

The effect of organizational restructuring on employee performance through job satisfaction in Selayar Regency

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This research aims to analyze the effect of organizational restructuring on employee performance through job satisfaction at the Selayar Islands Regency Public Works and Spatial Planning Service. The research method used was quantitative research using total sampling techniques, and the number of respondents was 170 people. Hypothesis testing using SEM PLS version 3.0. The results of this research indicate that there is an indirect relationship between organizational restructuring through job satisfaction and employee performance which is better than the direct influence of organizational restructuring on employee performance. Based on these results, the Public Works and Spatial Planning Department pays attention to employee job satisfaction. Effective control in the organization implemented after restructuring leads to increased employee performance.

Keyword: *Employee performance, job satisfaction, restructuring organization*

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Introduction

Law Number 32 of 2014 requires each local government to reorganize its institutions. It is an effort to improve service performance which is slow and convoluted service (Haning, 2018). Institutional arrangements are also carried out by the Government of Selayar Islands Regency, especially the Public Works and Spatial Planning Service. The existence of Regional Regulation No. 25/2020 concerning the Position, Organizational Structure, Duties and Functions, and Work Procedures of the Public Works and Spatial Planning Office of Selayar Islands Regency aims to improve

performance and promote effective and efficient governance.

Benis and Miche said that organizational restructuring could replace organizational culture in measuring employee performance in the bureaucracy. The organizational restructuring will improve employee performance (Cahyani, 2022). Research conducted by (Rohim & Gunawan, 2019), (Notanubun et al., 2019) dan (Ting, 2011) said there is an influence from the organizational structure has an impact on employee performance. Based on other research carried out by (Kadir et al., 2021) and (Mithe et al., 2019) also shows that lead-

ership, organizational culture, and commitment significantly impact public service performance.

A study by (Janet & Deya, 2018) in the field of public service revealed that service increases occur through skills development. The study recommended finding new services, innovation, and cost reduction to improve public service performance. In addition, superiors must continue to learn to find new ways to maintain employee commitment. But based on empirical facts, Results of the Institute’s Employers’ Accountability Assessment over the past four years only once did a good performance category (b).

Table 1. Performance assessment after organizational restructuring

Restructuring Year	Category
2018	C (less)
2019	C (less)
2020	B (Good)
2021	CC (Enough)

Source: Inspectorate Report,2022

The above assessment is evaluated based on Government Regulation.No. 8/ 2006 concerning Financial Reporting and Performance of Government Agencies and Regent Regulation No. 29/ 2016 concerning Guidelines for the Evaluation of the Implementation of Government Agencies. It is because the evaluation results of the Action Plan have not been reflected in concrete steps (Interview with Inspectorate employees, 2022). Based on the initial survey, the implementation of the division of tasks did not go well because the most dominant work is staff with experience and

knowledge. However, many of them have undergraduate backgrounds. Research by (Nulipata et al., 2019) (Nulipata et al., 2019) and (Mega Yunika, 2017) show that organizational restructuring has a significant impact on employee satisfaction. But research on organizational restructuring and job satisfaction is inconclusive. Research by (Purdiaswari et al., 2016) and (Setyorini, 2020) reveals that performance will increase.

However, this research is also not convincing because research (Kadir et al., 2021) found that restructuring affects job satisfaction but does not affect performance through job satisfaction. So this difference makes a study of organizational restructuring, job satisfaction, and employee performance exciting to study. Conceptually, job satisfaction relates to employee performance levels (Yanindrawati et al., 2012). According to the theory presented by Invacevich, Konopaske, and Mattesson (Fatta, 2017:23) spreads, the relationship between satisfaction and performance influences each other. And then there’s a moderate variable between them, namely awards. Thus, a pre-survey was conducted to determine the work’s satisfaction after restructuring. According to employers, it happens because employees are dissatisfied with their colleagues. After all, the division of duties is unclear, and the workload is still high. It is because, after restructuring, the specialization of employees’ jobs is not maximum. After all, they continue to perform more tasks than other colleagues (Officer Observation, 2022). Based on the above, the purpose of this research is to analyze the organization’s restructuring relationship with the performance of the staff through the satisfaction of the staff at the PUTR Office of Selayar Regency. There is a research hypothesis as follows:

