

## The Effect of Organizational Restructuring and Work Motivation on Employee Performance with Job Satisfaction A Mediation Variable at Pt Pln Nusantara Power Bakar Generation Unit

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### Article Info

#### Article History:

Received September 6, 2025

Revised September 18, 2025

Accepted: October 25, 2025

#### Keywords:

Organizational Restructuring,  
Work Motivation, Job  
Satisfaction, Employee  
Performance.

### Abstract

*This study aims to analyze the effect of organizational restructuring and work motivation on employee performance, with job satisfaction as a mediating variable at PT PLN NP UP Bakar. The organizational changes that occur require employees to adapt to new work systems, making it important to understand the factors that influence performance in such situations. This study used a quantitative approach with an explanatory research method. Data were collected through questionnaires distributed to all employees affected by the organizational restructuring. Data analysis was conducted using Structural Equation Modeling based on Partial Least Squares to test the direct and indirect relationships between the research variables. The results indicate that organizational restructuring has not had a strong impact on employee job satisfaction or performance. In contrast, work motivation has been shown to play a more consistent role in improving employee job satisfaction and performance. In this study, job satisfaction was not found to be a significant mediating variable in the relationship between these variables. This finding indicates that in situations of organizational change, work motivation is a more crucial factor than structural change alone. Therefore, companies need to place greater emphasis on strategies to increase employee motivation to maintain stability and improve performance.*

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## Introduction

Organizational transformation has become an unavoidable strategy for companies facing rapid changes in the business environment. Globalization, technological advancement, increasing competition, and dynamic market demands require organizations to continuously adapt in order to maintain competitiveness and operational sustainability (Kalandarovna & Qizi, 2023; Pashchenko et al., 2023; Usman et al., 2024). In this context, organizational restructuring is widely implemented as a strategic effort to improve organizational effectiveness, efficiency, and responsiveness to environmental changes (Shahul et al., 2022; Jerab & Mabrouk, 2023; Nadler, 2024). Restructuring generally involves modifications to organizational structure, authority distribution, workflow systems, and management processes aimed at strengthening organizational performance and achieving long-term strategic goals (Alsharari, 2024; Pacheco et al., 2024; Nour & Arbussà, 2025). Although restructuring is often expected to improve organizational productivity, its implementation also creates significant consequences for employees, particularly in relation to work motivation, job satisfaction, and employee performance.

Organizational restructuring is not merely a technical or structural adjustment, but also a process that directly affects employees' psychological and behavioral conditions. Changes in work systems, reporting lines, responsibilities, and employment status often require employees to adapt quickly to new organizational environments (Shet, 2024; Georgescu et al., 2024; Sott

& Bender, 2025). During periods of organizational change, employees frequently experience uncertainty regarding career continuity, job security, and future opportunities within the organization. Such conditions may influence employees' emotional responses and attitudes toward their work, ultimately affecting their level of satisfaction and work performance (Sypniewska et al., 2023; Milošević et al., 2025; Agarwal et al., 2025). Consequently, the success of organizational restructuring is highly dependent not only on structural efficiency but also on the organization's ability to manage human resources effectively throughout the transformation process (Indrayani et al., 2024).

In organizational change situations, work motivation becomes one of the most important factors influencing employee behavior and performance. Work motivation reflects the internal and external driving forces that encourage employees to achieve organizational goals and maintain performance standards. Employees with high motivation tend to demonstrate stronger commitment, greater adaptability, and higher enthusiasm in facing organizational changes compared to employees with low motivation (Junça & Pinto, 2024; Lin et al., 2024; Zulkarnain et al., 2024). Motivation also plays a critical role in encouraging employees to remain productive despite experiencing uncertainty or increased work pressure during restructuring. Therefore, organizations undergoing transformation need to maintain employee motivation in order to ensure operational stability and performance continuity.

In addition to motivation, job satisfaction is also considered an important factor influencing employee performance during organizational change. Job satisfaction refers to employees' emotional responses toward their work, organizational environment, leadership, and overall work experience (Baxi & Atre, 2024; Kauppila, 2025; García et al., 2025). Employees who experience high job satisfaction are generally more loyal, productive, and committed to organizational goals, whereas dissatisfaction may lead to stress, low morale, absenteeism, and turnover intentions (Hartika et al., 2023; Ullah et al., 2024; Celestin et al., 2024). In restructuring contexts, employee satisfaction may decline when organizational changes create ambiguity, increase workloads, or reduce perceptions of career security. On the other hand, effective restructuring supported by clear communication and fair management practices may strengthen employee satisfaction by improving work systems and organizational coordination.

Previous studies examining the relationship between organizational restructuring, work motivation, job satisfaction, and employee performance have produced inconsistent findings. Several studies reported that organizational restructuring positively affects employee satisfaction and performance because it creates clearer organizational systems and improves operational efficiency (Aregawi & Vijaya, 2023; Krutova, 2025). also found that restructuring contributed positively to employee performance through improvements in work coordination and organizational effectiveness. Similarly, Jerab & Mabrouk (2023) concluded that restructuring within PT PLN significantly improved employee performance due to more efficient organizational structures and work processes.

However, other studies have demonstrated contradictory findings regarding the impact of restructuring on employee outcomes. Bagyo et al. (2023) argued that organizational restructuring may negatively influence employee satisfaction and organizational performance when employees perceive the transformation process as threatening or uncertain. Sendow and Pandowo (2019) further found that restructuring did not significantly improve employee performance because employees experienced difficulties adapting to new systems and work demands. These inconsistent findings indicate that the effects of restructuring are highly context-dependent and influenced by organizational conditions, employee perceptions, and managerial approaches during the change process.

Similar inconsistencies are also evident in studies investigating work motivation and employee performance. Rafa'i et al. (2023) reported that work motivation significantly improved employee performance because motivated employees demonstrated stronger responsibility and commitment toward organizational objectives. Research conducted by Megawaty et al. (2022) also confirmed that work motivation positively contributes to employee productivity and work quality. Conversely, Maryani et al. (2022) found that work motivation did not directly affect employee performance, suggesting that other variables may influence the relationship between motivation and performance outcomes. These contradictory findings imply that employee performance cannot be explained solely through direct motivational factors and that psychological conditions such as job satisfaction may play an intervening role.

