



Organizational Restructuring and Work Engagement Effects on Employee Performance: The Mediating Role of Job Satisfaction

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ABSTRACT

Keywords:

Restructuring, Work Engagement, Employee Performance, Job Satisfaction

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This study aims to analyze the effects of organizational restructuring and work engagement on employee performance, with job satisfaction as a mediating variable. This research uses a quantitative approach, employing descriptive and verificatory methods through a survey. The population consists of all employees in the Sales Division affected by organizational restructuring, and a saturated sampling technique was applied. Data were collected using a structured questionnaire with a five-point Likert scale and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS). The results show that organizational restructuring, work engagement, job satisfaction, and employee performance are generally in the very high category. Hypothesis testing reveals that organizational restructuring does not have a direct significant effect on employee performance. In contrast, work engagement has a positive and significant effect on employee performance. Furthermore, organizational restructuring and work engagement have a positive and significant effect on job satisfaction, and job satisfaction significantly influences employee performance. Mediation analysis confirms that job satisfaction mediates the relationship between organizational restructuring and employee performance, as well as between work engagement and employee performance. These findings indicate that improving employee performance requires not only structural changes but also efforts to enhance work engagement and job satisfaction to achieve sustainable performance outcomes.

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INTRODUCTION

Changes in the increasingly dynamic, competitive, and uncertain business environment require companies to continue adapting through greater efficiency, innovation, and the optimization of organizational resources. Globalization, increasingly fierce price competition, and changes in consumer behavior have

encouraged companies to manage their organizations in a more responsive, value-added manner. One of the managerial approaches widely applied to address these conditions is the concept of a *lean organization*, which emphasizes reducing waste, improving process efficiency, and creating value for customers (Jusdijachlan et al., 2024). In practice, this approach is often implemented through organizational restructuring to adjust business strategies to changes in the company's external and internal environments.

The Bottled Water Industry (AMDK) in Indonesia is one of the sectors directly affected by these dynamics. Data from the Indonesian Bottled Water Company Association (Aspadin) shows that the growth of the national bottled water industry has slowed, from 7.2% in 2021 to 4.3% in 2024. This condition indicates increasingly fierce competition, changing consumer preferences, and increasing sensitivity to prices and brands. PT XYZ, one of the national leaders in the bottled water market, also faces similar challenges, especially in the Jakarta Regional Sales Division, which plays a strategic role as the spearhead in achieving the company's sales targets.

In response to declining sales performance and increasing market pressure, PT XYZ carried out an organizational restructuring that included merging work units, simplifying managerial levels, and reorganizing operational functions and sales planning. This restructuring aims to improve the organization's efficiency and effectiveness. However, in practice, such structural changes have various implications for employees, especially salespeople, such as workload imbalances, increased working hours without adequate compensation, and unclear roles and responsibilities. This condition contributes to lower achievement of sales targets, increased customer complaints, and weaker overall employee performance.

Employee performance is an important indicator of an organization's success in achieving strategic goals. Mangkunegara (2020) stated that employee performance reflects the results of work, in terms of quality and quantity, in accordance with the responsibilities assigned. In the context of the Sales Division of PT XYZ Regional Jakarta, the decline in performance is evident in declining sales achievement, reduced customer acquisition, and increased customer complaint handling during the 2022-2024 period. This phenomenon shows that the restructuring carried out has not fully improved employee performance as expected.

Previous studies have shown that organizational restructuring can affect employee performance. Studies by Chorina and Wijono (2025), Pohan and Sihotang (2022), and Megawati et al. (2022) found that organizational restructuring positively affects employee effectiveness and performance. However, different results are shown by Safita and Budiantoro (2024) who state

that restructuring does not have a significant influence on employee performance. These differences in findings indicate that the impact of restructuring is not universal and is highly dependent on the organizational context and other supporting factors.