Table 2. Research hypothesis

1	H ₀	There is no effect of organizational restructuring on the performance of employees of the PUTR officer
	H ₁	There is an effect of organizational restructuring on the performance of employees of the PUTR officer
2.	H ₀	There is no effect of organizational restructuring on the performance of employees through the job satisfaction of the PUTR officer
	H ₁	There is an effect of organizational restructuring on the performance of employees through the job satisfaction of the PUTR officer

Therefore the questions in the research are:

1. Is there an effect of organizational restructuring on the performance of employees of the PUTR officer?
2. Is there an effect of organizational restructuring on employees' performance through the PUTR officer's job satisfaction?

Literatur review

Organization Restructuring

Structuring is one part of organizational change called The Four's Transformation. This concept originated from a developed organization in the 1960s Cooperrider & Sekerka (Fleming, 2017). Restructuring is preparing and redesigning various resources of the organization and then directing it to achieve high-level competitive performance in a dynamic and competitive environment. The organization operates with various structures and processes related and does not have a static structure and mechanism. The opinion can be interpreted that restructuring can do in multiple ways. Organizational restructuring occurred in the private sector and public sector. Research conducted by (Kinyua & Kihara, 2021) examines the effect of organizational restructuring on the private sector, while (Janet & Deya, 2018), (Kadir et al., 2021), (Mithe et al., 2019), and (Notanubun et al., 2019) examine the effect of restructuring on the public sector. This research was conducted in the public sector. Still, the research focus was different from the study conducted by (Janet & Deya, 2018), (Kadir et al., 2021), (Mithe et al., 2019), and (Notanubun et al., 2019), where this research examines the human and technological aspects that play a role in organizational restructuring. In contrast, previous research only examined it from a structural perspective.

This opinion is supported by Leavitt (1964) in (Ting, 2011) said that restructuring the organization means seeing an organization consisting of four dimensions: tasks, people, technology, and structure. These four dimensions have very high interdependence. If one changes, it'll affect the other. For example, new technologies introduced

by an organization can cause changes in existing structures (e.g., communication mechanisms, decision-making models, etc.); changes in tasks (e.g., services); staff change (e.g., number, skills, and employee content).

Therefore, the research uses indicators from Stoner et al. 1996, namely organizational restructuring consisting of 3 dimensions: structural, human, and technological.

- Changes in structural: specialization, a span of control, departmentalization, formalization
- Changes in technology: Technical guidance related to applications, facilities and infrastructure use.
- Human change: attitudes and skills

Job Satisfaction

(Robbins & Judge, 2015) stated that work satisfaction identifies individual behaviour when dealing with work. If someone's satisfied with their job, they'll show a positive attitude, but if someone's not satisfied, they'll show the opposite. In organizational change, it is necessary to pay attention to individual psychology. According to Luthan (in Faulin, 2019: 15), job satisfaction is an employee's perception of how well their work provides things that are considered essential. Bobb Biehl (1997) explains that the psychological dimension is a reference because it is a factor inhibiting change. This study uses indicators from Weiss et al., Called the Minnesota Satisfaction Questionnaire (MSQ) (Rinamurti, 2006:25-27), consisting of 3 Dimensions: Intrinsic Satisfaction, Extrinsic Satisfaction and General Satisfaction.

