

# **THE INFLUENCE OF ORGANIZATIONAL CHANGE AND JOB PLACEMENT ON THE EMPLOYEE PERFORMANCE SINTELAL OF THE INDONESIAN NAVY HEAD QUARTERS**

**Devis Anang<sup>1</sup>, Adi Indrayanto<sup>2</sup>, Intan Shaferi<sup>3</sup>**

<sup>1</sup>Jenderal Soedirman University, devistitis07@gmail.com, Indonesia

<sup>2</sup>Jenderal Soedirman University, adi.indrayanto@unsoed.ac.id, Indonesia

<sup>3</sup>Jenderal Soedirman University, ishaferi@yahoo.com, Indonesia

---

## **ABSTRACT**

The performance of Indonesian Navy intelligence employees is considered to have not been optimal in carrying out early detection and early prevention of crimes at sea, one of which is piracy. In response to this, the Indonesian Navy made organizational changes from the Indonesian Navy's Security General Staff to the Indonesian Navy's Intelligence Staff. However, the change process has not run optimally because it has not been adapted to appropriate position placement patterns to meet the number employee needs. This study aims to analyse the effect of organisational change and job placement on the performance Employee, both partially and simultaneously. This research is causal associative research using survey research and a quantitative approach with the total population of all Sintelal employee as many as 70 people. The results of the research show that organizational change influences employee performance, position placement influences employee performance, organizational change and position placement simultaneously influence employee performance

**Keyword:** Organizational Change, Job Placement, Performance.

---

## **1. Introduction**

### *1.1 Background.*

The Indonesian Navy as an integral part of the TNI has one of the duties of enforcing law at sea in order to maintain maritime security so that it is free from all forms of threats. However, the vast expanse of territory separated by seas is a challenge for the Indonesian Navy, therefore one of the appropriate strategies in creating security in national territorial waters is to sharpen the role and duties of intelligence as the eyes and ears of the Indonesian Navy so that it is able to support the effectiveness and efficiency of maritime operations in Indonesian national jurisdictional waters.

However, in its implementation, the role and intelligence have not fully supported the performance of the Indonesian Navy organization, this can be seen from the still high number of maritime security violations, one of which is piracy.

Based on data released by the Regional Cooperation Agreement on Combating Piracy and Armed Robbery against Ships in Asia (ReCAAP) Information Sharing Center (ISC), the number of piracy cases in the Singapore Strait, Indonesia-Singapore border waters in 2018 was 8 cases and increased to 31 cases in 2019. While in 2020 there were 34 cases, in 2021 there were 49 cases and in 2022 there were 55 cases. The continued occurrence of piracy in the waters of the Singapore Strait has become a strong criticism of the performance of Navy intelligence personnel who are deemed unable to provide accurate data and information to support maritime security operations to prevent piracy.

In order to sharpen the role and function of intelligence, the Indonesian Navy changed the validation of the Navy's intelligence organization from the Indonesian Navy Security General Staff (Spamal) to the Indonesian Navy Intelligence Staff (Sintelal) in 2020. This organizational validation is one of the efforts to achieve appropriate organizational excellence function and appropriate size (rightsizing) so that it can make a positive contribution to all members of the organization.

Changes in the validation of the Spamal organization to Sintelal through the Regulation of the Chief of Naval Staff or Perkasal Number 23 of 2021 where there is a change in the organization's task orientation which previously focused on internal security functions (inward looking) to ensure the readiness of the Indonesian Navy organization to change to organize the intelligence function as a whole or spectrum broader and outward looking task orientation which includes investigation, mobilization and security, maritime intelligence operations and training, foreign relations, intelligence technology, information media, coding and cyber. Organizational changes also brought changes to the position structure with the addition of 1 (one) section in the field or division of intelligence, coding and cyber technology which also increased the composition of the number of personnel by 10 employee.

Based on the results of observations and secondary data, the factors that influence the decline in performance are one of the changes in the Spamal organization to Sintelal which was not accompanied by a process of socialization, thorough education of all personnel, thus influencing the readiness to change of all personnel so that this resulted in task orientation or performance demands with Sintelal personnel have not been able to carry out the new tasks well. This is in line with research by Ferlan (2016: 1057) which states that organizational changes affect the performance of PT employees. Sinar Galesong Prima Manado. Based on the results of initial observations, the next factor that influences performance is position placement. According to Rivai (2013: 198) position placement is the assignment or reassignment of an employee to new workers. The change in the Spamal organization to Sintelal certainly has an impact on changing the position structure so this of course has an impact on the composition of human resources in the Sintelal organization. However, the change in the validation of the Spamal organization to Sintelal was not accompanied by the filling of new positions, especially at the Non-Commissioned Officer level or strata, so this resulted in the number of personnel in Sintelal only being filled with 70 personnel

or around 56% of the total number of Sintelal Satker Personnel Composition List (DSP) which reached 123 personnel. This condition of course means that many tasks or duplicate work are carried out, so this has implications for decreasing personnel performance. The influence of job placement on performance is in line with research by AS Tanjung (2016: 8) which states that job placement has a significant effect on the performance of Eco Green Park Malang employees.