Research concerning the mediating role of job satisfaction has also produced mixed results. According to Fachiroh & Suratman (2023) found that job satisfaction successfully mediated the relationship between work motivation and employee performance because motivated employees tended to experience higher satisfaction, which subsequently improved their work outcomes. Kurniawanto et al. (2022) similarly concluded that job satisfaction mediated the influence of organizational restructuring on employee performance in public sector organizations. In contrast, Endeshaw (2023) reported that job satisfaction failed to mediate the relationship between motivation and performance because employees' work results were influenced more directly by motivational factors rather than emotional satisfaction. These differences indicate that the mediating role of job satisfaction remains inconclusive and requires further investigation, particularly within organizations undergoing major structural transformation.

Despite the growing number of studies discussing restructuring and employee performance, most previous research has focused primarily on structural efficiency and operational outcomes rather than the psychological consequences experienced by employees during organizational transformation. Furthermore, many studies examined direct relationships between variables without critically analyzing whether job satisfaction genuinely functions as a mediator in restructuring contexts. This limitation creates an important research gap, especially within state-owned enterprises experiencing large-scale institutional reforms and changes in employment systems.

This study is conducted in the context of PT PLN Nusantara Power Unit Pembangkitan Bakaru (PT PLN NP UP Bakaru), one of the operational units affected by the restructuring of PT PLN (Persero) into a holding and subholding structure. The transformation process changed organizational systems, work structures, and employee assignment mechanisms, requiring employees to adapt to new organizational conditions. Employees were assigned under a renewable work assignment scheme while simultaneously facing uncertainty regarding future career continuity and regional placement. Such organizational conditions create a relevant context for examining how restructuring and work motivation influence employee performance through job satisfaction.

The practical importance of this research is strengthened by the existence of contrasting organizational conditions within PT PLN NP UP Bakaru. Although organizational restructuring succeeded in improving operational performance achievement, several employees still expressed dissatisfaction regarding assignment systems, career certainty, and work placement. This phenomenon suggests that organizational productivity improvements do not always align with positive employee psychological responses. Therefore, understanding the interaction between organizational restructuring, work motivation, job satisfaction, and employee performance becomes highly important for organizations seeking to maintain both operational effectiveness and employee well-being during periods of organizational

transformation. This study contributes to the development of human resource management literature by providing empirical evidence regarding the relationship between restructuring, motivation, job satisfaction, and employee performance within the context of organizational change in Indonesian state-owned enterprises. The study also strengthens understanding of how employee psychological factors respond to restructuring policies and whether job satisfaction remains an important mechanism influencing employee performance during organizational transformation. Practically, the findings are expected to assist organizations in designing restructuring policies that not only improve efficiency and productivity but also maintain employee motivation, satisfaction, and long-term organizational performance.

## **Method**

### **Research Design**

This study employed a quantitative research approach using an explanatory research design to examine the causal relationships among organizational restructuring, work motivation, job satisfaction, and employee performance. The explanatory approach was selected because the study aimed not only to describe organizational phenomena but also to test the influence between variables and explain the structural relationships that occur within the organizational transformation process at PT PLN NP UP Bakaru. The study specifically investigated the direct effect of organizational restructuring and work motivation on employee performance, as well as the indirect effect mediated by job satisfaction.

The quantitative approach was considered appropriate because the research relied on numerical data obtained through structured questionnaires distributed to employees who experienced the restructuring process directly. The collected data were analyzed statistically to test the proposed hypotheses and evaluate the strength and significance of the relationships among variables. Furthermore, the study used Partial Least Squares–Structural Equation Modeling (PLS-SEM) as the primary analytical method. PLS-SEM was chosen because the model involved multiple latent variables and mediating relationships that required simultaneous analysis. In addition, PLS-SEM is suitable for predictive and exploratory research models, particularly when the study involves a relatively small sample size and complex relationships among constructs.

The use of PLS-SEM in this study was also supported by several methodological considerations. First, the model included reflective latent constructs that required simultaneous evaluation of measurement validity and structural relationships. Second, the research aimed to predict employee performance outcomes based on restructuring and motivational factors rather than solely confirming an established theory. Third, PLS-SEM is relatively robust for organizational and behavioral studies with moderate sample sizes and non-normal data distributions. Therefore, the selection of PLS-SEM was considered appropriate for addressing the objectives and characteristics of this research.

### **Research Location and Time**

The research was conducted at PT PLN Nusantara Power Unit Pembangkitan Bakaru (PT PLN NP UP Bakaru), one of the operational units within PT PLN Nusantara Power that experienced organizational restructuring following the implementation of the holding and subholding transformation policy within PT PLN (Persero). This research location was selected because the organization underwent significant structural and administrative changes that directly affected employees' work systems, reporting structures, job assignments, and organizational adaptation processes. The restructuring process at PT PLN NP UP Bakaru created a relevant organizational context for examining how structural transformation influences employee attitudes and performance. Employees were required to adapt to new organizational procedures, revised work coordination systems, and changes in assignment status, making the

organization an appropriate setting for investigating the relationship between organizational restructuring, work motivation, job satisfaction, and employee performance. The study was conducted over a three-month period from February to April 2026. This timeframe included the stages of instrument preparation, questionnaire distribution, data collection, data screening, and statistical analysis. The selected research period allowed sufficient time to ensure comprehensive data collection and verification procedures while minimizing disruption to organizational activities.

### **Population and Sampling Technique**

The population in this study consisted of all active employees at PT PLN NP UP Bakaru who were directly affected by the organizational restructuring policy. Based on organizational records, the total number of employees at the time of the study was 80 individuals. Because the population size was relatively small and fully accessible, this study employed a total sampling technique, in which all members of the population were invited to participate as research respondents.

The use of total sampling was intended to maximize representativeness and reduce sampling bias by ensuring that all employees experiencing the restructuring process had an equal opportunity to provide responses. This approach was considered beneficial because it enabled the study to capture a more comprehensive understanding of employees' perceptions regarding organizational restructuring, work motivation, job satisfaction, and employee performance within the company.

Although the total population consisted of 80 employees, the final dataset used for analysis included only 68 respondents. The reduction in sample size occurred after the data screening and verification process. Twelve questionnaires were excluded because they did not meet the established data quality criteria. Several questionnaires contained incomplete responses, unanswered items, or inconsistent response patterns, such as identical responses across all questionnaire items, which indicated potential response bias or lack of response accuracy. In addition, some questionnaires contained excessive missing values that could not be processed adequately in SEM-PLS analysis.

