

THE EFFECT OF WILLINGNESS TO CHANGE, JOB SATISFACTION, AND INTERHUMAN RELATIONS ON EMPLOYEE PERFORMANCE AT PT. LMN, PASURUAN REGENCY



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ABSTRACT

This study examines the influence of readiness for change, job satisfaction, and interpersonal relationships on employee performance at PT. LMN. A quantitative research design was employed, involving 128 employees as research respondents. Data were analyzed using linear regression to assess the relationships among the variables. The findings indicate that readiness for change, job satisfaction, and interpersonal relationships each have a positive and significant effect on employee performance. Employees who demonstrate greater adaptability to organizational changes tend to exhibit higher levels of productivity. Similarly, higher job satisfaction is associated with enhanced work engagement and performance outcomes. In addition, positive interpersonal relationships within the workplace contribute to improved performance through effective communication and social support. These results underscore the importance of fostering adaptability, maintaining employee satisfaction, and promoting healthy workplace relationships as key drivers of optimal organizational performance.

Keywords: *Willingness to Change; Job Satisfaction; Interhuman Relations;
Employee Performance*

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INTRODUCTION

This study focuses on the influence of three main variables on employee performance at PT. LMN, namely the variables of willingness to change, performance satisfaction, and interpersonal relationships. Employee performance is a very important factor in ensuring the smooth running of the company's operational activities (Triansyah et al., 2023). Therefore, to find out how important these factors are that can contribute to improving employee performance. Companies that have employees who are ready to change, satisfied with the results of their work, and able to build good cooperative relationships between fellow employees tend to have better performance (Susanto et al., 2025).

In an era of increasingly tight business competition, PT. LMN, which was founded in 2008, is a company engaged in the field of transportation management services that provides integrated transportation and goods delivery services using a combination of land transportation modes. PT. LMN aims to assist in the smooth running of business actors and provide services that can improve the supply chain. In order to reach its strategic objectives, PT. LMN must maintain and improve its human resources, particularly the performance of its employees, as the firm continues to expand. The company's strategic objectives and revenue targets may be attained via enhancing employee performance.

Employee performance is one of the factors in achieving the company's revenue target (Triansyah et al., 2023). The definition of employee performance according to Gibson et al., (2021) states that achieving predetermined goals refers to the level of success in completing tasks. Similarly, the definition according to Silaen et al., (2021) defines employee performance as the degree to which an individual realises the outcomes anticipated from their job. According to this view, performance at work is defined as the end outcome of an employee's efforts to accomplish predetermined objectives.

Employee performance at PT. LMN can be improved by creating synergy between the willingness to change, job satisfaction, and interpersonal relationships. These three variables support each other and can create a positive and productive work environment. Employees who are ready to change, are satisfied with their work results, and have good relationships with fellow coworkers and superiors will show more productive performance (Susanto et al., 2025). Therefore, companies need to manage these three factors well to achieve optimal results.

Based on this phenomenon, this investigation's goal is to analyze how the influence of willingness to change, job satisfaction, interpersonal relationships interact and affect employee performance results at PT. LMN.

LITERATURE REVIEW, RESEARCH FRAMEWORK, AND HYPOTHESES

Willingness To Change

The term "willingness to change" is used by Metselaar (1997) to describe the attitude and actions of an organization's members in response to proposed changes to its structure, work, or administrative procedures, with the goal of fostering their support and enhancement. Having a positive behavioural intention to adopt changes in structure, culture, or work practices is what Stoffers J & Mordant-Dols A (2015) call willingness to change. Indicators of willingness to change according to Kotter (2024) include urgency awareness, coalition building, clear vision, short-term wins.

Job Satisfaction

Davis (2022) stated that job satisfaction is a feeling of support or dissupport that employees experience at work. According to Barnett (2020), a person's level of job satisfaction might fluctuate over time due to factors including changes in their supervisor, colleagues, or the company's structure, as well as their own unique set of personality traits and experiences on the job. Widodo (2022) stated that there are several indicators of job satisfaction, including the work itself, coworkers, superiors, and the work environment.

