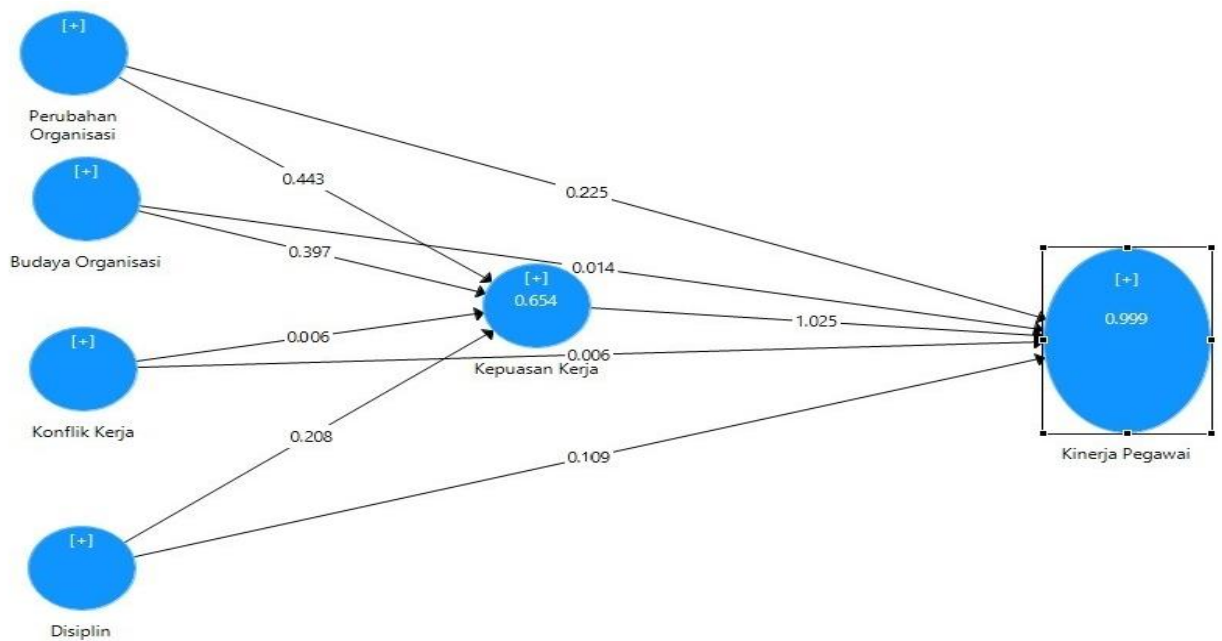
1 = Strongly Disagree (STS)

**Partial Least Square (PLS)**

This study uses a quantitative analysis approach that adopts Partial Least Square (PLS). In accordance with the hypothesis that has been formulated, then in this study the analysis of inferential statistical data. Inferential statistics, (inductive statistics or probability statistics, are statistical techniques used to analyze sample data and the results are applied to the population, Sugiyono (2018). Then measured using SmartPLS (Partial Least Square) software starting from hypothesis testing.

**RESEARCH RESULTS AND DISCUSSION**

**Hypothesis testing**



Items	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Organizational Change > Job Satisfaction	0.443	0.453	0.122	3.619	0.000
Organizational Change > Employee Performance	0.225	0.037	0.030	3.821	0.004
Organizational Culture > Job Satisfaction	0.397	0.365	0.127	3.124	0.002

Items	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Organizational Culture > Employee Performance	0.014	0.027	0.031	4.437	0.005
Discipline> Job Satisfaction	0.208	0.048	0.183	2.136	0.003
Discipline > Employee Performance	0.109	0.004	0.023	3.394	0.024
Work Conflict > Job Satisfaction	0.006	0.059	0.191	1.076	0.282
Work Conflict > Employee Performance	0.006	0.004	0.026	2.236	0.038
Job Satisfaction > Employee Performance	1.025	1.054	0.032	32,497	0.000

Organizational change on job satisfaction has a t-statistic value of 3.619, which is greater than 1.96, and a p-value of 0.000, which is smaller than 0.05. Therefore, the first hypothesis which states that organizational change has a positive and significant effect on job satisfaction is proven.