2.3. Performance Employee

(Sinambela, 2020:5) said that an employee's performance is the ability of an employee to perform a specific skill. Its opinion emphasizes employee performance as a skill possessed by individuals who can contribute to the organization. This study uses indicators from Revianto (1996), including Technical, conceptual, and interpersonal skills

Research Methods

It is quantitative research will analyze the effect of organizational restructuring on job satisfaction and employee performance at the Public Works and Spatial Planning Office of the Selayar Islands Regency Government. Sugiyono said that quantitative research is a positivist method using a specific population or sample (Siyoto & Sodik, 2015)

The design of this study is survey research with data collection techniques in the form of observation and using a questionnaire, with the instrument being a questionnaire with a Likert scale of 1-5 (Siyoto & Sodik, 2015). Nonprobability sampling with sampling technique is a total sampling of 170 people as the basis for this study. This determination technique is if the population as a sample tends to be small and the researcher wants the generalization error of the research results to be very small (Sugiyono, 2019:67).

The analysis technique in this study was descriptive statistical analysis with frequency distribution tables and inferential analysis using covariance-based SEM. Descriptive statistical analysis to describe in detail the research respondents. Then the use of covariant-based SEM, namely PLS-SEM, is used because after testing the normality of the research variables, which consist of three latent variables with a total of 43 indicator variables. It showed that the data did not normally distribute. Besides being able to test the relationship between variables, according to Chin and Newsted (Ghozali & Latan, 2015: 5), PLS-SEM can confirm the theory. The analysis tool uses PLS SEM Version 3.

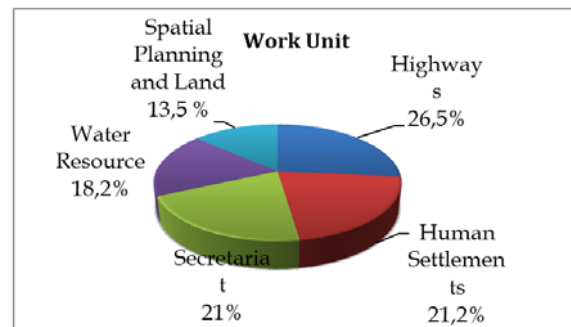
Results and Discussion

Descriptive Statistical Analysis

a. Based on Work Unit

Of the 170 questionnaires distributed, 31 respondents, or 18.2%, came from the Water Resources Sector, and 45 respondents, or 26.5%, came from the Highways Sector. Thirty-six respondents, or 21.2%, came from

Human Settlements Sector. 23, or 13.5%, came from the Spatial Planning and Land Affairs Sector, and the remaining 35, or 20.6%, came from the secretariat. The following is an overview of these respondents:

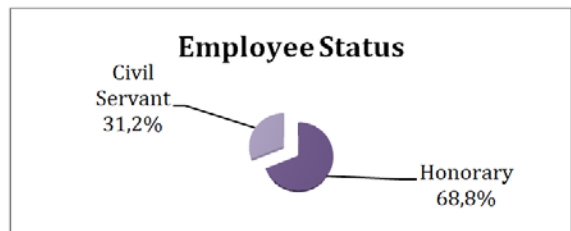


Picture 1. Based on Work Unit

Source: Processed by the Authors (2022)

b. Based on the Employment Status

Of the 170 respondents, 53 people, or 31.2%, had the status of Civil Servants, and the remaining 117, or 68.8% of the respondents, were honorary Employees. The following is a description of the respondents:

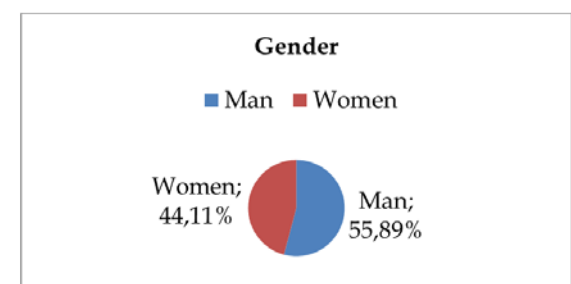


Picture 2. Based on Employee Status

Source: Processed by the Authors (2022)

c. Based on Gender

Of the 170 respondents, there were 95 men, or 55.89%, and 75 women, or 44.11%. The following is an overview of these respondents:

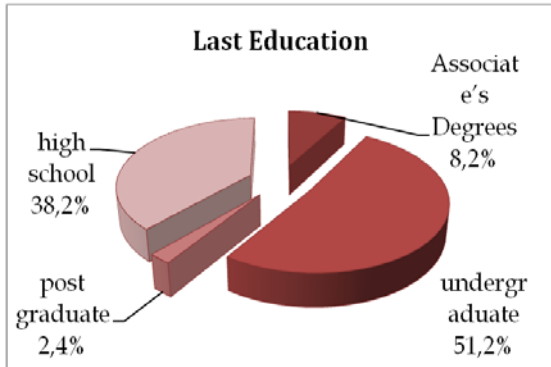


Picture 3. Based on Gender

Source: Processed by the Authors (2022)

d. Based on the last education

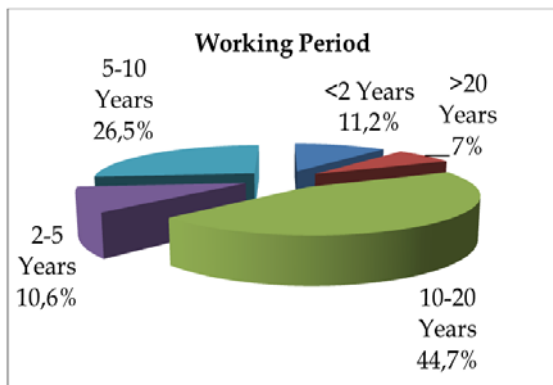
The domination of respondents' education was 87 undergraduate or 51,2%; postgraduate was the most petite, namely four people or only 2,4%. Fourteen people with Associate's Degrees, or 8,2%, and the remaining 65 were high school graduates, or 38,2%. The following is an overview of these respondents:



Picture 4. Based on the last education
Source: Processed by the Authors (2022)

e. Based on Working Period

Based on the questionnaire distribution data, it can be seen that almost half of the respondents have worked for 10-20 years, namely 76 respondents or 44.7%. Forty-five respondents, or 26.5% of respondents with 5-10 years of service, 19 respondents, or 11.2% of 20 years of service, and the remaining 18 respondents, or 10.6% of 2-5 years of service. The following is an overview of these respondents:



Picture 5. Based on Working Period
Source: Processed by the Authors (2022)

2. Inferential Statistical Analysis (PLS-SEM)

Before testing the hypothesis, it is necessary to test the validity and reliability of the research instrument, which is included in the measurement model or outer model, and perform the R-Square test and path analysis which is a structural model or inner model. The following describes the analysis through SmartPLS of the two sub-models.

a. Validity test

Validity test through Convergent Validity and Discriminant Validity. Reliability test through composite reliability and Cronbach's alpha. The convergent validity evaluation is based on the loading factor value and the AVE value, which describes the magnitude of the correlation between each indicator and its variables. Ideally, a value of 0.7 is a valid indicator. However (Chin in Yamin & Kurniawan, 2011) explained that if there is a value of 0.5, the value is still valid. Based on the analysis results, 12 indicators showed the convergent validity requirements were not met. Then recalculate the value of the loading factor so that all values are valid.

Table 3. Loading Factor

Indikator	OR	JS	EP	Description
JS1		0,698		Valid
JS10		0,757		Valid
JS11		0,698		Valid
JS12		0,650		Valid
JS13		0,714		Valid
JS14		0,641		Valid
JS15		0,794		Valid
JS16		0,632		Valid
JS18		0,723		Valid
JS2		0,639		Valid
JS3		0,719		Valid
JS4		0,572		Valid
JS5		0,725		Valid
JS6		0,684		Valid
JS7		0,524		Valid
JS8		0,706		Valid
JS9		0,792		Valid
EP2			0,734	Valid