Interhuman Relations

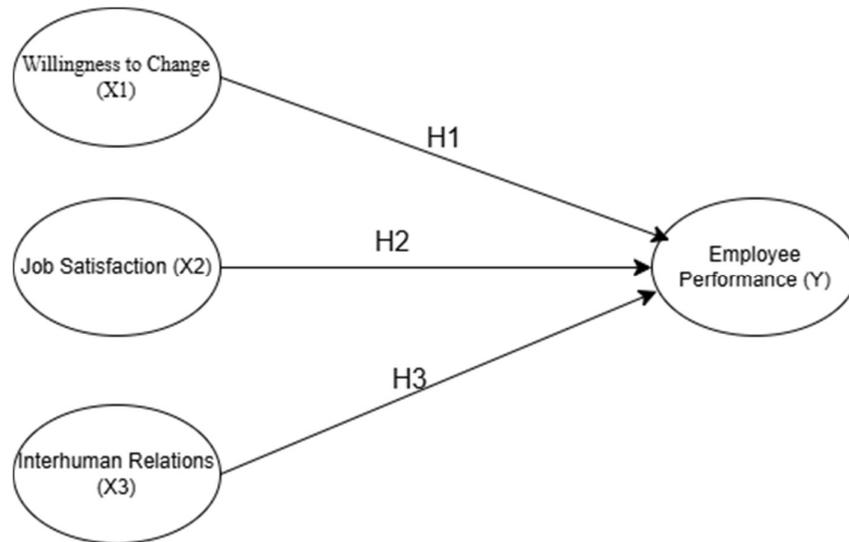
Hasibuan (2020) explains interpersonal ties as a kind of harmonious human connection that arises from the mutual understanding and acceptance of one another's wants in order to fulfil common goals. According to Davis (2020) interpersonal relations are interactions between one person and another, either in work situations or in work organizations. Indicators of interpersonal relations according to Effendi (2020) include communication, direction, openness, and mutual respect.

Employee Performance

Mangkunegara (2021) states that performance is the end outcome of an employee's efforts in fulfilling his assigned tasks, both in terms of number and quality. Moehersono (2021) states that the term "performance" refers to the degree to which an organization's strategic planning has been successful in achieving its purpose, vision, and objectives via the implementation of its programme of activities or policies. Quantity of work, timeliness, effectiveness, and dedication are the markers of employee success according to Robbins (2021).

Research Framework

Figure 1 illustrates the conceptual framework of this study. The model proposes that willingness to change (X1), job satisfaction (X2), and interhuman relations (X3) function as independent variables that directly influence employee performance (Y) as the dependent variable. The directional arrows in the framework indicate the hypothesized causal relationships between each independent variable and employee performance. Hypothesis 1 (H1) examines the effect of willingness to change on employee performance. Hypothesis 2 (H2) analyzes the influence of job satisfaction on employee performance. Hypothesis 3 (H3) tests the effect of interhuman relations on employee performance. This framework assumes that higher levels of adaptability to change, greater job satisfaction, and more effective interpersonal relationships will contribute positively to employee performance outcomes at PT. LMN.



Source : Developed by the author (2026)

Figure 1
Research Framework

Hypothesis

Based on the theoretical review and the conceptual framework presented in Figure 1, this study proposes that willingness to change, job satisfaction, and interhuman relations are important determinants of employee performance. Previous literature suggests that employees who demonstrate adaptability to organizational change, experience higher job satisfaction, and maintain positive interpersonal relationships tend to achieve better work outcomes. Therefore, the following hypotheses are formulated:

H1: Willingness to change has a positive effect on employee performance at PT. LMN.

H2: Job satisfaction has a positive effect on employee performance at PT. LMN.

