

THE INFLUENCE OF ORGANIZATIONAL CHANGE AND CAREER ADAPTABILITY ON EMPLOYEE PERFORMANCE MEDIATED BY JOB SATISFACTION AT THE REGIONAL OFFICE OF THE MINISTRY OF HUMAN RIGHTS OF CENTRAL JAVA



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ABSTRACT

This study aims to examine and analyze the influence of organizational change and career adaptability on employee performance, mediated by job satisfaction, at the Regional Office of the Ministry of Human Rights in Central Java. The population of the study includes 66 employees of the aforementioned office. A quantitative method is employed, using Structural Equation Modelling (SEM) with a Partial Least Squares (PLS) approach. The results reveal that both organizational change and career adaptability have a positive and significant effect on job satisfaction. Organizational change also has a direct and significant impact on employee performance, while career adaptability does not directly affect performance. However, job satisfaction significantly mediates the influence of both organizational change and career adaptability on employee performance. These findings highlight the crucial role of job satisfaction as an intervening mechanism in improving employee performance, particularly within public organizations undergoing transformation and demanding a high level of career adaptability from their personnel.

Keywords : Career Adaptability; Job Satisfaction; Employee Performance;
Organizational Change

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INTRODUCTION

Performance is the result of an individual's work behavior in a specific role that can be measured and evaluated to determine the effectiveness of their contribution to organizational goals (Robbins & Judge, 2018). The performance of civil servants (PNS), according PermenPAN-RB No. 6 of 2022, is defined as the work outcomes achieved by each civil servant measured based on individual performance indicators to support the achievement of organizational goals and objectives. Civil servants need to develop an adaptive attitude in responding to rapid changes including adapting to regulatory changes in government (Safiri, 2022).

Referring to Presidential Regulation (Perpres) No. 139 of 2024 on the Reorganization of the Duties and Functions of State Ministries changes have occurred in the structure of the Indonesian government. The number of ministries increased from 34 in the previous cabinet to 48 in the current one. This change includes the establishment of new ministries and the separation of functions from previously merged ministries. These changes aim to improve the effectiveness of governance, align tasks among ministries, and address national development challenges in various sectors (Gusman, 2024)

Organizational change can be defined as modifications in human resources, structure, or technology within an organization, aimed at improving effectiveness and efficiency (Robbins & Coulter, 2018). Change is driven by three main forces : external forces, internal forces, and change agents (leaders). Organizations must respond to both external and internal environments to survive, with leaders serving as the main drivers of change (Wijayati et al., 2018) Research by Abdallah et al., (2022) show that organizational change affects employee performance. However, this contradicts Shaumi et al.,'s (2023) study, which revealed that organizational change has no immediate impact on overall company performance. Instead, it indirectly affects workers' output through the intermediate role of job satisfaction, which serves as a key connector in the framework..

The public sector faces increasingly diverse challenges, including regulatory changes and demands for improved public services, which require employees to constantly adapt (Mirza & Chaudhry, 2024). According to data reported by Kompas.com on December 14, 2023, the average score for civil servants in the "Adaptive" category was only 40.1 percent, which is categorized as unhealthy. The Minister for Administrative and Bureaucratic Reform, Azwar Anas, stated that civil servants still struggle to adapt, especially in decision-making related to new matters. Career adaptability is regarded as a critical element influencing how well employees perform (Ohme & Zacher, 2015). It represents an individual's capacity to cope with changes in the workplace and the various challenges encountered throughout their career (Savickas & Porfeli, 2012). Savickas and Porfeli (2012) describe career adaptability as comprising four essential pillars: proactive concern, self-discipline, inquisitiveness, and self-assurance.

In the context of civil servant performance, job satisfaction is also a crucial factor that influences performance (Gazi et al., 2024). Job satisfaction is defined as a person's positive feelings about their job based on evaluations of various job aspects (Robbins & Judge, 2018). According to Robbins, the main indicators of job satisfaction include the work itself, salary, promotion opportunities, supervision, and coworkers (Robbins & Coulter, 2018).

The 2024 Presidential Decree No. 139 compels a structural overhaul of the Ministry of Law and Human Rights (Kemenkumham), dividing it into three autonomous bodies: the Ministry of Human Rights Protection, Ministry of Law and the Ministry of

Immigration and Correctional Services..This restructuring has impacted the performance of employees affected by these regulatory changes. Changes in organizational structure, work processes, and the allocation of new roles and responsibilities can impact employees' adaptability and job satisfaction, which subsequently influence their performance (Rozanna et al., 2019).

In terms of career adaptability, employees are still considered to be underperforming. This is reflected in the low participation rate in various work activities, such as human rights strengthening programs, where attendance is below 80%, a lack of initiative in completing tasks, and minimal collaboration among colleagues. Government agency performance achievements are reported in the Performance Accountability Report of Government Agencies (LKjIP), which serves as an accountability document for the agency's strategic and annual plans. The performance achievements in LKjIP reflect the effectiveness and efficiency of programs and activities. The internal service satisfaction level at the Central Java Regional Office is reported to fluctuate but still meets the annual target of 3.1. However, the internal service satisfaction index dropped in 2023 to 3.88, indicating a decrease in job satisfaction.