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EP5	0,852	Valid
EP6	0,771	Valid
EP7	0,824	Valid
EP8	0,599	Valid
OR1	0,526	Valid
OR10	0,592	Valid
OR12	0,542	Valid
OR2	0,529	Valid
OR4	0,676	Valid
OR6	0,781	Valid
OR7	0,573	Valid
OR8	0,663	Valid
OR9	0,574	Valid

Source: Results of Primary Data Processing (2022)

Then an AVE test is performed. The valid condition is 0.5. It implies that this latent variable can explain, on average more than half of the indicator. Based on the research obtained, there were two variables below 0.5. However, this value still fulfills convergence validity because, according to Fornell & Larcker (Huang et al., 2013), its composite reliability value is above 0.6. Here is the AVE test result.

Table 4. AVE value

Construct	AVE
Organizational Restructuring	0,374
Job Satisfaction	0,476
Employee Performance	0,579

Source: Results of Primary Data Processing (2022)

Evaluation of discriminate validity meets the requirements if the value of each indicator's correlation with the construct is higher than the correlation with other constructs (Ghozali, 2014:40). From the results of data testing, it is known that the cross-loading value of each indicator on the construct is greater than the cross loading value of the indicator on other constructs so that all indicators meet discriminant validity.

Table.5 Cross Loading

Indicator	OR	EP	JS	Description
JS1	0,524	0,598	0,698	Valid
JS10	0,529	0,531	0,757	Valid
JS11	0,517	0,459	0,698	Valid
JS12	0,406	0,486	0,650	Valid
JS13	0,549	0,586	0,714	Valid
JS14	0,325	0,463	0,641	Valid
JS15	0,561	0,621	0,794	Valid
JS16	0,305	0,398	0,632	Valid
JS18	0,543	0,557	0,723	Valid
JS2	0,367	0,496	0,639	Valid
JS3	0,478	0,559	0,719	Valid
JS4	0,348	0,343	0,572	Valid
JS5	0,472	0,615	0,725	Valid
JS6	0,478	0,427	0,684	Valid
JS7	0,318	0,297	0,524	Valid
JS8	0,514	0,596	0,706	Valid
JS9	0,606	0,681	0,792	Valid
EP2	0,456	0,734	0,564	Valid
EP5	0,502	0,852	0,696	Valid
EP6	0,406	0,771	0,522	Valid
EP7	0,532	0,824	0,613	Valid
EP8	0,503	0,599	0,465	Valid
OR1	0,526	0,387	0,298	Valid
OR10	0,592	0,177	0,333	Valid
OR12	0,542	0,477	0,492	Valid
OR2	0,529	0,361	0,307	Valid
OR4	0,676	0,441	0,497	Valid
OR6	0,781	0,485	0,610	Valid
OR7	0,573	0,298	0,312	Valid
OR8	0,663	0,372	0,431	Valid
OR9	0,574	0,341	0,314	Valid

Source: Results of Primary Data Processing (2022)

b. Reliability Test

A reliability test is a requirement to state that the instrument in the indicator can measure each variable. Reliability is considered good if the value is higher than 0.7 (Ghozali, 2014:41). from the data testing results, all indicators were reliable.

Table 6. Reliability test

Construct	Cronbach's Alpha	Composite Reliability
Organizational Restructuring	0,788	0,841
Job Satisfaction	0,931	0,939
Employee Performance	0,813	0,872

Source: Results of Primary Data Processing (2022)

c. R-Square

Structural model measurements show how large an endogenous variable can explain the exogen variable. Three limit criteria meet if the value ≥ 0.67 then belongs to “substantial,” values between 0.33 and less than 0.67 including “moderate,” while below 0.33 can be said to be “weak” (Yamin & Kurniawan, 2011:21).

Endogenous latent variables in this study are job satisfaction and employee performance. The latent variable of organizational restructuring influences the latent variable of job satisfaction, and the latent variable of job satisfaction of organizational restructuring affects the latent variable of employee performance. The following is the R-Square value.