Organizational culture on job satisfaction has a t-statistic value of 3,124 greater than 1.96, and a p-value of 0.002 less than 0.05. Therefore, the second hypothesis which states that organizational culture has a positive and significant effect on job satisfaction is proven.

Discipline on job satisfaction has a t-statistic value of 2.136 greater than 1.96, and a p-value of 0.003 less than 0.05. Therefore, the third hypothesis which states that discipline has a positive and significant effect on job satisfaction is proven.

Work conflict on job satisfaction has a t-statistic value of 1.076 which is smaller than 1.96, and a p-value of 0.282 which is greater than 0.05. Therefore, the fourth hypothesis which states that work conflict has a positive and significant effect on job satisfaction is not proven.

Organizational change on employee performance has a t-statistic value of 4.821 greater than 1.96, and a p-value of 0.004 less than 0.05. Therefore, the sixth hypothesis which states that organizational change has a positive and significant effect on employee performance is proven.

Organizational culture on employee performance has a t-statistic value of 7,437, greater than 1.96, and a p-value of 0.005, less than 0.05. Therefore, the seventh hypothesis which states that organizational culture has a positive and significant effect on employee performance is proven.

Discipline on employee performance has a t-statistic value of 3.394 which is greater than 1.96, and a p-value of 0.024 which is smaller than 0.05. Therefore, the eighth hypothesis which states that discipline has a positive and significant effect on employee performance is proven.

Work conflict on employee performance has a t-statistic value of 2.236 which is greater than 1.96, and a p-value of 0.038 which is smaller than 0.05. Therefore, the ninth hypothesis which states that work conflict has a positive and significant effect on employee performance is proven.

Work conflict on employee performance has a t-statistic value of 2.236 which is greater than 1.96, and a p-value of 0.038 which is smaller than 0.05. Therefore, the ninth hypothesis which states that work conflict has a positive and significant effect on employee performance is proven.

Job satisfaction on employee performance has a t-statistic value of 32,497 greater than 1.96, and a p-value of 0.000 less than 0.05. Therefore, the eleventh hypothesis which states that job satisfaction has a positive and significant effect on employee performance is proven.

### Mediation Effect Test

Items	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Organizational Change -> Job Satisfaction Organizational Change -> Employee Performance	0.454	0.478	0.131	4.467	0.001
Organizational Culture > Job Satisfaction Organizational Culture > Employee Performance	0.407	0.385	0.135	7.002	0.003
Discipline -> Job Satisfaction Discipline -> Employee Performance	-0.213	-0.050	0.193	1.106	0.269
Work Conflict -> Job Satisfaction Work Conflict -> Employee Performance	0.211	0.062	0.201	1.048	0.295

The direct effect of organizational change on employee performance has a P-value of 0.004 while the indirect effect has a P-value of 0.001. So it can be concluded that the indirect effect is greater than the level of influence. Therefore, the twelfth hypothesis which states that organizational change affects employee performance through job satisfaction is proven.

The direct influence of organizational culture on employee performance has a P-value of 0.005 while the indirect effect has a P-value of 0.003. So it can be concluded that the indirect effect is greater than the level of influence. Therefore, the twelfth hypothesis which states that organizational culture affects employee performance through job satisfaction is proven.

The effect of discipline on employee performance through job satisfaction has a t-statistic value of 1.106 smaller than 1.96 and p-values of 0.269 greater than 0.05 therefore, the fourteenth hypothesis which states that discipline affects employee performance through job satisfaction not proven.

The effect of work conflict on employee performance through job satisfaction has a t-statistic value of 1,048 which is smaller than 1.96 and a p-value of 0.295 which is greater than 0.05. Therefore, the

fifteenth hypothesis which states that work conflict affects employee performance through job satisfaction is not proven.