Employee performance encompasses the outcomes achieved by workers, including the excellence and volume of their output, as they complete duties corresponding to their designated roles (Robbins & Coulter, 2018). To effectively carry out duties in the field of human rights, employees must have high career adaptability during organizational changes, which undoubtedly affects organizational performance. Employees who are not engaged tend to exhibit counterproductive behavior such as lack of enthusiasm, pessimism towards tasks, and difficulty meeting job demands.

This study investigates how organizational transformation and career adaptability influence workers' output, using job satisfaction as an intermediary element. Studies addressing these relationships within the context of public sector organizations remain relatively scarce.

Based on the background presented, the objectives of this study are outlined as follows. This research seeks to examine the influence of organizational change on employee performance at the Regional Office of the Ministry of Human Rights in Central Java. It also aims to analyze the impact of career adaptability on employee performance within the same institution. Furthermore, this study intends to assess the effect of organizational change on job satisfaction and to determine the influence of career adaptability on job satisfaction. In addition, the research seeks to identify the extent to which job satisfaction affects employee performance. The study further investigates the mediating role of job satisfaction in the relationship between career adaptability and employee performance. Lastly, it aims to explore the mediating effect of job satisfaction on the relationship between organizational change and employee performance at the Regional Office of the Ministry of Human Rights in Central Java.

LITERATURE REVIEW

Performance

Performance represents the outcome produced by an individual in the execution of their assigned duties, which depends on skills, experience, and the level of commitment in working (Mangkunegara, 2009). In other words, performance is not only about the final result but also how a person performs the work process. Therefore, organizations need to provide adequate training and create a supportive work environment to continuously improve performance. Performance is described as the observable actions or behaviors demonstrated by individuals in carrying out their assigned duties and responsibilities.

(Wibowo, 2020). This definition emphasizes that performance is measured not only by the results achieved but also by how a person works. Factors such as motivation, leadership, organizational culture, and reward systems greatly influence an individual's performance in the workplace.

Performance denotes the level of success demonstrated by individuals or groups in an organization while executing their designated duties (Gibson et al., 2012). High performance is typically assessed based on productivity, quality of outcomes, and the efficiency of resource utilization (Mathis & Jackson, 2014). Therefore, organizations need to implement an objective performance appraisal system to ensure that each individual can work optimally according to the expectations of the company or institution.

Six primary criteria are commonly used to assess individual performance within an organization (Bernardin & Russell, 1998). These criteria are:

- a) Quality : Measures the extent to which the process or result of a task meets the expected goals. This includes accuracy and compliance with established standards.
- b) Quantity : Assesses the amount of output produced, which may be expressed in monetary value, number of units, or completed activity cycles.
- c) Timeliness : Evaluates how well a task is completed within a specified time, considering coordination with other outputs and the time available for other activities.
- d) Cost Effectiveness : Measures how well organizational resources (such as human resources, money, technology, and materials) are utilized to achieve the best results or minimize loss per unit of resource used.
- e) Need for Supervision : Assesses the extent to which an employee can perform their duties without requiring supervision or intervention to prevent undesirable outcomes.

Organizational Change

In essence, any change introduced within an organization aims to improve its overall effectiveness by enhancing its ability to adapt to environmental dynamics and shifts in member behavior (Robbins, 2006). Moreover, Robbins explains that organizational change may involve modifications in structural aspects (such as strategy and systems), technological elements, physical arrangements, or human resources.. According to Desplaces, changes within an organization often bring additional effects that are not always positive. In fact, Abrahamson (2000) stated that change can trigger "dramatic" events that must be faced by all members of the organization.

Organizational changes can generally be classified into four main categories: structural changes, technological changes, physical or spatial changes, and changes related to people (Robbins, 2006).

- a) Structure : Structural changes are made by modifying one or more elements of organizational design. Examples include merging responsibilities between departments, eliminating vertical layers, and expanding spans of control to create flatter organizations and reduce bureaucracy. Additionally, organizations may implement more rules and procedures to enhance operational standards or accelerate decision-making through decentralization.
- b) Technology : Technological changes involve adopting new equipment, systems, or processes to increase efficiency and organizational productivity.
- c) Physical Arrangement : This includes changes in workspace layout or the physical environment of the organization to better support productivity and workplace comfort.

- d) People : People-focused changes may include redefining job descriptions, enriching jobs, implementing flexible working hours, or modifying reward systems, such as performance-based bonuses or profit-sharing, with the goal of increasing employee motivation.