Table 7. R-Square Value

Construct	R-Square;	Category
Job Satisfaction	0,465	Moderat
Employee Performance	0,597	Moderat

Source: Results of Primary Data Processing (2022)

Based on the R-Square value, the organizational restructuring variable can influence the job satisfaction variable by 46.5%, and then 53.5% is explained by other factors outside

the study. Meanwhile, if seen from the R-Square value, the employee performance variable is 59.7% influenced by organizational restructuring variables, while other variables affect the remaining 40.3%

d. Path Coefficient

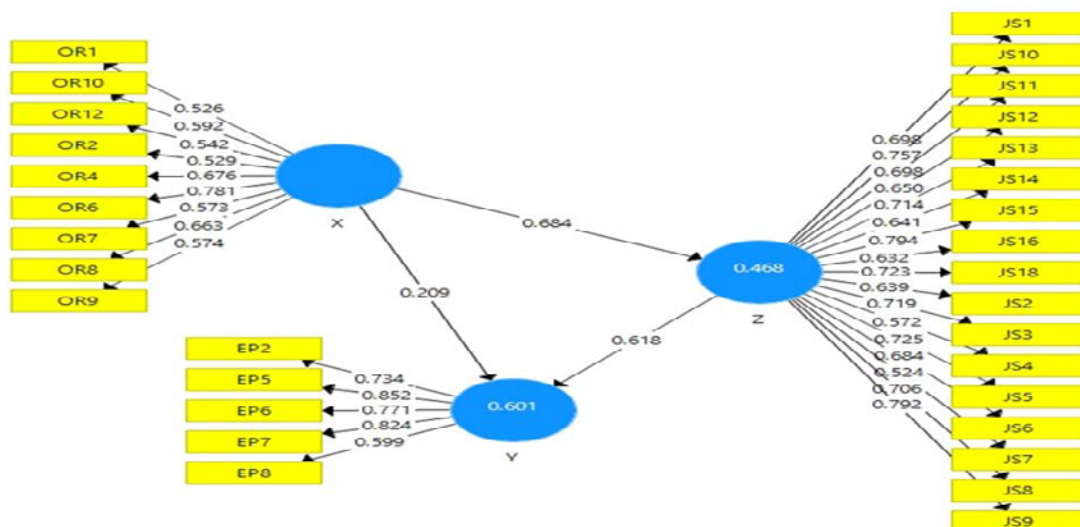
The path coefficient will prove the magnitude of the strength of the relationship between variables (Yamin & Kurniawan, 2011:21). Values close to +1 demonstrate a positive relationship. In contrast, values relative to -1 prove a negative relationship (Sarstedt et al., 2017). Following are the results of the path coefficients and structural equation model images that meet the requirements.

Table 8. Path Coefficient

Construct	Path Coefficient
OR-JS	0,684
OR-EP	0,209
JS-EP	0,618
OR-JS-EP	0,423

Source: Results of Primary Data Processing (2022)

The results of the data analysis above proved the positive effect of organizational restructuring on employee performance is 0.209 or 20.9. Then the positive impact of organizational restructuring on employee performance through job satisfaction is 0.423 or 42.3%.



Picture 6. Structural Equation Model
Source: Results of Primary Data Processing (2022)

e. Hypothesis Testing

In testing the hypothesis, a bootstrapping process is carried out to calculate t-statistical values and p-values (Sarstedt et al., 2017). If the significance is 95% ($\alpha = 0.05$), then the result of the t-statistic value must be more than the t-table of 1.96, or the p-value must be below 0.05, so it shows a significant effect. The following is the result of testing the hypothesis.