The exclusion of incomplete and inconsistent responses was conducted to maintain the validity, reliability, and integrity of the research data. Following the screening process, the remaining 68 valid questionnaires were considered adequate for PLS-SEM analysis because they exceeded the minimum sample size recommendations for structural equation modeling involving mediation analysis and latent constructs. Therefore, the final sample remained statistically appropriate and capable of producing reliable analytical results.

### **Data Collection Procedure**

The study utilized primary data collected through a structured questionnaire distributed directly to employees of PT PLN NP UP Bakaru. Prior to data collection, the researcher coordinated with the company management to obtain permission and ensure that the research activities did not interfere with organizational operations. Respondents were informed about the purpose of the study and were assured that all information provided would remain confidential and used solely for academic purposes.

Participation in the study was voluntary, and respondents were encouraged to answer the questionnaire honestly and objectively based on their experiences during the restructuring process. To improve response accuracy, clear instructions were provided regarding how to complete the questionnaire. Respondents were also informed that there were no right or wrong answers and that their responses would not affect their employment status or organizational

evaluation. To reduce the potential for common method bias (CMB), several procedural remedies were implemented during data collection. First, anonymity was maintained to minimize social desirability bias and encourage respondents to provide genuine responses. Second, questionnaire items were arranged systematically according to variable categories to reduce confusion and misunderstanding. Third, simple and clear language was used to ensure that respondents fully understood each statement. Fourth, respondents were given adequate time to complete the questionnaire independently without pressure from supervisors or colleagues. These procedures were intended to reduce measurement bias and improve the objectivity and consistency of the collected data.

### **Research Instrument**

The research instrument used in this study was a structured questionnaire designed to measure four main variables: organizational restructuring, work motivation, job satisfaction, and employee performance. The questionnaire items were developed and adapted from previous studies and established human resource management literature to ensure content validity and theoretical relevance. The instrument adaptation process involved adjusting the wording and contextual relevance of the items to fit the organizational conditions at PT PLN NP UP Bakaru.

All variables were measured using a five-point Likert scale ranging from 1 (“Strongly Disagree”) to 5 (“Strongly Agree”). The Likert scale was selected because it is widely used in organizational and behavioral research to measure attitudes, perceptions, and employee evaluations quantitatively.

The organizational restructuring variable was measured using indicators related to changes in organizational structure, clarity of task allocation, coordination effectiveness, work system adjustment, and perceived organizational efficiency following restructuring. The work motivation variable included indicators associated with achievement motivation, enthusiasm for work, willingness to perform better, commitment to organizational goals, and recognition needs. These indicators were adapted from motivation concepts commonly applied in human resource management studies.

Job satisfaction was measured through indicators reflecting employee satisfaction with supervisors, coworkers, organizational systems, work environment, and the work itself. Meanwhile, employee performance was measured using indicators related to work quality, work quantity, punctuality, responsibility, teamwork, and achievement of performance targets.

Before the full distribution of the questionnaire, the instrument was reviewed and evaluated to ensure clarity, relevance, and consistency of the items. Instrument testing was conducted through validity and reliability assessments. Convergent validity was evaluated using factor loading values and Average Variance Extracted (AVE), while reliability was assessed through Cronbach’s Alpha and Composite Reliability (CR). Indicators that did not meet the recommended thresholds would have been removed from the model; however, all retained indicators met the acceptable criteria for validity and reliability.

### **Data Analysis Technique**

The data analysis in this study employed Partial Least Squares–Structural Equation Modeling (PLS-SEM) using SmartPLS software. The analysis process consisted of two main stages: evaluation of the measurement model (outer model) and evaluation of the structural model (inner model).

The outer model evaluation aimed to assess the validity and reliability of the measurement instrument. Convergent validity was examined through factor loading values and Average Variance Extracted (AVE). Indicators were considered valid if their factor loading values

exceeded 0.70 and AVE values were greater than 0.50. These criteria indicated that the constructs adequately explained the variance of their indicators. Discriminant validity was evaluated using the Heterotrait-Monotrait Ratio (HTMT) and cross-loading analysis to ensure that each construct was empirically distinct from the other constructs in the model. Reliability testing was conducted using Cronbach's Alpha and Composite Reliability values. Constructs with reliability values above 0.70 were considered to possess satisfactory internal consistency and measurement stability.

The inner model evaluation was conducted to examine the structural relationships among variables and test the proposed hypotheses. The coefficient of determination ( $R^2$ ) was used to assess the explanatory power of the endogenous variables, while effect size ( $f^2$ ) analysis was employed to determine the magnitude of influence of exogenous variables on endogenous variables. Predictive relevance ( $Q^2$ ) analysis was also performed to evaluate the predictive capability of the structural model.

Furthermore, the significance of direct and indirect relationships among variables was tested using the bootstrapping procedure in SmartPLS. The bootstrapping analysis generated T-statistics and p-values used to determine the statistical significance of each hypothesized relationship. A relationship was considered statistically significant when the p-value was less than or equal to 0.05 and the T-statistic exceeded 1.96. Through these analytical procedures, the study aimed to provide a comprehensive explanation of the relationships among organizational restructuring, work motivation, job satisfaction, and employee performance within the context of organizational transformation at PT PLN NP UP Bakaru.

## Result and Discussion

### Description of Research Variables

The results of the mean calculation for each variable can be seen in the following table.

Table 1. Mean Value of Each Variable

Variable	Mean	Category
Organizational Restructuring (X1)	3.61	High
Work Motivation (X2)	4.00	High
Job Satisfaction (Z)	3.79	High
Employee Performance (Y)	3.98	High

*Source: Processed data, 2025*

Based on the data processing results, the organizational restructuring variable had an average value of 3.61, which is in the high category. This indicates that respondents assessed that the organizational restructuring had been successful and clarified the division of tasks, responsibilities, and work coordination. Based on the data processing results, the work motivation variable had an average value of 4.00, which is in the high category. This indicates that employees have a high level of work motivation in carrying out their duties and responsibilities. The job satisfaction variable had an average value of 3.79, which is in the high category. This indicates that employees are quite satisfied with their work, work environment, and relationships with superiors and coworkers. Meanwhile, based on the data processing results, the employee performance variable had an average value of 3.98, which is in the high category. This indicates that employee performance in terms of quality, punctuality, and work responsibility is considered good.