Career Adaptability

Career adaptability is described as a person's ability to anticipate and adapt successfully to diverse shifts and obstacles in the workplace (Savickas & Porfeli, 2012). It represents a person's readiness to confront challenges and seize opportunities that emerge throughout their career journey (Savickas & Porfeli, 2012). In today's era of rapid development especially with technological advancements and evolving job structures this capability has become increasingly essential. In an era marked by rapid progress, especially driven by technological innovation and evolving job structures, this capability has become increasingly essential for maintaining competitiveness and sustaining employability in a dynamic labor market (Arman et al., 2024).

Career adaptability encompasses four mutually interrelated dimensions (Hirschi, 2018). First, concern, or care about the future career, which means the individual can plan steps to achieve their career goals. Second, control, which reflects how much control an individual has in making career-related decisions. Third, curiosity, or the desire to explore various career possibilities. Lastly, confidence, which is the individual's belief in facing challenges that arise during their career journey.

Job Satisfaction

Job satisfaction represents a fundamental construct in human resource management and organizational psychology, embodying an individual's comprehensive attitude or affective reaction to their employment (Robbins & Judge, 2018). As Robbins (2018) explains, job satisfaction arises from the discrepancy between the rewards workers actually obtain and those they anticipate. It manifests as the favorable or unfavorable feelings employees harbor regarding their roles, influenced by elements like workplace environment, interpersonal dynamics with peers, and the remuneration or acknowledgment provided. Robbins (2018) highlights that job satisfaction represents an individual's overall attitude toward their work. Employees who experience satisfaction generally display positive behaviors and outlooks, whereas those who are dissatisfied tend to demonstrate negative attitudes toward their jobs.

Job satisfaction can be understood as an emotional state experienced by employees toward their work, which may manifest as either positive or negative feelings (Gazi et al., 2024). Sunyoto (2012) argues that workers who are content with their jobs tend to achieve peak performance, while those who are unhappy with their roles generally exhibit reduced output. Job satisfaction pertains to the degree to which an individual's personal needs are fulfilled through the demands of their job, resulting in a sense of harmony and contentment within the work itself (Robbins & Judge, 2018). The dimensions of job satisfaction according to Robbins cover several aspects related to employee experiences and perceptions of their work. These dimensions include :

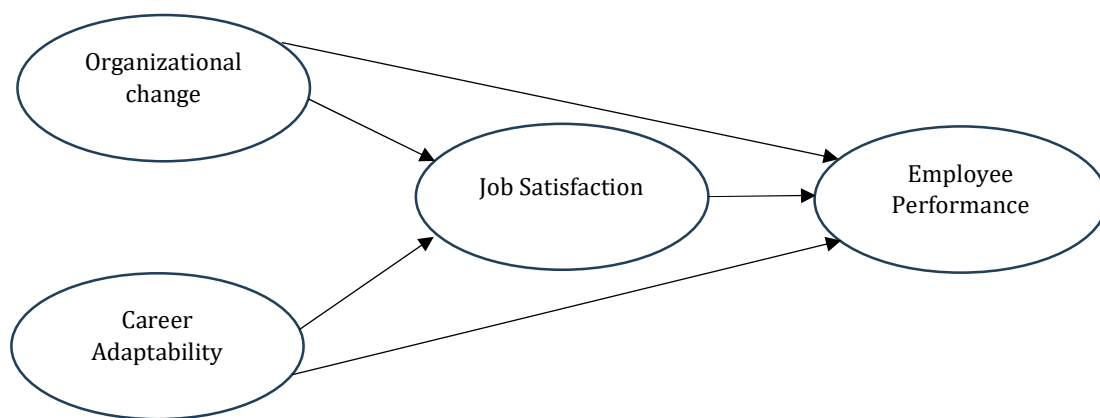
- a) Satisfaction with the Work Itself : This dimension includes how employees feel about the tasks and responsibilities they carry out. If the job is interesting, challenging, and personally fulfilling, job satisfaction tends to be higher.
- b) Satisfaction with Rewards : This relate to how satisfied employees are with the various forms of rewards they receive, such as salaries, benefits, and other forms

of recognition. Employees who feel their compensation is fair and proportional to their contributions tend to be more satisfied.

- c) Satisfaction with Supervision : Job satisfaction is also influenced by how employees perceive the quality of supervision they receive. Supportive, fair, and open supervision contributes to higher job satisfaction.
- d) Satisfaction with Coworkers : Social relationships among employees also determine job satisfaction levels. A supportive environment and good teamwork among colleagues create a more pleasant working atmosphere.
- e) Satisfaction with Promotion Opportunities : Opportunities for growth and promotion within the organization are also important. Employees who feel there is room for advancement and that their achievements are recognized tend to be more satisfied with their jobs.

Research Framework

Figure 1 presents the conceptual framework underpinning this study, which describes the relationships among the variables examined. As illustrated in Figure 1, organizational change (X1) and career adaptability (X2) are hypothesized to affect employee performance (Y) both directly and indirectly through job satisfaction (Z), which serves as a mediating variable. This framework suggests that changes within the organization and employees' adaptability to their careers can enhance job satisfaction, which in turn leads to improved performance.