### **Discussion**

#### ***Organizational changes have a positive and significant effect on job satisfaction of the employees of the Manado City Planning and Research and Regional Development Agency***

Based on the results of the study, organizational change has a positive and significant effect on job satisfaction partially. If organizational change can be implemented effectively, it will increase job satisfaction. Thus, the hypothesis which states that organizational change has a positive and significant effect on job satisfaction of the employees of the Manado City Planning and Research and Regional Development Agency is accepted. Based on the research data, organizational change contributed the biggest influence in influencing changes in employee job satisfaction. This shows that organizational changes with indicators of changes in structure, strategy, human resources, technology, and regulations affect the job satisfaction of the employees of the Manado City Regional Research and Development Planning Agency.

#### ***Organizational culture has a positive and significant effect on job satisfaction of the employees of the Manado City Planning and Research and Regional Development Agency.***

Based on the research results, organizational culture has a positive and significant effect on job satisfaction partially. Thus, the hypothesis which states that organizational culture has a positive and significant effect on job satisfaction of the employees of the Manado City Planning and Research and Development Agency is accepted. It can be concluded that the increasing organizational culture, the level of employee job satisfaction achieved also increases. The positive influence is determined by whether or not the organizational culture is conducive in an organization or institution. A culture that grows strong is able to spur the organization towards better development. The more aspects of organizational culture that are in accordance with the wishes of individuals in the organization, the higher the job satisfaction of employees.

#### ***Discipline has a positive and significant effect on job satisfaction of employees of the Manado City Planning and Research and Regional Development Agency***

Based on the results of the study, discipline has a significant positive effect on job satisfaction partially. Thus, the hypothesis which states that discipline has a positive and significant effect on job satisfaction of the employees of the Manado City Planning and Research and Development Agency is accepted. The company plays a role in managing employees to comply with all regulations, norms that have been set by the company so that employees work in a disciplined and effective manner. Discipline is a person's awareness and willingness to obey all organizational rules and applicable social norms. Various rules/norms set by a company have a very important role in creating discipline so that employees can comply with and implement these regulations. The rules/norms are usually followed by sanctions given in the event of a violation. The sanctions can be in the form of reprimands both verbally and in writing, suspension from demotion and even dismissal from work depending on the size of the violation committed by the employee. It is intended that employees work with discipline and be responsible for their work. If you have high work discipline, you are expected to be able to complete tasks quickly and precisely so that job satisfaction arises.

#### ***Work conflict has a positive and significant effect on job satisfaction of the employees of the Regional Planning and Research and Development Agency of Manado City.***

Based on the results of the study, work conflict does not have a significant effect on job satisfaction



partially. Thus, the hypothesis which states that work conflict has a positive and significant effect on job satisfaction for the employees of the Manado City Planning and Research and Regional Development Agency is rejected. Based on the research data, work conflict contributed the smallest effect in influencing employee job satisfaction.

**Organizational changes have a positive and significant impact on the performance of the Manado City Planning and Research and Regional Development Agency employees.**

Based on the results of the study, organizational change has a positive and significant effect on performance partially. Thus, the hypothesis which states that organizational change has a positive and significant effect on the performance of the employees of the Manado City Planning and Research and Development Agency is accepted. This means that organizational change can be a priority in policy making to improve employee performance. With the increasing intensity of organizational change, it will require employees to add new skills and knowledge along with the changes made this will force employees to improve their performance in dealing with these changes.

**Organizational culture has a positive and significant effect on the performance of the employees of the Manado City Planning and Research and Regional Development Agency.**

Based on the results of the study, organizational culture has a positive and significant effect on performance partially. Thus, the hypothesis which states that organizational culture has a positive and significant effect on the performance of the employees of the Manado City Planning and Research and Development Agency is accepted. Employee performance is determined by the internal and external environmental conditions of the organization including organizational culture. The stronger the culture is permeated by every employee, so that it will have a positive impact on improving employee performance. Therefore, the ability to create an organization with a culture capable of driving performance is a necessity.