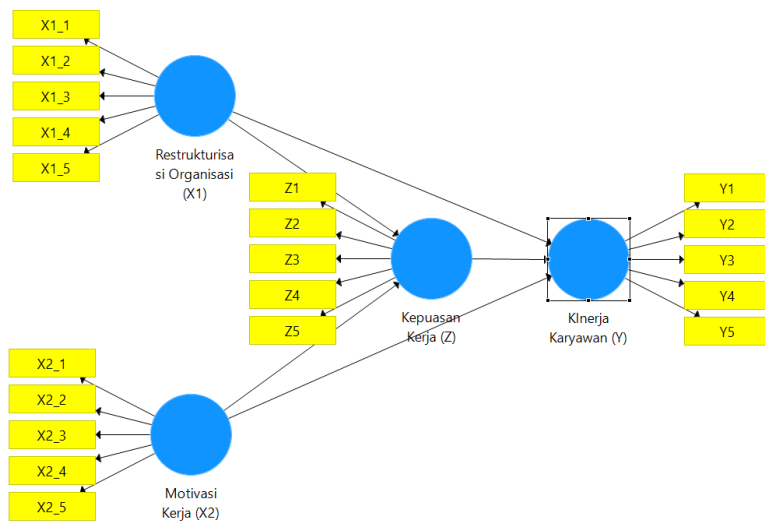


Figure 1. Smart PLS Model Image

The figure illustrates the research model using the PLS-SEM approach, which examines the relationships among Organizational Restructuring (X1), Work Motivation (X2), Job Satisfaction (Z), and Employee Performance (Y). Organizational Restructuring and Work Motivation act as independent variables, Job Satisfaction functions as a mediating variable, and Employee Performance serves as the dependent variable. Each construct is measured reflectively using five indicators. The model shows that Organizational Restructuring and Work Motivation are hypothesized to directly influence Job Satisfaction and Employee Performance, while Job Satisfaction is also expected to directly affect Employee Performance. In addition, the model tests the indirect effects of Organizational Restructuring and Work Motivation on Employee Performance through Job Satisfaction as a mediating variable.

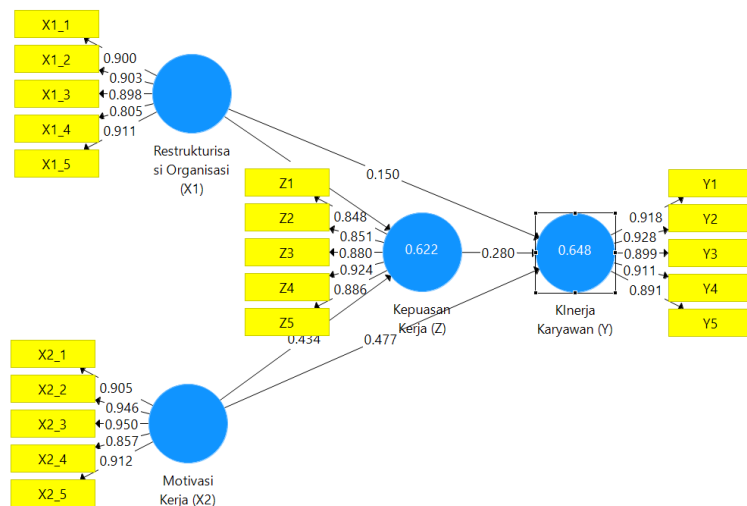


Figure 2. PLS Algorithm

Table 2. Outer Loading Values

Indicator	Description	Loading
<b>Organizational Restructuring (X1)</b>		
X1.1	Task division becomes clearer	0.900
X1.2	Job responsibilities become clearer	0.903
X1.3	Work coordination between departments improves	0.898
X1.4	Understanding of organizational structure changes	0.805
X1.5	Work effectiveness increases after restructuring	0.911
<b>Work Motivation (X2)</b>		
X2.1	Desire to achieve work targets	0.905
X2.2	Effort to deliver the best performance	0.946
X2.3	Drive to work better	0.950
X2.4	Rewards enhance work enthusiasm	0.857
X2.5	Ability to maintain optimal performance in various conditions	0.912
<b>Job Satisfaction (Z)</b>		
Z1	Satisfaction with the job	0.848
Z2	Satisfaction with supervisor support	0.851
Z3	Satisfaction with relationships with colleagues	0.880
Z4	Satisfaction with the organizational work system	0.924
Z5	Satisfaction with the work environment	0.886
<b>Employee Performance (Y)</b>		
Y1	Work quality	0.918
Y2	Achievement of work targets	0.928
Y3	Timeliness in completing tasks	0.899
Y4	Ability to work collaboratively in teams	0.911
Y5	Responsibility towards work	0.891

Source, Data Processed 2025

Outer loading is part of the evaluation of the measurement model (outer model) in the PLS-SEM approach, used to measure the level of convergent validity of an indicator against a latent construct. The outer loading value indicates the extent of the correlation between the indicator and the variable it represents. In general, an indicator is considered to have convergent validity if its outer loading value is  $\geq 0.70$ . However, in exploratory research, values between 0.60 and 0.70 are acceptable as long as the indicator remains theoretically relevant. The analysis of the measurement model shows that all indicators across the research variables meet the convergent validity criteria, as evidenced by outer loading values exceeding the minimum threshold of 0.70. For the organizational restructuring variable (X1), all indicators demonstrate strong loadings ranging from 0.805 to 0.911, indicating a solid relationship with the construct. Among them, indicator X1.5 (work effectiveness after restructuring) has the highest loading, making it the most dominant aspect, while X1.4, although the lowest, still reflects good validity. Similarly, the work motivation variable (X2) exhibits very high outer loading values between 0.857 and 0.950, highlighting its excellent measurement quality. Indicator X2.3 (drive to perform better) emerges as the strongest contributor to this construct. The job satisfaction

variable (Z) also demonstrates strong validity, with outer loading values ranging from 0.848 to 0.924. Indicator Z4 (satisfaction with the organizational work system) has the highest loading, suggesting that the work system plays a significant role in shaping employee satisfaction. The employee performance variable (Y) shows equally strong results, with all indicators having loadings between 0.891 and 0.928. Indicator Y2 (achievement of work targets) is identified as the most dominant aspect in measuring performance. Overall, no indicators needed to be removed, as all met the required criteria. Based on these findings, it can be concluded that all constructs in this study possess strong convergent validity and high reliability. The consistently high outer loading values indicate that each indicator effectively represents its respective latent variable. In particular, the work motivation and employee performance variables demonstrate excellent measurement quality. Therefore, the measurement model is considered valid and reliable, and it is appropriate to proceed to the next stage of analysis, namely the evaluation of the inner (structural) model.