Source : Formulated by the Researcher, 2025

Figure 1
Research Framework

Hypotheses

Before formulating the hypotheses, it is necessary to explain the logical relationships between the variables based on the theoretical framework and previous research findings. The conceptual framework presented in Figure 1 illustrates that organizational change and career adaptability are posited to affect employee performance both directly and indirectly, with job satisfaction functioning as a mediating variable. The development of the hypotheses in this study is based on relevant theories and empirical evidence,

which suggest that organizational change and career adaptability play important roles in shaping employees' attitudes and behaviors in the workplace.

Based on the theoretical foundation and conceptual framework described above, the following hypotheses are proposed:

- H1: Organizational change has a significant positive effect on job satisfaction at the Regional Office Of The Ministry Of Human Rights Of Central Java.*
- H2: Career adaptability has a significant positive effect on job satisfaction at the Regional Office Of The Ministry Of Human Rights Of Central Java.*
- H3: Job satisfaction has a significant positive effect on performance at the Regional Office Of The Ministry Of Human Rights Of Central Java.*
- H4: Career adaptability has a significant positive effect on employee performance at the Regional Office Of The Ministry Of Human Rights Of Central Java.*
- H5: Organizational change has a significant positive effect on employee performance at the Regional Office Of The Ministry Of Human Rights Of Central Java.*
- H6: Job satisfaction mediates the effect of career adaptability on performance at the Regional Office Of The Ministry Of Human Rights Of Central Java.*
- H7: Job satisfaction mediates the effect of organizational change on performance at the Regional Office Of The Ministry Of Human Rights Of Central Java.*

METHOD

This study employs a quantitative research approach. Quantitative research represents a scientific method grounded in the positivist philosophy (Sugiyono, 2019). The sampling method utilized in this study is saturated sampling (also known as census sampling), where all members of the population are included as participants in the sample (Sugiyono, 2019). This technique is employed when the total population consists of fewer than 100 individuals, enabling all members of the population to be included as the sample. (Sugiyono, 2019) .In this study, the saturated population and sample consist of all employees of the Regional Office of the Ministry of Human Rights of Central Java, totaling 66 individuals.

The data collection technique in this study uses a questionnaire distributed directly to respondents. The survey includes items corresponding to every variable in the study, rated on a 5-point Likert scale from 1 (strongly disagree) to 5 (strongly agree). As defined by Sugiyono (2019), a questionnaire serves as a formalized instrument for gathering data by providing participants with prepared questions or statements designed to capture their views, attitudes, or assessments of the researched constructs. This research utilizes Partial Least Squares (PLS) analysis through SmartPLS software. SmartPLS represents a variance-based approach to Structural Equation Modeling (SEM), facilitating the concurrent evaluation of the measurement model alongside the structural model.

RESULTS AND DISCUSSION

Data Analysis

Based on the results of demographic analysis, the total number of employees who became respondents was 66 people. In terms of gender distribution, most of the respondents were male, totaling 42 people (63.63%), while females numbered 24 people (36.37%). The age distribution showed that most employees were in the age range of 20–35 years, totaling 45 people (68.19%), followed by the age group of 36–45 years with 18 people (27.27%),

and the age group of 46–55 years with 3 people (4.55%). There were no respondents over the age of 55.

Regarding educational attainment, the majority of respondents possessed a Bachelor's degree. (S1) with 41 people (62.12%), followed by high school graduates or equivalent with 14 people (21.21%), Diploma (D3) graduates with 8 people (12.12%), and Master's degree (S2) holders with 3 people (4.55%). There were no respondents with a Doctoral degree (S3). Based on length of service, most employees had worked for more than 5 to 10 years, totaling 26 people (39.39%), followed by those with 1 to 5 years of service with 22 people (33.33%), and more than 10 years with 18 people (27.28%). No employees had less than 1 year of work experience).

The demographic characteristics of respondents in this study are presented in Table 1, which provides an overview of their gender, age, educational background, and years of service. This information is important to understand the general profile of employees who participated in the research and to ensure that the data represent the actual conditions of the workforce at the Regional Office of the Ministry of Human Rights of Central Java.