H3: Interhuman relations have a positive effect on employee performance at PT. LMN.

METHOD

This study employs quantitative methods and draws from both primary and secondary sources of information. Interviews, surveys, and literature reviews were used to gather data. For this research, 124 workers were chosen at random to receive the questionnaires.

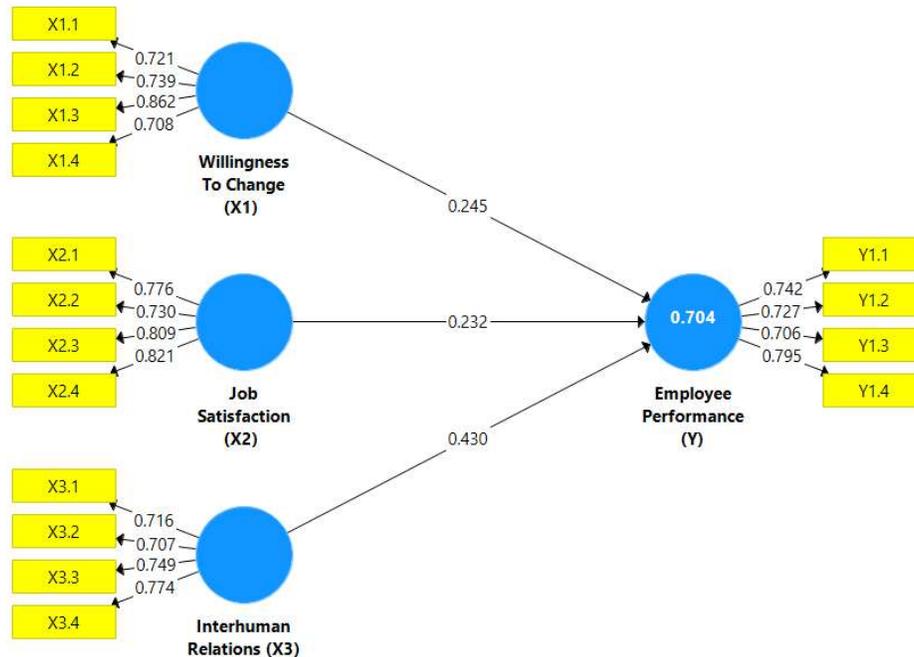
The study material was deemed eligible for use after the sample procedure was chosen using the purposive sampling approach (Memon et al., 2025), taking specific aspects into account. The questionnaire distributed to respondents consisted of twelve positive statements measured on a Likert scale with answer choices of Strongly Agree (5), Agree (4), Neutral (3), Disagree (2), and Strongly Disagree (1). After obtaining data from respondents, this study utilized the Partial Least Square (PLS) data analysis tool through the SmartPLS application (Haji-Othman et al., 2024).

RESULTS AND DISCUSSION

Personnel at PT. LMN were polled using questionnaires, and their responses formed the basis of this study's findings. From the 124 participants that filled out the survey, 69 (or

56% of the total) were male and 55 (or 44% of the total) were female. This suggests that the length of work of the respondents was 1-3 years as many as 45 people or 36%, 4-5 years as many as 55 people or 44%, and >6 years as many as 24 people or 20%.

After describing the respondent characteristics, the next stage of analysis involved evaluating the measurement and structural models using Partial Least Squares-Structural Equation Modeling (PLS-SEM) through the SmartPLS application. The evaluation of the outer model was conducted to assess the validity of the indicators and to ensure that each construct was measured accurately. The results of the outer model analysis are presented in Figure 2.



Source: Data Analyzed, 2025

Figure 2
Outer Model Graph

The fact that each indication has a factor loading value higher than 0.7 is well-known. This means that the indications are legitimate. Employee Performance has an R-Square value of 0.704. This means that the model can account for 70% of the variation in employee performance, which is impacted by the independent variables such as Job Satisfaction, Interpersonal Relations, and Willingness to Change. The remaining 30% is accounted for by variables that are not part of this study.