Table 3. Construct Validity and Reliability

Variable	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Organizational Restructuring (X1)	0.930	0.934	0.947	0.782
Work Motivation (X2)	0.951	0.953	0.962	0.837
Job Satisfaction (Z)	0.926	0.938	0.944	0.771
Employee Performance (Y)	0.948	0.948	0.960	0.827

Source: Processed Data, 2025

The construct validity test using Average Variance Extracted (AVE) shows that all variables have AVE values above the minimum threshold of 0.50, indicating good convergent validity. Specifically, Organizational Restructuring (X1) has an AVE of 0.782, Work Motivation (X2) 0.837, Job Satisfaction (Z) 0.771, and Employee Performance (Y) 0.827. These results indicate that each construct is capable of explaining more than 50% of the variance in its indicators, with several variables even reaching a high category (above 0.70). Therefore, all constructs in this study are considered valid in terms of convergent validity. Construct reliability was further evaluated using Cronbach's Alpha, rho\_A, and Composite Reliability. The results show that all variables have Cronbach's Alpha values above 0.90, namely 0.930 for Organizational Restructuring, 0.951 for Work Motivation, 0.926 for Job Satisfaction, and 0.948 for Employee Performance, indicating very high internal consistency. Similarly, the rho\_A values for all constructs range from 0.934 to 0.953, which are well above the recommended threshold of 0.70 and close to 1, reinforcing the reliability of the constructs. In addition, the Composite Reliability values range from 0.944 to 0.962, all exceeding 0.90, which further confirms that each construct has excellent reliability and that the indicators consistently measure their respective latent variables.

Overall, the results of the validity and reliability tests demonstrate that all constructs in this study meet the required criteria. The high AVE values indicate strong explanatory power of the constructs toward their indicators, while the high Cronbach's Alpha, rho\_A, and Composite Reliability values confirm excellent internal consistency. Notably, the Work Motivation (X2) and Employee Performance (Y) variables exhibit the highest reliability, indicating that they are the most stable constructs in the model. No indicators needed to be removed, as all met the validity and reliability standards. Thus, the measurement model (outer model) can be declared valid and reliable, allowing the analysis to proceed to the next stage, namely the evaluation of the structural model (inner model). Following the assessment of convergent validity and

construct reliability, the next step in evaluating the measurement model is testing discriminant validity. This test aims to ensure that each construct is empirically distinct and does not overlap with other constructs in the model. In this study, discriminant validity is assessed using the Heterotrait-Monotrait Ratio (HTMT), which is considered a more sensitive and reliable approach in PLS-SEM compared to traditional methods such as the Fornell-Larcker criterion. The evaluation criteria for HTMT indicate that values below 0.90 suggest acceptable discriminant validity, while values below 0.85 represent a more stringent standard. Conversely, HTMT values equal to or above 0.90 indicate potential issues with discriminant validity.

Table 4. Heterotrait-Monotrait Ratio (HTMT) Values

Variable	X1	X2	Z	Y
Organizational Restructuring (X1)	—	0.567	0.731	0.637
Work Motivation (X2)	0.567	—	0.715	0.789
Job Satisfaction (Z)	0.731	0.715	—	0.741
Employee Performance (Y)	0.637	0.789	0.741	—

Source: Data Processed, 2025

Based on Table 4. the HTMT (Heterotrait–Monotrait Ratio) values indicate that all correlations between variables are below the threshold of 0.90, confirming that there are no issues related to discriminant validity in the research model. The relationship between Organizational Restructuring (X1) and Work Motivation (X2) has an HTMT value of 0.567, indicating a clear distinction between the two constructs. The relationship between Organizational Restructuring (X1) and Job Satisfaction (Z) is 0.731, suggesting a moderately strong conceptual relationship while still remaining within acceptable limits. Similarly, Organizational Restructuring (X1) and Employee Performance (Y) show a value of 0.637, confirming that these constructs are empirically distinct. The HTMT value between Work Motivation (X2) and Job Satisfaction (Z) is 0.715, reflecting a fairly close relationship without indicating construct overlap. The highest HTMT value is found between Work Motivation (X2) and Employee Performance (Y) at 0.789; however, this value is still below the critical threshold, meaning discriminant validity is maintained. The relationship between Job Satisfaction (Z) and Employee Performance (Y) yields a value of 0.741, indicating a strong but still distinct relationship between the constructs. Overall, these findings demonstrate that all variables in this study possess adequate discriminant validity, as none of the HTMT values exceed the recommended limit.

Table 5. R Square Value

Variable	R Square	R Square Adjusted
Job Satisfaction (Z)	0.622	0.610
Employee Performance (Y)	0.648	0.631

Source: Processed Data, 2026

Based on Table 5. the R-Square value for Job Satisfaction (Z) is 0.622 with an Adjusted R-Square of 0.610, indicating that 62.2% of the variance in job satisfaction can be explained by the independent variables, namely organizational restructuring (X1) and work motivation (X2), while the remaining 37.8% is influenced by other factors outside the model. This value falls within the moderate category, suggesting that the model has a fairly good explanatory capability for job satisfaction. Meanwhile, the R-Square value for Employee Performance (Y) is 0.648 with an Adjusted R-Square of 0.631, meaning that 64.8% of employee performance is explained by organizational restructuring (X1), work motivation (X2), and job satisfaction (Z), while 35.2% is explained by other variables not included in the model. This value is also categorized as moderate but tends toward strong, indicating a good level of explanatory power.