Table 1
Respondent Demographic

Information	Total Employees	Percentage
Gender		
Male	42	63.63%
Female	24	36.37%
Age		
20 – 35	45	68.19%
36 – 45	18	27.27%
46 – 55	3	4.54%
55 – 60	0	0%
Latest Education		
Senior High School/Equivalent	14	21.21%
Diploma (D3)	8	12.12%
Bachelor's Degree (S1)	41	62.12%
Master's Degree (S2)	3	4.55%
Doctoral Degree (S3)	0	0%
Years of Service		
<1 year	0	0%
>1 to 5 years	22	33.33%
>5 to 10 years	26	39.39%
>10 years	18	27.28%

Source : Formulated by the Researcher, 2025

Outer Model Testing

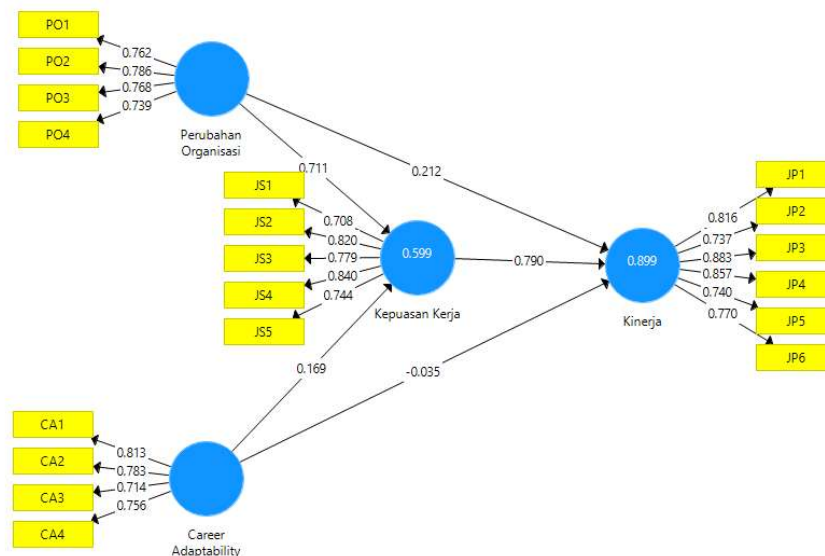
In this study, the outer model is used to evaluate the validity and reliability of the constructs. Data validity is assessed using convergent validity analysis by evaluating the loading factor values. An indicator is deemed valid if its loading factor value is equal to or greater than 0.708.(Hair et al., 2017).

The objective of this analysis is to verify that each indicator effectively represents the construct it is designed to measure. Furthermore, the reliability test evaluates the internal consistency among the indicators (Hair et al., 2019). Thus, the outer model plays an essential role not only in verifying construct validity but also in ensuring the reliability and precision of the instruments used in data analysis.

Convergent Validity Testing

Convergent validity is a method used to assess how well the indicators designed to represent a latent construct actually measure that construct (Hair et al., 2019). This evaluation plays a vital role in construct validation, especially within multivariate analyses and structural modeling techniques such as Partial Least Squares (PLS) and Confirmatory Factor Analysis (CFA) (Hair et al., 2019).

Generally, convergent validity assesses the relationships among indicators that are theoretically expected to measure the same construct (Hair et al., 2017). A strong correlation among these indicators demonstrates that they effectively capture the conceptual dimensions of the intended construct. One key parameter in this assessment is the loading factor, which represents the strength and direction of the relationship between a latent construct and its indicators. A higher loading factor signifies a stronger representation of the construct. (Hair et al., 2017). The initial estimation of the research model analyzed using SmartPLS 3.0 is presented in the following illustration.



Source : Formulated by the Researcher, 2025

Figure 2
PLS Model

The outer loading test assesses the significance of each indicator's contribution to its corresponding construct. An indicator is deemed valid if its loading factor demonstrates the highest value for its respective construct. Based on Figure 2, several indicators show loading factors above 0.70, such as PO1, PO2, PO3, PO4, CA1, CA2, CA3, CA4, JS1, JS2, JS3, JS4, JS5, and JP1, JP2, JP3, JP4, JP5. These values indicate that the indicators have good convergent validity in measuring the intended latent variables.

Discriminant Validity

Discriminant validity plays a crucial role in structural equation modeling (SEM) by confirming that every construct captures a unique underlying concept. A widely used method to evaluate this is cross-loading examination, where each indicator should exhibit its strongest loading on the construct it is intended to measure compared to all other constructs (Hair et al., 2017). According to the cross-loading analysis results, every

indicator showed the strongest loading on its assigned construct in comparison to the others, as displayed in Table 2.

Table 2
Discriminant Validity

	Career Adaptability	Job Satisfaction	Performance	Organizational Change
CA1	0,813			
CA2	0,783			
CA3	0,714			
CA4	0,756			
JP1			0,816	
JP2			0,737	
JP3			0,883	
JP4			0,857	
JP5			0,740	
JP6			0,770	
JS1		0,708		
JS2		0,820		
JS3		0,779		
JS4		0,840		
JS5		0,744		
PO1				0,762
PO2				0,786
PO3				0,768
PO4				0,739

Source : Formulated by the Researcher, 2025

As indicated in Table 2, all indicator items demonstrate the strongest loading values on their designated constructs relative to the other constructs. This result demonstrates that each item more accurately represents its intended construct than any other. Consequently, it can be concluded that all constructs in this study meet the criteria for discriminant validity, confirming that each variable is empirically distinct from the others (Hair et al., 2017).