In addition to examining outer loading values, convergent validity in PLS-SEM can also be assessed using the Average Variance Extracted (AVE). AVE represents the average proportion of variance that a latent construct explains in its indicators relative to the total variance, including measurement error (Dash & Paul, 2021). In other words, AVE evaluates how well a construct captures the variance of its indicators.

The next step in evaluating the measurement model is assessing the Average Variance Extracted (AVE). AVE measures the extent to which a latent construct explains the variance of its indicators relative to measurement error (Cheung et al., 2024). In other words, it indicates how well the underlying latent variable accounts for the variation in its observed indicators. An AVE value greater than 0.50 suggests adequate convergent validity, meaning that the construct explains more than 50% of the variance of its

indicators (Haji-Othman & Yusuff, 2022). Therefore, if the AVE exceeds 0.50, the construct is considered to have satisfactory validity. The AVE values for Willingness to Change (X1), Job Satisfaction (X2), Interhuman Relations (X3), and Employee Performance (Y) are presented in Table 1.

Table 1
Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)
Willingness To Change (X1)	0.578
Job Satisfaction (X2)	0.616
Interhuman Relations (X3)	0.543
Employee Performance (Y)	0.553

Source: Data Analyzed, 2025

As presented in Table 1, all constructs demonstrate AVE values above the recommended threshold of 0.50, indicating adequate convergent validity. Willingness to Change (0.578), Job Satisfaction (0.616), Interpersonal Relations (0.543), and Employee Performance (0.553) each exceed the minimum criterion. This result implies that more than 50% of the variance in the indicators is explained by their respective latent constructs, while the remaining variance is attributed to measurement error. Among the constructs, Job Satisfaction shows the highest AVE value (0.616), suggesting that its indicators have the strongest convergence in representing the construct.

Overall, the AVE results confirm that all measurement constructs used in this study meet the convergent validity requirement in PLS-SEM. Therefore, the indicators are considered sufficiently representative of their respective latent variables, and the measurement model can be deemed valid. Since the convergent validity criteria have been satisfied, the analysis can proceed to the evaluation of reliability and the structural model assessment.

In evaluating the measurement model, internal consistency reliability is assessed using Composite Reliability (CR). Composite Reliability measures the extent to which the indicators of a construct consistently represent the same latent variable (Fu et al., 2022). Unlike Cronbach's Alpha, CR takes into account the outer loadings of each indicator, making it more suitable for PLS-SEM analysis.

According to (Selfira, 2025), a Composite Reliability value greater than 0.70 indicates satisfactory internal consistency reliability. Constructs with CR values ≥ 0.70 are considered reliable, meaning that their indicators consistently measure the underlying latent variables. Therefore, if the composite reliability score exceeds 0.70, the construct can be regarded as reliable.

The Composite Reliability values for Willingness to Change (X1), Job Satisfaction (X2), Interpersonal Relations (X3), and Employee Performance (Y) are presented in Table 2.