The Adjusted R-Square values for both variables are not significantly different from their respective R-Square values, which suggests that the model is stable and does not suffer from overfitting despite the inclusion of multiple predictors. Overall, the R-Square results demonstrate that the model has a reasonably strong ability to explain the endogenous variables. The slightly higher R-Square value for employee performance compared to job satisfaction indicates that the model is more effective in explaining employee performance. Therefore, it can be concluded that the structural model in this study has adequate predictive power and is appropriate for further hypothesis testing.

Table 6. F-Square Values

Variable	X1	X2	Z	Y
Organizational Restructuring (X1)	—	—	0.402	0.032
Work Motivation (X2)	—	—	0.352	0.338
Job Satisfaction (Z)	—	—	—	0.084
Employee Performance (Y)	—	—	—	—

Source: Processed Data, 2025

Based on Table 6. the  $f^2$  (effect size) values indicate varying levels of influence among the variables in the structural model. For job satisfaction (Z), the effect of organizational restructuring (X1) is 0.402, which falls into the large effect category, indicating that organizational restructuring has a very strong contribution to increasing job satisfaction. Similarly, the effect of work motivation (X2) on job satisfaction is 0.352, which is also categorized as a large effect, demonstrating that work motivation plays a highly significant role in shaping job satisfaction. These findings suggest that both organizational restructuring and work motivation are key determinants of job satisfaction. In terms of employee performance (Y), the effect of organizational restructuring (X1) is 0.032, which is classified as a small effect, indicating that its direct influence on performance is relatively weak. In contrast, the effect of work motivation (X2) on employee performance is 0.338, which falls into the medium to large category, highlighting it as the most dominant factor influencing employee performance. Meanwhile, the effect of job satisfaction (Z) on employee performance is 0.084, which is also considered small, suggesting that although job satisfaction contributes to performance, its effect is not substantial.

Table 7. Q-Square Value (Predictive Relevance)

Variable	SSO	SSE	Q <sup>2</sup>
Job Satisfaction (Z)	335.000	182.570	0.455
Employee Performance (Y)	335.000	169.657	0.494

Source: Processed Data, 2025

Based on Table 7. the Predictive Relevance (Q<sup>2</sup>) values indicate that the model has strong predictive capability for both endogenous variables. For Job Satisfaction (Z), the SSO value is 335.000 and SSE is 182.570, resulting in a Q<sup>2</sup> value of 0.455. This value suggests that the model has strong predictive relevance, meaning that organizational restructuring (X1) and work motivation (X2) are able to predict job satisfaction effectively. For Employee Performance (Y), the SSO value is 335.000 and SSE is 169.657, producing a Q<sup>2</sup> value of 0.494. This also indicates strong predictive relevance, demonstrating that organizational restructuring (X1), work motivation (X2), and job satisfaction (Z) are capable of explaining and predicting employee performance with a high degree of accuracy. Overall, all endogenous variables in this study have Q<sup>2</sup> values greater than zero and even exceed 0.35, which confirms that the model possesses excellent predictive relevance. The slightly higher Q<sup>2</sup> value for employee

performance compared to job satisfaction indicates that the model has stronger predictive power for employee performance. These findings are consistent with the R-Square results, which also showed relatively high explanatory power. Therefore, it can be concluded that the structural model not only explains the relationships among variables effectively but also demonstrates strong predictive ability. Consequently, the model is considered appropriate and robust for further hypothesis testing.

Table 8. Direct Effect Test

Variable Relationship	Original Sample (O)	T Statistics	P Values	Description
Organizational Restructuring (X1) → Job Satisfaction (Z)	0.464	3.569	0.000	Significant
Organizational Restructuring (X1) → Employee Performance (Y)	0.280	2.620	0.009	Significant
Work Motivation (X2) → Job Satisfaction (Z)	0.434	2.950	0.003	Significant
Work Motivation (X2) → Employee Performance (Y)	0.599	5.405	0.000	Significant
Job Satisfaction (Z) → Employee Performance (Y)	0.280	1.482	0.139	Not Significant

Source: Data processed 2025

Based on the bootstrapping test results, a coefficient value of 0.464, a T-statistic of 3.569 (>1.96), and a P-value of 0.000 (0.005) were obtained. This indicates that organizational restructuring has a positive and significant effect on job satisfaction. This means that the better the implementation of organizational restructuring, such as clear division of tasks, improved coordination, and clarity of responsibilities, the higher the level of employee job satisfaction. Therefore, the first hypothesis (H1) is accepted. The test results show a coefficient value of 0.280, a T-statistic of 2.620 (1.96), and a P-value of 0.009 (0.005). This means that organizational restructuring has a positive and significant effect on employee performance. Although the effect is not as significant as other variables, these results indicate that improvements in organizational structure still contribute to improved employee performance, such as in terms of work effectiveness and target achievement. Therefore, the second hypothesis (H2) is accepted. Based on the analysis, the coefficient value is 0.434, the T-statistic is 2.950 (1.96), and the P-value is 0.003 (0.005). This indicates that work motivation has a positive and significant effect on job satisfaction. This means that the higher an employee's work motivation, such as the desire to achieve targets and deliver optimal performance, the higher their perceived level of job satisfaction. Therefore, the third hypothesis (H3) is accepted.

The test results show a coefficient value of 0.599, a T-statistic of 5.405 (1.96), and a P-value of 0.000 (0.005). This indicates that work motivation has a positive and significant effect on employee performance. Furthermore, the coefficient value is larger than other variables, indicating that work motivation is the most dominant factor in improving employee performance. Therefore, the fourth hypothesis (H4) is accepted. The test results show a coefficient value of 0.280, a T-statistic of 1.482 (1.96), and a P-value of 0.139 (0.005). This indicates that job satisfaction does not significantly influence employee performance. Although the resulting relationship is positive, it is not statistically significant. This indicates that job satisfaction does not necessarily directly improve employee performance, suggesting that other factors may be more dominant in influencing performance. Therefore, the fifth hypothesis (H5) was rejected. Based on the test results, of the five hypotheses proposed, four were accepted

(H1, H2, H3, and H4), and one was rejected (H5). Work motivation proved to be the most dominant factor influencing employee performance.