Average Variance Extracted (AVE)

The next phase of convergent validity evaluation entails inspecting the values of Average Variance Extracted (AVE). (Hair et al., 2017). AVE indicates the average amount of variance explained by the indicators of a construct. A construct is considered to demonstrate adequate convergent validity when its AVE value exceeds the threshold of 0.50. Therefore, AVE reflects the proportion of variance in the indicators that is successfully accounted for by the construct, relative to the variance attributed to measurement error (Hair et al., 2017). The Average Variance Extracted (AVE) figures for every construct are displayed in Table 3.

Table 3
Average Variance Extracted

Variable	AVE Value	Remarks
Organizational Change (X1)	0.584	Valid
Career Adaptability (X2)	0.589	Valid
Job Satisfaction (Z)	0.608	Valid
Performance (Y)	0.644	Valid

Source : Formulated by the Researcher, 2025

Table 3 shows that all AVE values for each construct are above the 0.50 threshold. This indicates that more than 50% of the indicator variance is successfully explained by the respective constructs. Consequently, every construct within the model satisfies the requirements for convergent validity.

Composite Reliability

To verify the reliability and consistency of the measurement tools in representing the intended constructs, reliability analysis was conducted using both Composite Reliability and Cronbach's Alpha (. (Hair et al., 2017). As stated by Wiyono (2011), a construct can be deemed reliable when its loading factor exceeds 0.70. The results of the composite reliability and Cronbach's Alpha values for each construct in this research demonstrate strong internal consistency among the indicators that define each construct. Thus, it can be inferred that all constructs satisfy the statistical criteria for reliability.

To confirm that the research instruments possess sufficient internal consistency, reliability analysis was carried out employing Composite Reliability and Cronbach's Alpha coefficients. The outcomes of the reliability assessment for each variable are displayed in Table 4.

Tabel 4
Composite Reliability

Variable	Composite Reliability	Remarks	Cronbach's Alpha	Remarks
Organizational Change (X1)	0.849	Reliable	0.781	Reliable
Career Adaptability (X2)	0.851	Reliable	0.768	Reliable
Job Satisfaction (Z)	0.885	Reliable	0.838	Reliable
Performance (Y)	0.915	Reliable	0.888	Reliable

Source : Formulated by the Researcher, 2025

According to Table 4, all constructs in the model demonstrate composite reliability scores higher than 0.70, confirming their reliability. This indicates that each construct has met the required standard of internal reliability. Therefore, it can be concluded that all constructs in this study are reliable and trustworthy. The instruments used have proven consistent in measuring the intended constructs, making the data suitable for further analysis and supporting the achievement of high-quality research results.

Inner Model Evaluation

R-Square

The inner model was evaluated through a bootstrapping procedure, which generated the coefficient of determination (R-square), Q-square values, and hypothesis testing outcomes. The results of this inner model assessment are outlined in the subsequent section. In evaluating the model using PLS, the initial step involves reviewing the R-square values of each endogenous latent variable.(Hair et al., 2017) Table 5 displays the estimated R-square values obtained through SmartPLS 3.0.

Table 5
R-Square Values

Variable	R-Square Value
Job Satisfaction (Z)	0.599
Performance (Y)	0.899

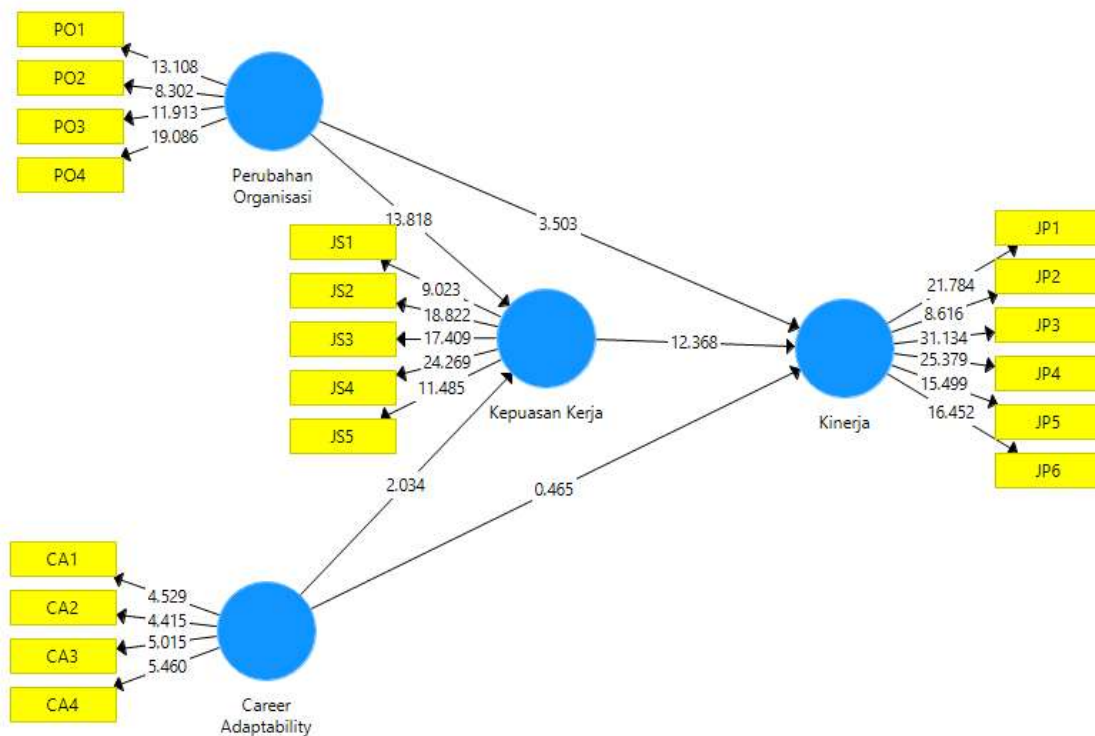
Source : Formulated by the Researcher, 2025