**Discipline has a positive and significant effect on the performance of the employees of the Manado City Planning and Research and Regional Development Agency.**

Based on the results of the study, discipline has a positive and significant effect on performance partially. Thus, the hypothesis which states that discipline has a positive and significant effect on the performance of the employees of the Manado City Planning and Research and Development Agency is accepted. Work discipline has a high role in improving employee performance. Good work discipline reflects a person's sense of responsibility for the tasks assigned to him with all the regulations drawn up by the company. Employees who behave in a disciplined manner will usually succeed in their work because they are able to set their priorities so that their performance will also be good (Rivai, 2019).

**Work conflict has a positive and significant effect on the performance of the employees of the Manado City Planning and Research and Regional Development Agency.**

Based on the results of the study, work conflict has a positive and significant effect on performance partially. Thus, the hypothesis which states that work conflict has a positive and significant effect on the performance of the employees of the Manado City Planning and Research and Development Agency is accepted. The ability to manage work conflict positively can encourage employees to compete with each other in increasing their performance.

**Job satisfaction has a positive and significant effect on the performance of the employees of the Regional Planning and Research and Development Agency of Manado City.**

Based on the results of the study, job satisfaction has a positive and significant effect on employee

performance partially. Thus, the hypothesis which states that job satisfaction has a positive and significant effect on the performance of the employees of the Manado City Planning and Research and Development Agency is accepted. Employees always want a fair payment system and promotion policy that is not ambiguous and in line with their expectations. When pay is seen as fair based on job demands, individual skill levels, and prevailing wage standards, high satisfaction will emerge. Employees will seek fair promotion policies and practices. Promotion provides opportunities for personal growth, increased responsibility, and increased social status. If all employees perceive that promotion decisions within the company are made in an open and fair manner, they will have the opportunity to achieve satisfaction in their work. This is able to direct them to be able to exert their best performance.

### **Organizational changes affect employee performance through job satisfaction of the Regional Planning and Research and Development Agency of Manado City.**

Based on the research, it is known that the effect of organizational change on employee performance through job satisfaction is greater than the direct effect of organizational change on employee performance. So it can be concluded that organizational change is increasing, the level of employee performance achieved is also increasing which is mediated by job satisfaction.

Job satisfaction is able to mediate the effect of organizational change on employee performance, this means that the performance of Bapelitbangda Manado City employees is influenced by organizational change, from organizational change it is expected to be able to achieve employee job satisfaction, which in turn can improve employee performance. Based on this, the hypothesis is accepted. This shows that job satisfaction can act as a mediator of organizational change in continuously improving employee performance.

### **Organizational culture influences employee performance through job satisfaction of the Manado City Planning and Research and Regional Development Agency employees.**

Based on the research, it is known that the influence of organizational culture on employee performance through job satisfaction is greater than the direct influence of organizational culture on employee performance. So it can be concluded that the increasing organizational culture, the level of employee performance achieved is also increasing which is mediated by job satisfaction. Organizations that have a strong culture will have certain characteristics so that they can attract individuals to join, think, act and behave in accordance with the values of the organization. Conformity between organizational culture and the values possessed by members of the organization will lead to job satisfaction, thus encouraging individuals to stay in the organization and have a long-term career. These results indicate that there is a relationship between organizational culture, employee performance and job satisfaction. The better the condition of the organizational culture in the agency, the efforts to improve performance improvement and employee satisfaction at work can be realized to the fullest. Job satisfaction is able to mediate the influence of organizational culture on employee performance, this means that the performance of Bapelitbangda Manado City employees is influenced by organizational culture, organizational culture is expected to be able to achieve employee job satisfaction, which in turn can improve employee performance. Based on this, the hypothesis is accepted. This shows that job satisfaction can act as a mediator of organizational culture in continuously improving employee performance. The better the condition of the organizational culture in the agency, the efforts to improve performance improvement and employee satisfaction at work can be realized to the fullest. Job satisfaction is able to mediate the influence of organizational culture on employee performance, this means that the performance of Bapelitbangda Manado City employees is

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#### **Discipline affects employee performance through job satisfaction of the Regional Planning and Research and Development Agency of Manado City.**

Based on the research, it is known that the influence of discipline on employee performance through job satisfaction has a direct effect, but the magnitude of the indirect effect is not significant, so it can be concluded that job satisfaction does not mediate the relationship between discipline and employee performance, thus the fourteenth hypothesis which states that discipline has an effect on employee performance through job satisfaction is not proven. The above results support the results of research conducted by Erliana (2019) where the results of the path analysis show that there is no indirect effect between work disciplines on employee performance through job satisfaction, it can be said that the actual relationship is direct.