Table 9. Results of the Indirect Effect Test (Mediation)

Mediation Relationship	Coefficient	T-Statistics	P-Value	Result
X2 → Z → Y (Work Motivation → Job Satisfaction → Employee Performance)	0.121	1.017	0.309	Not Significant
X1 → Z → Y (Organizational Restructuring → Job Satisfaction → Employee Performance)	0.130	1.621	0.106	Not Significant

Source: Processed Data, 2025

Based on Table 9, the results indicate that the indirect effects in the model are not statistically significant. The effect of work motivation (X2) on employee performance (Y) through job satisfaction (Z) shows a coefficient value of 0.121, with a T-statistic of 1.017 (less than 1.96) and a P-value of 0.309 (greater than 0.005). These results indicate that job satisfaction is not able to mediate the relationship between work motivation and employee performance. This suggests that the influence of work motivation on employee performance occurs more directly rather than through job satisfaction. Similarly, the indirect effect of organizational restructuring (X1) on employee performance (Y) through job satisfaction (Z) yields a coefficient value of 0.130, a T-statistic of 1.621 (less than 1.96), and a P-value of 0.106 (greater than 0.05), which also indicates an insignificant effect. This means that job satisfaction does not function as a mediating variable in the relationship between organizational restructuring and employee performance.

### **Organizational Restructuring, Work Motivation, and Employee Performance in Organizational Transformation**

The findings of this study fundamentally reinforce the argument that organizational transformation in contemporary public utility institutions cannot be understood merely as a structural or administrative exercise. Rather, restructuring operates as a multidimensional managerial intervention that simultaneously alters employee perceptions, motivational dynamics, behavioral commitment, and performance orientation. The evidence from PT PLN NP UP Bakaru demonstrates that organizational restructuring contributes positively to job satisfaction and employee performance, although its influence on performance is considerably weaker than that of work motivation. This distinction is theoretically important because it challenges the overly deterministic assumption frequently found in organizational change literature that structural reform automatically translates into improved organizational outcomes. The findings instead indicate that structural change only becomes meaningful when employees perceive the new arrangement as functionally coherent, psychologically fair, and operationally enabling.

This perspective aligns with the strategic human resource management argument advanced who emphasize that organizational systems create value only when they enhance employee capability and commitment rather than merely redesigning formal authority structures (Holbeche, 2022; Boudreau et al., 2023). Similarly, Boselie & Van (2024) argue that organizational change succeeds not because change occurs, but because organizational members cognitively accept and behaviorally internalize the logic of change. The present study strongly confirms this proposition. The positive relationship between organizational restructuring and job satisfaction suggests that employees do not necessarily resist organizational change; rather, they resist uncertainty, ambiguity, and exclusion from the

change process. This distinction is critical within management scholarship because many restructuring initiatives fail not due to flawed strategic intentions but because organizations underestimate the psychological consequences of structural redesign. The restructuring process at PT PLN NP UP Bakaru appears to have reduced role ambiguity, clarified responsibilities, and improved coordination mechanisms, thereby generating a stronger sense of work order and operational certainty among employees. These findings support the arguments of Kotter, Lewin, and Burke that successful organizational transformation depends heavily on the institutionalization of clarity, communication, and behavioral stabilization during change implementation. In many organizations, restructuring generates anxiety because employees interpret structural shifts as signals of instability, power redistribution, or future insecurity. However, when restructuring enhances procedural clarity and work effectiveness, employees are more likely to interpret change as organizational support rather than organizational threat. Research by Ling et al. (2024) similarly demonstrates that employee responses to organizational change are heavily shaped by perceived fairness, transparency, and managerial trustworthiness rather than by change itself.

This study contributes to the ongoing debate concerning the contradictory effects of restructuring on employee attitudes. While some previous studies report negative consequences of restructuring such as stress, insecurity, emotional exhaustion, and declining morale, the present findings suggest that restructuring may produce positive outcomes when implemented through operational rationalization rather than coercive downsizing. This distinction is often ignored in management literature. Studies by Jan & Sisodia (2025) have shown that restructuring associated with layoffs frequently deteriorates employee trust and satisfaction because employees perceive the organization as violating psychological contracts. Conversely, the present study indicates that restructuring focused on workflow improvement, task clarity, and coordination enhancement may strengthen employee satisfaction because employees experience greater efficiency and reduced work confusion. This finding is theoretically valuable because it demonstrates that restructuring should not be conceptualized as a universally disruptive phenomenon. Its consequences depend fundamentally on implementation logic, managerial communication, and organizational context. In this sense, restructuring is not inherently beneficial or harmful; its effects are socially constructed through managerial practice and employee interpretation.

The dominant influence of work motivation on employee performance constitutes perhaps the most strategically significant finding of this study. The results indicate that employee performance is influenced more strongly by psychological energy and intrinsic commitment than by structural intervention alone. This finding reinforces classical motivational theories developed while simultaneously supporting more contemporary perspectives such as Self-Determination Theory proposed by Osei & Bjorklund (2024). Employees who possess strong achievement orientation, internal responsibility, and performance commitment are more likely to sustain high productivity regardless of structural adjustments occurring within the organization. This suggests that organizational performance ultimately remains rooted in human agency rather than organizational architecture alone. In practical management terms, organizations frequently overinvest in restructuring programs while underinvesting in motivational systems, leadership development, recognition mechanisms, and employee empowerment. The present study clearly indicates that such imbalance limits organizational effectiveness.

The findings further demonstrate that employee motivation functions not merely as a supplementary organizational variable but as the central behavioral engine driving performance outcomes. This conclusion supports empirical findings from Latham and Locke regarding goal-setting theory, where motivated employees demonstrate higher persistence, stronger effort

intensity, and greater task focus. Research by Chen et al. (2022) emphasizes that intrinsically motivated employees are more adaptive, resilient, and proactive under organizational pressure. Within the context of organizational restructuring, these characteristics become particularly important because employees operating in changing systems require psychological resilience to maintain performance stability. The strong influence of motivation identified in this study therefore indicates that organizational transformation cannot succeed through structural alignment alone; it requires the active mobilization of employee psychological commitment. This is particularly relevant for state-linked or public utility organizations where bureaucratic rigidity often weakens motivational culture despite ongoing structural reform efforts.