Table 5 shows that the R-square value for Job Satisfaction is 59.9%, and for Employee Performance is 89.9%. These findings indicate that the influence of Organizational Change and Career Adaptability on Job Satisfaction falls within the strong category. Similarly, the influence of Organizational Change and Career Adaptability on employee performance is also considered strong.

Hypothesis Testing

Hypothesis testing in the structural model using the bootstrapping method generates path coefficient values that indicate the strength and direction of the relationships between variables in the model (Hair et al., 2017). These coefficients enable researchers to assess the statistical significance of the proposed relationships. Through the analysis of path coefficients, it is possible to determine whether a relationship is strong or weak and whether it is statistically significant. This process allows researchers to draw more precise conclusions regarding the validity of the hypotheses and the interrelationships among variables within the structural model (Hair et al., 2017).

The results of the structural model testing through bootstrapping are presented in the Figure 3.



Source : Formulated by the Researcher, 2025

Figure 3
Bootstrapping Output

Testing the significance of parameter estimates provides important information about relationships between variables in the study. The basis for hypothesis testing uses the values listed in the "result for inner weight" output. Testing the significance of parameter estimates provides important information about relationships between

variables in the study. The basis for hypothesis testing uses the values listed in the “Result for Inner Weights” output, as presented in the Table 6.

Table 6
Result for Inner Weights

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Change -> Job Satisfaction	0,711	0,714	0,055	12,904	0,000
Career Adaptability -> Job Satisfaction	0,169	0,184	0,083	2,039	0,042
Organizational Change -> Performance	0,773	0,779	0,040	19,146	0,000
Career Adaptability -> Performance	0,098	0,112	0,107	0,917	0,360
Job Satisfaction -> Performance	0,790	0,784	0,062	12,844	0,000
Organizational Change -> Job Satisfaction -> Performance	0,562	0,560	0,066	8,558	0,000
Career Adaptability -> Job Satisfaction -> Performance	0,133	0,143	0,063	2,126	0,034

Source : Formulated by the Researcher, 2025

Effect of Organizational Change on Job Satisfaction (H1)

The hypothesis testing results indicate a path coefficient of 0.711. The t-statistic value of 12.904 exceeds the critical threshold of 1.96, while the p-value of 0.000 is lower than the 0.05 significance level. Consequently, hypothesis H1 is supported. This result suggests that Organizational Change exerts a positive and significant influence on Job Satisfaction. This means that organizational changes (such as restructuring, digitalization, or policy changes) significantly increase employee job satisfaction. When the organization implements changes effectively, employees respond positively, feel more valued, or see new opportunities, leading to increased job satisfaction.

Effective organizational change can enhance employees' positive perceptions of the organization, strengthen their sense of belonging, and ultimately boost job satisfaction (Watung et al., 2022). Consistent with this, Mahyudin et al. (2025) found that organizational change positively and significantly influences employee job satisfaction.

Effect of Career Adaptability on Job Satisfaction (H2)

The hypothesis test shows a path coefficient of 0.169. The t-statistic is 2.039 > 1.96, and the p-value is 0.042 < 0.05, so hypothesis H2 is accepted. These results indicate that Career Adaptability has a positive and significant effect on job satisfaction. In other words, if Career Adaptability increases, job satisfaction also increases. Employees who can adjust to changing career demands (e.g., learning new skills or handling role changes) tend to be more satisfied because they feel capable of overcoming challenges. Career Adaptability helps individuals respond flexibly to changes in the work environment, which enhances feelings of competence and satisfaction at work (Ohme & Zacher, 2015).