#### **Work conflict affects employee performance through job satisfaction of the Regional Planning and Research and Development Agency of Manado City.**

Based on the results of the study, it is known that the effect of work conflict on employee performance has a direct influence but the magnitude of the indirect effect through satisfaction is not significant so it can be concluded that job satisfaction does not mediate the relationship between discipline and employee performance, therefore, the fifteenth hypothesis which states that work conflict effect on employee performance through job satisfaction is not proven. The above results support the results of research conducted by Sefriyan (2021). The results show that work conflict has no effect on employee performance through job satisfaction.

## **CLOSING**

### **Conclusion**

1. Organizational changes have a positive and significant effect on job satisfaction of the employees of the Manado City Planning and Research and Regional Development Agency.
2. Organizational culture has a positive and significant effect on job satisfaction of the employees of the Manado City Planning and Research and Regional Development Agency.
3. Discipline has a positive and significant effect on job satisfaction of the employees of the Regional Planning and Research and Development Agency of Manado City.
4. Work conflict has no effect on job satisfaction of the employees of the Regional Planning and Research and Development Agency of Manado City.
5. Organizational change have a positive and significant effect on the performance of the employees of the Regional Planning and Research and Development Agency of Manado City.
6. Organizational culture has a positive and significant effect on the performance of the employees of the Manado City Planning and Research and Regional Development Agency.
7. Discipline has a positive and significant effect on the performance of the employees of the Manado City Planning and Research and Regional Development Agency.
8. Work conflict has a positive and significant effect on the performance of the employees of the Manado City Planning and Research and Regional Development Agency.
9. Job satisfaction has a positive and significant effect on the performance of the employees of the Regional Planning and Research and Development Agency of Manado City.
10. organizational change can affect employee performance variables through job satisfaction variables. This shows that job satisfaction can act as a mediator of organizational change in continuously improving employee performance.
11. Organizational culture can affect employee performance variables through job satisfaction variables. This shows that job satisfaction can act as a mediator of organizational culture in continuously improving employee performance.
12. Discipline has no effect on employee performance through job satisfaction of employees of the Regional Planning and Research and Development Agency of Manado City.
13. Work conflict has no effect on employee performance through job satisfaction of the Manado City Regional Planning and Research and Development Agency employee job satisfaction.

### **Suggestion**

1. For the Planning and Research and Regional Development Agency of Manado City
  - a. The Manado City Regional Planning and Research and Development Agency should improve the implementation of organizational change effectively, because this can further improve their performance in carrying out their duties or work. Based on the research results, organizational change becomes the variable with the greatest influence in influencing employee performance, so it is expected to pay attention to the implementation of organizational change.

- b. The Manado City Regional Planning and Research and Development Agency should improve organizational cultural values that can spur employees to be more innovative in improving performance.
  - c. The Manado City Regional Planning and Research and Development Agency should improve organizational cultural values that can spur employees to be more innovative in improving performance.
  - d. To improve work discipline, it is expected to increase compliance with existing regulations by applying appropriate sanctions and penalties for employees who violate organizational regulations.
  - e. Relationships Work conflicts that occur in competition between employees as long as they can motivate employees to achieve performance and maintain competition between employees to achieve the best work results from each employee.
2. In this study, the researcher realized that there were still many shortcomings that the researcher had due to the many limitations. It is hoped that further research can dig up more information related to the organization under study. And for the next research, it is expected to use more samples. So the research becomes more accurate.

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