### *1.2 Research Purposes*

This research aims to analyze the influence of organizational changes and position placement on the performance of Sintelal employees at TNI AL Headquarters partially or simultaneously.

## **2. Literature Review**

### *2.1 Performance*

Sinambela (2016:26) explains that performance is the real achievement or work achievement obtained by individuals in a group of employees in an organization. Meanwhile, according to Rivai and Basri, 2005 (in Rifa'i and Noermijati, 2014) performance is the result or results achieved by a person in carrying out work tasks at a certain time which includes standard work results, targets or objectives or criteria that have been determined in advance and have been agreed together. Wibowo (2017:2) explains that performance is defined as the value of the results of an individual's work, either positively or negatively, which has an impact on the implementation of organizational tasks.

### *2.2 Organizational Change.*

Robbins (2015:413) explains that organizational change is an activity carried out in a goal-oriented manner, by planning a change as a form of organizational response to seek to improve the organization's ability to adapt to environmental changes and seek changes in employee attitudes. Furthermore, Robbins (2015:413) states that the choice of change is carried out by changing the organizational structure, changing technology, changing the physical arrangement and changing employees or human resources. Cummings and Worley (2009:1) organizational change or development is the implementation of systems and the process of absorbing knowledge to plan changes to strategy, structure, processes to make the organization more efficient. Cummings and Worley (2009:25) mention Lewin's theory of planned change or Lewin's Change Model which states the stages of change including: Unfreezing: as a response to awareness of the need to change, Moving: planning change and implementation, and Refreezing: Supporting and strengthening change and integration of change.

### *2.3 Job Placement.*

Hariandja (2013:92) states that position placement or job placement is the process of assigning or filling a position or reassigning an employee/employee to a particular task or position. Job placement is a very important part of human resource management because the aim or essence of job placement is to get the right person to fill the right position or job or the term is the right man

on the right job. In a book entitled "Human Resource Management" Yuniarsih and Suwatno (2013: 117) state that consideration factors in employee placement should take into account the employee's skills, abilities, preferences and personality.

#### 2.4 Research Hypothesis

H<sub>1</sub> : Organizational changes have a positive effect on employee performance

H<sub>2</sub> : Job placement have a positive effect in employee performance

H<sub>3</sub> : Organizational change and Job Placement have a positive effect in employee performance

### 3. Research Methodology

This study uses a quantitative approach. The population of this study was all Sintelal personnel from the Indonesian Navy Headquarters in Jakarta, totaling 70 people. Data were collected using a questionnaire and distributed randomly to respondents. Research data analysis includes classical assumption tests which include validity and reliability tests, normality tests, multicollinearity tests, heteroscedicity tests, t tests and f tests.

### 4. Results

#### 4.1 Validity Test

This validity test analysis was carried out by correlating the item scores with the total item scores. Rtable value  $\geq 0.235$  (n = 70, then df = n - 2 = 68 and alpha = 5%). The results of validity testing by calculating the Pearson Product Moment correlation coefficient for all questionnaire questions in the study were  $> 0.235$ .

#### 4.2 Realbility Test

The research measuring instrument has high reliability if the test result score correlates with the lowest numerical score if Cronbach's Alpha is at least 0.6. The results of reliability testing carried out using Cronbach's Coefficient Alpha on performance variables, organizational changes, position placement are presented in the following table:

Tabel 1. Questionnaire Reliability

Variabel	Cronbach Aplha's Value	Desision
Employee Performance	0,925	Realibel
Organizational Change	0,894	Realibel
Job Placement	0,910	Realibel

Sumber: Result of research data processing, 2023

#### 4.3 Normality Test

Data normality testing uses the Kolmogorov-Smirnov One Sample Test. From the results of the normality test, an asymp sig value of 0.200 was obtained, which shows that the residuals are normally distributed.