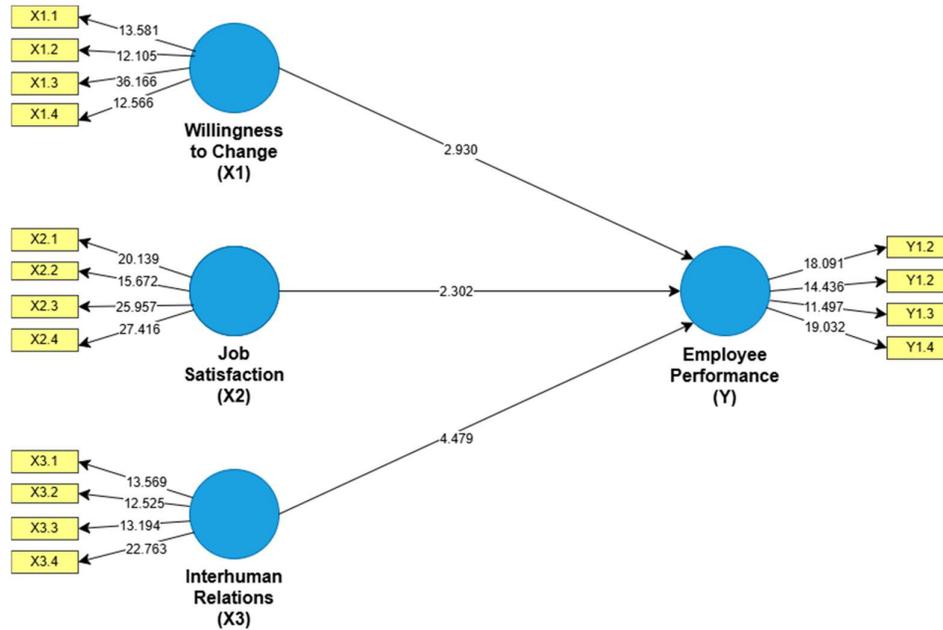
Table 2
Composite Reliability

Variable	Composite Reliability
Willingness To Change (X1)	0.845
Job Satisfaction (X2)	0.865
Interhuman Relations (X3)	0.826
Employee Performance (Y)	0.831

Source: Data Analyzed, 2025

As shown in Table 2, all constructs have Composite Reliability values above 0.70. This indicates that Willingness to Change, Job Satisfaction, Interpersonal Relations, and Employee Performance demonstrate good internal consistency reliability. Therefore, all four variables in this study can be considered reliable, and the measurement model satisfies the reliability requirement.

After confirming the adequacy of the measurement model, the next step is evaluating the structural model (inner model) to examine the relationships among latent variables. The structural model results obtained from the bootstrapping procedure are presented in Figure 3.



Source: Data Analyzed, 2025

Figure 3
Inner Model Graph

Hypothesis testing in this study can be known through the results of the estimate for path coefficients. We may embrace H1 if we find that employees' performance improves when they are open to change. The initial sample value (O) is 0.245, which is positive, and the T statistics value of 2.930 is higher than the Za value of 0.05, with P values $0.002 < 0.05$. Therefore, we accept H1 since there is a favourable correlation between employees' openness to change and their performance.

The second hypothesis, that workers are more productive when they are happy in their jobs, seems plausible. In terms of the findings, we can see that the P values are less than 0.05, the original sample value is positive at 0.232, and the T statistics value is more than the Za value, which is 0.05, coming in at 2.302. The findings show that job satisfaction significantly improves employee performance, which supports H2.

Assumption 3 states that good connections between coworkers have a beneficial influence on productivity. The findings are associated with a P value of $0.000 < 0.05$, a positive original sample value (O) of 0.430, and a T statistics value of 4.479, which is higher than the Za value of 0.05. The findings show that interhuman relations significantly improve employee performance, which supports H3.

The Influence of Willingness to Change on Employee Performance

According to the findings from the research data processing that was done using PLS, the first hypothesis was that the employees of PT. LMN are willing to change and that this willingness has an effect on their performance. This influence shows that there is a relationship between the two variables. This suggests that an employee's performance directly proportional to their openness to change.

According to Matselaar (2015)) view, a person's desire to change is useless unless their actions back up that desire. The positive behavioural intention to adopt changes in structure, culture, or work practices is known as "willingness to change" (Stoffers J & Mordant-Dols A, 2015). Zeid et al. (2017) found that people are less likely to accept and execute changes when their willingness is low, while those with a high willingness are more likely to support and contribute to change and show less opposition to its implementation. The significance of adaptability in a constantly changing workplace has been the subject of prior research, and this study adds to that body of evidence.