Table 9. Hypothesis Testing

Construct	Path Coefficient	T Statistics (O/STDEV)	P-values	Results
OR-JS	0,684	21,275	0,000	Significance
OR-EP	0,209	2,694	0,007	Significance
JS-EP	0,618	8,991	0,000	Significance
OR-JS-EP	0,423	7,736	0,000	Significance

Source: Results of Primary Data Processing (2022)

a. First Hypothesis

The t-statistic value of organizational restructuring on employee performance is higher than the t-table of 2,694 at a significance of 0.007. It states that the effect is significant. Therefore it is concluded that H1 is accepted

b. Second Hypothesis

The t-statistical correlation value of the organization's restructuring with employee performance through job satisfaction is higher than the t-table of 7,736 at a significance of 0.000. It states that the effect is significant. Therefore it is concluded that H1 is accepted

3. Indicator Contribution (Loading Factor) Research Variables

a. Organizational Restructuring Variables

This study measured organizational restructuring variables by adapting the concept of Stoner et al.(1996), consisting of 14 indicators. Based on the results of the PLS-SEM analysis, of the 14 indicators, several indicators did not affect the organizational restructuring variable, namely: First, OR3 *I no longer do more work than other friends in my section*. Second OR5 *There is no overlapping of work with other organizations or fields*.

The contribution of the OR3 and OR5 indicators is weak to the organizational restructuring variable because employees still do more tasks than other friends in their section. It is in line with the initial observation that the restructuring of work specialization in the division of functions has not gone well.

Third, OR11 *Application-based technical guidance has not facilitated work*. OR11's contribution is weak to organizational restructuring because application-based technical advice cannot facilitate work. Employees have not made technology in their daily lives.

Many tasks requiring technology are still done manually, so it takes a long time to complete the work. Fourth OR13 *Employee attitudes have positively impacted the organization*, and OR14 *employee skills and reliability are no longer a constraint*. Employees' weak OR13 and OR14 contributions are still an obstacle in the organization.

b. Job Satisfaction Variables

As for this analysis, several indicators do not affect the variable of job satisfaction, namely the indicators of JS 17 Supervision of Human Relations and JS 19 working conditions. Supervision Human relations at work means leadership is the ability of leaders to be responsible in a group. Human Relations Supervision Contribution is weak on employee job satisfaction. It shows that the leadership at the Office of Public Works and Spatial Planning is considered unable to exert influence by being a role model to motivate subordinates. Kreitner and Kinicki (2001) said leadership as transformational leadership is how a leader can influence so that his bottom can follow him. This leader will give every officer more chance and time to decide.

According to (Marta & Budi, 2018), the working condition indicator explains that the work environment conditions are physical or non-physical factors around employees that can influence them in carrying out their work. Research (Marta & Budi, 2018) revealed that the working environment would not affect

job satisfaction when employees use to the working environment. From the composition of the respondents, almost 50% of the total respondents have worked for 10-20 years, so they're used to working rhythms and working environments.

c. Employee Performance Variables

Of the ten indicators, several do not affect employee performance variables, namely EP 1. *I can make work plans without assistance*. EP 1 has a weak contribution to employee performance, indicating that employees still have difficulty making work plans.

It is shown in the average respondent's answer to the employee performance variable, where the assessment is the lowest on the average employee performance variable. (Sulastini, 2011: 12) Said organizational goals will be achieved through precise and programmed determination, while the planning is based on the desired goals. Therefore organizational planning is a reflection of the goals. Work planning at the Public Works Service has not been carried out with a fair division of tasks and proper functions, so it impacts professionalism at work.

Contribution of EP 9 *At work, communication is not a barrier for me and my co-workers* to weak employee performance, which means that employees at the Public Works and Spatial Planning Office think that communication between co-workers is still an obstacle at work. According to Kreitner and Kinicki (2001), communication is always associated with listening and gathering two-way information. Interpersonal communication actively will require a balance of quantity and quality aspects. This will result in strong interpersonal relationships between superiors, subordinates, and co-workers. It will, of course, affect changes in attitudes and patterns of behavior within the organization, giving rise to high work motivation (Ida, 2013)

EP10's contribution, *I'm actively involved in giving opinions at a meeting*. EP 10 rating is weak on performance. This condition shows

that the leader has not involved employees in solving any problems in the organization. If the members of the organization are entrusted to give their opinion, then there will be faith that they have been involved in the achievement of the organization.