One important factor vulnerable to change in the restructuring process is *work engagement*. *Work engagement* is a positive psychological state characterized by an employee's passion, dedication, and full involvement in work (Albrecht et al., 2023). Employees with high engagement tend to perform better, show stronger motivation, and adapt to organizational changes. Research by Manalu et al. (2021), Pratama and As'ad (2025), and Pratiwi and Rizky (2024) shows that *work engagement* positively affects employee performance. However, Irfan et al. (2024) found that *work engagement* did not have a significant effect on performance, suggesting inconsistent results.

In addition to *work engagement*, job satisfaction also plays an important role in linking organizational change to employee performance. Job satisfaction is an employee's subjective evaluation of the work experience, encompassing aspects of the job itself, compensation, promotion opportunities, supervision, and relationships with colleagues (Suryani, 2022; Rizal, 2025). A number of studies indicate that job satisfaction positively affects employee performance (Safita & Budiantoro, 2024; Muharyono & Wibowo, 2023; Marbun & Jufrizen, 2022). However, Sembiring et al. (2021) found that job satisfaction did not have a significant effect on performance, thus again showing a difference in empirical findings.

Furthermore, several studies have found that job satisfaction mediates the relationships among organizational restructuring, *work engagement*, and employee performance. Muharyono and Wibowo (2023) prove that organizational restructuring has an indirect effect on performance through job satisfaction. Fitriadi et al. (2022) also found that *work engagement* improves employee performance indirectly through job satisfaction. On the contrary, Irwandi and Sanjaya (2022) state that job satisfaction does not mediate the relationship between work engagement and employee performance. The inconsistent research results indicate a research gap that warrants further study.

Based on this description, it can be concluded that previous research has not comprehensively examined the relationships among organizational restructuring, work engagement, job satisfaction, and employee performance within a single integrated model, particularly in the context of the bottled water industry and the Sales Division as a strategic function of the company. Therefore, this study offers a novel approach by simultaneously examining the influence of organizational restructuring and work engagement on employee performance, with job satisfaction as a mediating variable.

The purpose of this study is to analyze the influence of organizational restructuring on employee performance, analyze the influence of *work engagement* on employee performance, and test the role of job satisfaction as a mediating variable in the relationship in the Sales Division of PT XYZ Regional Jakarta. The results of this study are expected to make theoretical contributions to the development of human resource management studies and practical contributions to companies by enabling them to design restructuring strategies that are not only efficiency-oriented but also capable of increasing employee engagement, satisfaction, and performance in a sustainable manner.

RESEARCH METHODS

This study uses a quantitative approach, employing descriptive, verifiable methods through survey strategies (Gul, 2023). The quantitative approach was chosen because this study aims to test the causal relationships among variables and to objectively and measurably assess the influence of organizational restructuring and work engagement on employee performance, with job satisfaction as a mediating variable. According to Arikunto (2021), the quantitative method enables researchers to obtain numerical data for statistical analysis to answer research questions and test formulated hypotheses.

The descriptive research design was used to describe the actual conditions of organizational restructuring variables, *work engagement*, job satisfaction, and employee performance in the Sales Division of PT XYZ Regional Jakarta. Verifiable research is used to test the validity of hypotheses regarding the relationships and influences among variables, based on previous theories and empirical findings (Sugiyono, 2021; Stamenkov, 2023). Thus, this study not only describes the phenomenon that occurs, but also verifies the causal relationship between the research variables.

The population in this study is all employees of the Sales Division of PT XYZ Regional Jakarta who are directly affected by the organizational restructuring policy. This population includes employees from the Area Sales Operation, Sales Planning, Distribution Management, Key Account, and Customer Relations teams. Given the relatively limited population, the sampling technique used is *saturated sampling*, where all members of the population are made as research respondents. This technique was chosen to ensure the research results reflect the condition of the population as a whole and minimize sampling bias (Sugiyono, 2021; Vaidyanathan, 2022).

The data collection techniques used in this study include primary data and secondary data. Primary data was obtained through the distribution of questionnaires to respondents. The questionnaire instrument was compiled using a five-point Likert scale to measure respondents' perception of organizational restructuring variables, *work engagement*, job satisfaction, and

employee performance. The distribution of questionnaires is carried out either directly or through online media to ensure optimal respondent participation. Meanwhile, secondary data is obtained through company documentation, internal performance reports, as well as literature studies relevant to the research topic.