Effect of Job Satisfaction on Performance (H3)

The hypothesis testing shows a path coefficient of 0.790. The t-statistic is $8.558 > 1.96$ and the p-value is $0.000 < 0.05$, so hypothesis H3 is accepted. This means Job Satisfaction has a positive and significant effect on performance. Employees who feel satisfied with their jobs tend to be more motivated, committed, and work more effectively, resulting in better performance. Employees satisfied with their work often demonstrate high commitment and strong enthusiasm, which positively impacts their performance (Gazi et al., 2024).

Effect of Career Adaptability on Performance (H4)

The hypothesis testing shows a path coefficient of 0.098. The t-statistic is $0.917 < 1.96$ and the p-value is $0.360 > 0.05$, so hypothesis H4 is rejected. This means Career Adaptability does not have a significant effect on performance. Although employees may adapt to career changes, this does not necessarily lead to an immediate improvement in their work performance without other supporting factors (e.g., motivation, organizational support, or job satisfaction). Career Adaptability may not directly impact performance unless supported by other factors such as motivation or job satisfaction (Savickas & Porfeli, 2012).

Effect of Organizational Change on Performance (H5)

The hypothesis testing shows a path coefficient of 0.773. The t-statistic is $19.146 > 1.96$ and the p-value is $0.000 < 0.05$, so hypothesis H5 is accepted. This means Organizational Change has a positive and significant effect on performance. Well-planned changes drive system improvements, efficiency, and work enthusiasm, which ultimately increase employee output and productivity. Organizational changes that are well managed (e.g., restructuring or improving work processes) can enhance employee efficiency and effectiveness, resulting in improved performance (Abdallah et al., 2022).

Effect of Career Adaptability on Performance Mediated by Job Satisfaction (H6)

The hypothesis testing shows a path coefficient of 0.210, with a t-statistic of $2.126 > 1.96$ and a p-value of $0.034 < 0.05$, so hypothesis H6 is accepted. This means Career adaptability exerts a positive and significant influence on employee performance through the mediating role of job satisfaction. Adaptability does not directly affect performance but does so indirectly by first increasing job satisfaction. Adaptive employees feel more satisfied, and in turn, that satisfaction enhances their performance. Career Adaptability can increase job satisfaction, which then leads to improved employee performance (Ilha da Silva & Demarche Minatti Ferreira, 2023).

Effect of Organizational Change on Performance Mediated by Job Satisfaction (H7)

The results of hypothesis testing reveal a path coefficient of 0.562, with a t-statistic of 8.558 exceeding the critical value of 1.96 and a p-value of 0.000, which is below the 0.05 significance threshold. Accordingly, hypothesis H7 is supported. This indicates that organizational change has a positive and significant effect on employee performance through the mediating role of job satisfaction. Organizational Change can indirectly improve performance through increased Job Satisfaction. If organizational changes make employees more satisfied, that satisfaction will drive higher performance. Job Satisfaction is proven to be an important mediator in the relationship between Organizational Change and performance, where change enhances satisfaction, which in turn improves performance (Watung et al., 2022).

CONCLUSION AND SUGGESTION

The findings from the study conducted at the Regional Office of the Ministry of Human Rights in Central Java reveal that organizational change has a positive and significant influence on job satisfaction. This suggests that the more effectively organizational changes are implemented, the greater the level of job satisfaction experienced by employees. In addition, career adaptability also demonstrates a positive and significant impact on job satisfaction, implying that employees who are more adept at adjusting to career-related changes tend to experience higher satisfaction in their work. The results further indicate that organizational change positively and significantly affects employee performance, signifying that well-managed organizational transformations can directly enhance both employee productivity and overall performance.

Career adaptability does not appear to directly influence employee performance in a significant way, suggesting that the ability to adapt alone is insufficient to drive higher performance without supporting factors. Conversely, job satisfaction exerts a strong and significant positive influence on employee performance, suggesting that workers who experience higher levels of job contentment tend to deliver superior results. Furthermore, job satisfaction serves as a mediating factor between organizational change and employee performance, implying that well-implemented changes in the organization boost job satisfaction which subsequently leads to improved performance. Likewise, job satisfaction mediates the relationship between career adaptability and employee performance, demonstrating that employees with higher adaptability tend to experience greater job satisfaction, which in turn indirectly contributes to enhanced performance at the Regional Office of the Ministry of Human Rights in Central Java.

Overall, the results of this study highlight that job satisfaction plays a crucial mediating role in linking both organizational change and career adaptability with employee performance. Therefore, to enhance employee performance within the Ministry Human Rights, organizational leaders should prioritize adaptive change strategies and foster employees' capacity to adjust to career dynamics, while simultaneously maintaining and improving job satisfaction as a key reinforcing factor in these relationships.

Drawing from the results of this study, a number of practical suggestions can be proposed for future studies to further expand the understanding of employee performance, particularly within the Regional Office of the Ministry of Human Rights in Central Java. Future research is encouraged to incorporate additional variables such as leadership style or organizational culture, as these elements may play a pivotal role in strengthening the linkage between career adaptability and employee performance.

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