4. The effect of organizational restructuring on the performance of employees of the PUTR officer

The PLS-SEM test proved that organizational restructuring proved to have a positive and significant effect on the performance of employees at the PUTR office in the Selayar Islands Regency.

OR6 indicator, namely *the implementation of my work, is always based on Standard Operating Procedures*. The OR6 indicator is the highest loading factor, namely 0.772. Robbins (1994) suggests that formalization deserves attention in forming an organizational structure. This means how far the organization carries out activities by the rules imposed. According to Haas and Johnson (1997), formalization is related to several written rules that govern the organization. The more effective the control carried out by the agency, the more it will influence the agency and improve employee performance Melcher (1995) (Fahrie & Erwin, 2018).

5. The effect of organizational restructuring on the performance of employees of the PUTR officer through job satisfaction

The results of the PLS-SEM analysis showed that organizational restructuring has proven to have a positive and significant effect on employee performance through job satisfaction of the employees of the PUTR Office of Selayar Regency.

The JS7 compensation indicator, i.e., *I am satisfied with the compensation I am currently getting*, is the indicator with the lowest loading factor value, which is equal to 0.524. The results of this study indicate that applying for appropriate com-

compensation strongly influences employees' job satisfaction according to workload. It supports research (Bagus Dhermawan et al., 2012) and (Mega Yunika, 2017) that compensation positively correlates with job satisfaction. If the compensation received by an employee is better, the better his job satisfaction will be. The theory put forward by Invancevich, Konopaske, and Mattesson (Fatta, 2017:23) describes that job satisfaction affects performance, and performance affects job satisfaction. The relationship between job satisfaction and performance has a moderate variable: rewards.

Conclusion

Organizational restructuring has significantly affected employee performance at the PUTR Office of the Selayar Islands Regency. The results of the study suggest that effective control in organizations that is applied after restructuring causes an increase in employee performance

Organizational restructuring significantly affects employee performance through job satisfaction at the PUTR Office of the Selayar Islands Regency. Job satisfaction mediates organizational restructuring on performance. Path analysis found that the indirect effect of organizational restructuring on employee performance through job satisfaction is higher than the direct effect of organizational restructuring on employee performance. This study confirms that job satisfaction is a predictor that improves employee performance. The better the level of job satisfaction, the better the performance shown by employees

Suggestions for PUTR Office and subsequent research:

The restructuring of the organization carried out by Public Works and Space Tata has triggered staff performance, but its impact is still small. Some steps can be taken to improve the restructuring of the next organization are as follows:

1. Carry out competency-based resource development. Competency-based resource development can adopt the rampesard model

(Efendi, 2015), namely planning results (Plan), training (Do), assessment (Check), and work-oriented competency development (Action);

2. holding one on one sessions to express opinions and obstacles in the division of tasks;
3. the boss can directly conduct an active search and observation of his staff in the performance of the job
4. A certain period of direct initiation to its officials compiling reports in writing and writing to determine the productivity of its staff.

Furthermore, organizational restructuring will be better if it is together with job satisfaction. So the steps that can increase job satisfaction are:

1. Fostering a harmonious and balanced relationship between superiors and subordinates, for example, conducting family gatherings or team building activities. It is an effort made by the direct supervisor to be able to find out what motivates and constrains employees to work;
2. give reward money or other tips to officials with a high workload so that they can motivate other officials to resign from their work as well.

And some things limit this research,

1. Respondents in this study have different performance ratings, while this research focuses on the same standards. The assessments between the two respondents are not the same. Therefore it is less precise if the questionnaire in measuring performance is the same. So the suggestion for further research is to evaluate the performance of civil servants using secondary data, namely SKP. Or, if possible, limit respondents who have the same performance rating.
2. This study observed two variables to evaluate the performance of the staff. Based on the results obtained and other variables related to interviews that affect officials' performance, leadership and Human Resources development are crucial in improving performance.

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