Table 2. Kolmogorov-Smirnov Test

Variabel	Asymp. Sig. Value	Decision
Employee Performance, Organization Change, Job Placement	0,200	Normal

Source: Results of research data processing, 2023

#### 4.4. Multicollinearity Test

The test method used is by looking at the Variance Inflation Factor (VIF) and Tolerance values in the regression model. If the VIF value is less than 10 and the tolerance is more than 0.1 then the regression model is free from multicollinearity.

Table 3. Multicollinearity Test

Variable	Tolerance Value	VIF Value	Decision
Organizational Change	0,859	1,165	No Multicollinearity
Job Placement	0,859	1,165	No Multicollinearity

Source: Result of research data processing, 2023

#### 4.5 Heteroscedasticity Test

Based on the heteroscedasticity test using the Glejser test, the significant results of the organizational change variable (X1) amounted to 0.682, the position placement variable (X2) amounted to 0.572 which is greater than the significant standard value of 0.05. So it is concluded that there is no heteroscedasticity problem.

Table 4. Glejser Test

Variable	Significance Value	Decision
Organizational Change	0,682	No Heteroscedasticity
Job Placement	0,572	No Heteroscedasticity

Soure: Result of research data processing, 2023

#### 4.6 Hypothesis Test

The t test results for the Organizational Change variable (X1) show a calculated t value of 15.660. This means that the calculated t value of 15.660 is greater than the t table of 1.66691 ( $15.660 > 1.66691$ ). On the basis of this comparison,  $H_01$  is rejected and  $H_{a1}$  is accepted or means that there is an influence of Organizational Change (X1) on the Sintelal Employee Performance (Y).

Table 5. Simple Linear Regression Test

Variable	Regression Coefficient	t-count	Significance
Organizational Change	0,941	15,660	0,000
Significance Level	: 0,05		
Adjusted R-Square	: 0,827		

Source: Results of research data processing, 2023

The results of the t test for the Job Placement variable (X2) show a calculated t value of 4.332, which shows that the calculated t value of 4.332 is greater than the t table of 1.66691 ( $4.332 > 1.66691$ ). On the basis of this comparison,  $H_02$  is rejected and  $H_{a2}$  is accepted or this means that there is an influence of Job Placement (X2) on Sintelal Employee Performance.

Table 6. Simple Linear Regression Test

Variable	Regression Coefficient	t-count	Significance
Job Placemenet	1,214	4,332	0,000
Significance Level	: 0,05		
Adjusted R-Square	: 0,981		

Source: Results of research data processing, 2023

The calculated F result is 136.820, which means that  $H_0$  is rejected because the calculated F is greater than the F table (3.128) or ( $136.820 > 3.128$ ), so that the variables Organizational Change (X1) and Job Placement (X2) together influence the performance variable ( Y) which shows that  $H_a$  or Hypothesis Alternative is accepted.

Table 7. Multiple Linear Regression Test

Variable	Regression Coefficient	F-count	Significance
Organizational Change, Job Placement	3900,465	136,820	0,000
Significance Level	: 0,05		
Adjusted R-Square	: 0,981		

Source: Results of research data processing, 2023

## 5. Discussion

### 5.1 The Effect Organizational Change On Emloyee Performance

The research results show that organizational change has an effect on performance, this explains that the level of organizational change achieved will improve employee performance. These results strengthen research conducted by Nor Lailla and Mardi (2022) which states that organizational

change is related to changes in strategy, culture, employee attitudes, organizational structure, technology, communication leadership, and employee development influencing employee performance.

### *5.2 The Effect Job Placement On Employee Performance*

The research results show that position placement influences employee performance. This makes it clear that objective and appropriate position placement will improve employee performance. These results strengthen research conducted by Hafis Laksmana Nur Aldy (2020) which states that there is a significant positive relationship between Job Placement and the Performance of Hanifa Islamic Foundation Employees.

### *5.3 The Effect Organizational Change and Job Placement On Employee Performance*

The results of the research show that organizational change and position placement together influence employee performance. This can be explained that an achievement of organizational change that is able to realize organizational effectiveness and is strengthened by appropriate position placement in the organization will simultaneously be able to improve performance employee. This research strengthens the research of Debrike Mekeng et al (2007) which states that organizational changes and position placement in career development influence the performance of employees of the Manado State Property and Auction Service Office (KPKN).