The Influence of Job Satisfaction on Employee Performance

The second hypothesis, which states that job satisfaction affects employee performance at PT. LMN, is supported by the data processed from the research that has been carried out using PLS. The results also indicate that the terms of explanation are acceptable. This influence demonstrates a relationship between job satisfaction and employee performance. Previous ideas and research have shown that job satisfaction is a significant component influencing employee performance, and our finding confirms that.

Dynamic factors like changes in colleagues, supervision, or organisational structure may impact job satisfaction, which is a complex combination of job features, surroundings, and personal attributes and sentiments (Barnett, 2020). These findings are in line with the findings of the study by Pratama & Irbayuni (2023), which found that when employees are happy in their jobs, they perform better.

The Influence of Interhuman Relations on Employee Performance

Data processing from PLS-based research has shown that, subject to acceptable explanation, etc., the third hypothesis that interhuman relations impact PT. LMN employees' performance does in fact hold. This impact demonstrates a relationship between variables pertaining to employees' interhuman relations and their performance on the job. This suggests that workers' performance is directly correlated to the quality of their interpersonal relationships at work.

Harmonious human connections are the result of people being self-aware and being open to combining their own objectives with those of others in order to fulfil common goals (Hasibuan, 2020). Effendi (2020) practice effective human interactions. These findings corroborate those of a study that found human interactions to significantly impact employee performance for the better (Rosalina & Apiska, 2020).

CONCLUSION AND SUGGESTION

According to the research that has been carried out, the results of the PLS testing that was done to determine the effect of job satisfaction, interhuman relations, and willingness to change on employee performance at PT. LMN indicate that employees' performance is improved by a higher level of willingness to change, with clear vision being the strongest indicator of this quality. This shows that the clearer the vision or direction of the company or superiors, the higher the quality of employee performance produced.

The results of this test also show that job satisfaction contributes to improving employee performance at PT. LMN with the work environment as the strongest measure in job satisfaction. Employee performance is directly proportional to the quality of the work environment in which they are employed. The available evidence suggests that PT. LMN's employees benefit from solid interpersonal interactions, with a mutual respect attitude serving as the most important indicator of this. Employee performance is directly correlated to the level of mutual respect present in the workplace.

As an implication of the results of this study, several suggestions can be submitted that can be considered and used as material for decision making, namely the company needs to ensure that the change programs implemented are truly effective in increasing employee willingness to change and ultimately improving their performance. By clarifying the vision and objectives of the changes that occur in the company, management must communicate the vision of change clearly and consistently to all employees. Everyone should be able to hear and understand the firm's vision, and the company should make sure that happens. In order to boost employee job satisfaction, the corporation should do more to create a welcoming workplace and provide workers what they need to get their jobs done. In order to ensure the comfort of its employees while they work, the firm may also equip them with suitable work facilities that meet health regulations.

To further foster a positive work atmosphere, the organization is anticipated to foster more transparent and efficient communication channels between workers as well as between managers and their subordinates. Training programs on communication, teamwork, and conflict management can help employees build better interpersonal relationships and can increase awareness of the importance of mutual respect. The company can also open a two-way communication forum between management and employees to strengthen mutual respect for fellow coworkers.

Meanwhile, future researchers are encouraged to incorporate additional variables that may further explain employee performance. Several important variables that can be considered include organizational commitment, leadership style, work motivation, and organizational culture. Organizational commitment is essential because employees who demonstrate strong emotional attachment and loyalty to the organization tend to exert greater effort in achieving organizational goals, which directly affects performance.

Leadership style is also a critical factor, as effective leadership influences employee attitudes, motivation, and work behavior. Furthermore, work motivation plays a central role in driving employees to achieve higher levels of productivity and performance, as motivated employees are more likely to invest effort and persistence in completing tasks.

Organizational culture may also be examined because shared values, norms, and beliefs within an organization shape employee behavior and performance outcomes. By including these variables, future studies may provide a more comprehensive understanding of the determinants of employee performance and increase the explanatory power of the research model. Additionally, conducting similar studies in different industrial sectors would enhance the generalizability of the findings.

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