An especially important theoretical implication emerges from the insignificant relationship between job satisfaction and employee performance. This finding directly challenges one of the most enduring assumptions within organizational behavior literature namely, that satisfied employees naturally become high-performing employees. Although the satisfaction-performance relationship has long been accepted in classical organizational theory, empirical evidence across decades has remained inconsistent. Studies by Hoxha et al. (2024) repeatedly demonstrate that job satisfaction does not uniformly predict performance across organizational settings. The present study strengthens this critical perspective by showing that employees may feel satisfied with organizational conditions without necessarily increasing productivity or work output. In practical terms, employees may appreciate stable systems, supportive environments, and improved coordination while simultaneously maintaining average performance levels if performance pressure, motivational intensity, or accountability systems remain unchanged.

This finding carries substantial implications for human resource management practice because many organizations mistakenly assume that improving employee satisfaction alone is sufficient to increase organizational productivity. Such assumptions oversimplify the complexity of human behavior at work. Satisfaction reflects an emotional evaluation of work conditions, whereas performance reflects behavioral execution toward organizational goals. The two constructs are related but not interchangeable. Employees can remain satisfied because their work environment is comfortable, predictable, and psychologically secure while simultaneously exhibiting moderate performance intensity. Conversely, highly motivated employees may continue producing strong performance despite relatively lower satisfaction because they are driven by professional ambition, achievement orientation, or internal discipline. This distinction is crucial because it shifts managerial focus away from simplistic employee happiness models toward more integrated performance management systems combining motivation, accountability, capability development, and strategic leadership.

The failure of job satisfaction to mediate the relationship between restructuring and employee performance further strengthens this argument. The findings indicate that restructuring influences performance more directly through operational improvements rather than indirectly through emotional satisfaction mechanisms. This suggests that employees at PT PLN NP UP Bakaru respond to restructuring primarily as a functional work system adjustment rather than as a psychological experience shaping deeper emotional attachment. From an organizational change perspective, this finding is highly significant because it indicates that structural reform can improve operational effectiveness even when emotional transformation remains limited. That structural redesign primarily affects workflow efficiency, coordination, and task execution rather than employee emotional states. Consequently, organizations should avoid assuming that improved satisfaction is a necessary pathway through which restructuring enhances performance. The absence of a mediating effect of job satisfaction in the relationship between work motivation and employee performance is equally important. The findings indicate that motivated employees do not require emotional satisfaction as an intermediary

mechanism to perform effectively. This reinforces the argument that motivation possesses direct behavioral force independent of affective workplace evaluation. Shows that highly motivated individuals maintain performance because they are internally regulated by achievement orientation, competence needs, and self-efficacy beliefs. In organizational settings undergoing restructuring or uncertainty, such internally driven motivation becomes even more critical because employees continue performing despite environmental instability. The present study therefore contributes to management theory by demonstrating that motivation may operate more powerfully as a direct performance determinant than as an antecedent of job satisfaction.

From a broader management perspective, the findings collectively suggest that organizational effectiveness during restructuring depends less on structural change itself and more on how organizations manage the human consequences of change. Structural systems create the formal conditions for work execution, but employee motivation determines the intensity and quality of behavioral output. Organizations frequently fail because they pursue efficiency through structural engineering while neglecting motivational architecture. This study clearly demonstrates that organizational restructuring without strong motivational reinforcement produces only limited performance gains. Consequently, managers should not interpret restructuring as a substitute for leadership effectiveness, employee development, or motivational strategy. Instead, restructuring should function as an enabling platform that supports employee capability and performance orientation.

The study also contributes contextually to the management literature within public-sector and state-linked organizational environments. Many studies concerning restructuring and performance are conducted within private corporations characterized by aggressive competition, high market flexibility, and strong performance incentives. In contrast, organizations such as PT PLN NP UP Bakaru operate within more bureaucratic and procedurally regulated contexts where organizational change often encounters institutional inertia and cultural resistance. The present findings therefore provide important evidence that even within relatively formalized institutional settings, employee motivation remains the strongest determinant of performance. This indicates that bureaucratic organizations cannot rely solely on procedural reform if they seek sustainable performance improvement. They must simultaneously cultivate motivational climates emphasizing recognition, competence development, accountability, and organizational purpose.

Another important contribution of this study lies in its rejection of simplistic linear assumptions regarding organizational change. Much organizational research still conceptualizes restructuring, satisfaction, and performance through direct sequential relationships. However, the findings suggest a far more complex behavioral reality. Organizational restructuring improves satisfaction but only modestly affects performance. Motivation strongly affects both satisfaction and performance. Satisfaction itself fails to significantly predict performance. These patterns indicate that employee behavior within organizational transformation contexts is nonlinear, multidimensional, and psychologically contingent. Such complexity supports contemporary organizational theories emphasizing dynamic capability, behavioral adaptability, and contextual leadership rather than rigid mechanistic models of organizational behavior. This study argues that organizational transformation succeeds not because structures change, but because employees remain psychologically energized and behaviorally committed throughout the change process. Structural clarity matters. Efficient coordination matters. Job satisfaction matters. Yet none of these factors independently guarantees superior performance unless employees possess strong motivational orientation toward organizational goals. The central managerial lesson emerging from this study is therefore unequivocal: organizational restructuring should never be treated as an isolated administrative strategy. It must be

integrated with motivational leadership, employee empowerment, communication transparency, and performance-oriented human resource systems. Organizations that focus exclusively on structural redesign while ignoring employee motivational dynamics may achieve procedural change without achieving meaningful organizational performance transformation.

## Conclusion

The findings of this study indicate that organizational restructuring has a positive and significant effect on employee job satisfaction, meaning that better implementation of restructuring leads to higher levels of satisfaction. Similarly, work motivation also shows a positive and significant influence on job satisfaction, suggesting that employees with higher motivation tend to experience greater satisfaction in their work. In terms of performance, organizational restructuring has a positive and significant effect, although the magnitude of its influence is relatively small. In contrast, work motivation demonstrates a strong and significant effect on employee performance and emerges as the most dominant variable in improving performance outcomes. However, job satisfaction does not have a significant effect on employee performance, indicating that it is not a primary determinant of performance in this model. Furthermore, job satisfaction is unable to mediate the relationship between organizational restructuring and employee performance, suggesting that the effect of restructuring on performance occurs directly rather than through satisfaction. Likewise, job satisfaction does not mediate the relationship between work motivation and employee performance, as work motivation itself is sufficiently strong to directly influence performance. Overall, these results highlight the importance of work motivation as the key driver of employee performance, while job satisfaction plays a more limited role within the structural model.

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