## **6. Conclusion**

Based on the results of the analysis in this research, it can be concluded that organizational change has a positive effect on performance, position placement has a positive effect on performance and organizational change and position placement simultaneously have an effect on performance. These results imply that organizations in the process of organizational change must be carried out comprehensively starting from the unfreezing, moving and refreezing stages as well as meeting personnel needs through objective and appropriate position placement for employees to provide the best performance. The limitation of this research is that it has not discussed the achievements of organizational change and work motivation to determine their contribution to performance. Future research could consider measuring Sintelal's organizational change achievements as well as intrinsic or extrinsic motivation factors because they impact employee performance.

## **References**

- A.A. Anwar Prabu Mangkunegara. (2017). *Manajemen Sumber Daya Manusia Perusahaan*, Bandung: PT. Remaja Rosdakarya
- Afandi, P. (2018). *Manajemen Sumber Daya Manusia*, Riau:Zanafa Publishing
- Ardana. (2012). *Manajemen Sumber Daya Manusia*. Yogyakarta : Graha Ilmu.

- Arifana, Dian. (2015). Pengaruh Manajemen Perubahan Terhadap Gaya Kepemimpinan Serta Dampaknya Pada Motivasi Kerja Dan Kinerja Karyawan Di PT Bank Tabungan Pensiunan Nasional Purna Bakti Cabang Jember
- Azwar. (2017). Metode penelitian psikologi. Yogyakarta: Pustaka Pelajar
- Hafis Laksana Nur Aldy. (2020). Pengaruh Penempatan Kerja Terhadap Kinerja Karyawan Pada Yayasan Hanifa Islamic School, Jurnal Ekonomi Efektif vol 2 no 2
- Hardono, Indra. (2019). Pengaruh Penempatan Dan Beban Kerja Terhadap Motivasi Kerja Dan Dampaknya Pada Prestasi Kerja Pegawai. Jurnal Dimensi Vol 8
- Hariandja MTE. (2013). Manajemen Sumber Daya Manusia. Jakarta: Grasindo
- Khamid, Mohammad Abdul, (2022) *Pengaruh Penempatan Kerja Dan Gaya Kepemimpinan Terhadap Kinerja Pegawai Dengan Motivasi Kerja Sebagai Variabel Intervening Pada Pt Pln (Persero) Upt Palembang*, Program S-2, Universitas Tridnanti
- Nor Lailla, Mardi, (2022). Pengaruh Perubahan Organisasi Terhadap Kinerja Karyawan (Sidoarjo: Universitas Muhammadiyah Sidoarjo), SENARA 2022
- Poluakan, Ferlan. (2016). Pengaruh perubahan dan pengembangan organisasi terhadap kinerja karyawan PT. Sinar Galesong Prima Manado, Jurnal EMBA 2013, Vol 4
- Rahmi Hermawati dkk. (2021). Pengaruh Pelatihan Dan Motivasi Terhadap Kinerja Karyawan Pada Bank BJB di Cabang Balaraja Banten. Jurnal Ilmiah MSDM JENIUS
- Rifa'i, Nanang dan Noermijati. (2014). Pengaruh Ketepatan dan Penempatan kerja terhadap Motivasi Kerja dan Kinerja Karyawan pada Bank Syariah Mandiri Cabang Malang. Malang: Universitas Brawijaya
- Robbins, Stephen P. (2015). Perilaku Organisasi. Jakarta: Salemba Empat
- \_\_\_\_\_ & Mary Coulter. (2012). Manajemen Jilid 1/ Stephen P Robbins dan Mary Coulter diterjemahkan oleh Bob Sabran, Wibi Hardani. –Ed.10, Cet13-. Jakarta: Erlangga.
- Sayuti. (2006). Motivasi dan Faktor-Faktor yang Mempengaruhi. Jakarta: Ghalia Indonesia
- Suwatno, dan Tjutju Yuniarsih. (2013). Manajemen Sumber Daya Manusia. Bandung: Alfabeta.
- Tanjung, Anggaran S. (2016). Pengaruh Penempatan Kerja Terhadap Kinerja Karyawan (Studi Pada Eco Green Park, Kota Wisata Batu). Malang: Universitas Brawijaya
- Veithzal, Rivai. (2013). Manajemen Sumber Daya Manusia Untuk Perusahaan Dari Teori Ke Praktek, Bandung: Rajagrafindo Persada,
- Willy Gunawan Mochammad Al Musadieq Hamidah Nayati Utami. (2017). Pengaruh Penempatan Terhadap Motivasi Dan Kinerja (Studi pada Karyawan AJB Bumiputera 1912 Wilayah Malang), Jurnal Administrasi Bisnis (JAB), vol 52 no 1
- Winardi. (2010). Manajemen Prilaku Organisasi, Edisi Revisi, Jakarta:Kencana