The data analysis technique is carried out in stages. Descriptive analysis was used to describe the characteristics of respondents and the conditions of each research variable, based on average scores, percentages, and distributions of respondents' answers. Furthermore, a verifiable analysis was conducted to test the research hypothesis using inferential statistics. The tests include validity and reliability testing, the classical assumption test, and testing the inter-variable relationship model. To analyze direct and indirect influences and test the role of job satisfaction as a mediating variable, *path analysis* or *Structural Equation Modeling* (SEM) is used, depending on the research data and their characteristics. The results of this analysis are expected to be able to provide valid and reliable conclusions as a basis for managerial decision-making.

RESULTS AND DISCUSSION

Result

A descriptive analysis of restructuring variables was conducted to determine the extent of the organizational change process, technology, and human resources felt by employees. Restructuring is considered a company's adaptive strategy for responding to business dynamics and market demands. The analysis was carried out across three main dimensions: structural, technological, and human resources.

Overall, the dimension of HR change obtained an average score of 85.9% which is included in the very high category. This value indicates that human resource management after the restructuring is going well and is positively appreciated by employees. This demonstrates strong management support and awareness in fostering skill development and adaptation to changing roles within the Jakarta Regional Sales Division of PT XYZ.

Table 1. Hasil Analisis Pada Variabel Restrukturisasi

No.	Dimensions	Score	Category
1	Structural Changes	86,1%	Very High
2	Technological Changes	83,2%	Height
3	Human Resource Change	85,9%	Very High
Average		85,1%	Very High

Sumber: Olah Data Kuesioner (2025)

Based on Table 1, the dimension with the highest score is structural changes, with a value of 86.1% and a very high category, while the lowest score is for technological changes, with a value of 83.2% and a high category. The difference in scores indicates that organizational structure change is more prominent than technological adaptation. The findings show that the restructuring carried out is stronger in terms of organizational structure and role division than the implementation of new work systems or technologies.

Tabel 2. Analysis Results on Work Engagement Variables

No.	Dimensions	Shoes	Category
1	<i>Vigor</i>	87,3%	Very High
2	<i>Dedication</i>	87,3%	Very High
3	<i>Absorption</i>	84,5%	Very High
Average		86,4%	Very High

Sumber: Olah Data Kuesioner (2025)

Based on Table 2, the dimensions with the highest scores were vigor and dedication, each with a value of 87.3% and a very high category, while the lowest score was found in absorption, with a value of 84.5% and a very high category. The relatively small difference in scores shows the consistency of employee involvement across various aspects of work, including enthusiasm, dedication, and relaxation during work activities. The findings show that employees have high energy, enthusiasm, and focus in carrying out their responsibilities.

Table 3. Results of Analysis on Job Satisfaction Variables

No.	Dimensions	Score	Category
1	The Work Itself	87,4%	Very High
2	Salary	79,7%	Height
3	Promotional Opportunities	82,5%	Height
4	Supervision	86,4%	Very High
5	Co-Workers	86,8%	Very High
Average		84,6%	Very High

Sumber: Olah Data Kuesioner (2025)

Based on Table 3, the dimension with the highest score is found in the job itself with a value of 87.4% and a very high category, while the lowest score is found in the salary dimension, with a value of 79.7% and a high category. The difference in scores shows that job satisfaction is intrinsically stronger than extrinsic factors such as compensation. The findings show that employee satisfaction is more influenced by the meaning and comfort of doing the job than the financial rewards received.

Table 4. Results of Analysis on Employee Performance Variables

No.	Dimensions	Score	Category
1	Quality	88,4%	Very High
2	Quantity	85,8%	Very High
3	Punctuality	84,8%	Very High
4	Effectiveness	86,7%	Very High
5	Independence	84,6%	Very High
6	Work Commitment	88,7%	Very High
Average		86,5%	Very High

Source: Questionnaire Data Processing (2025)

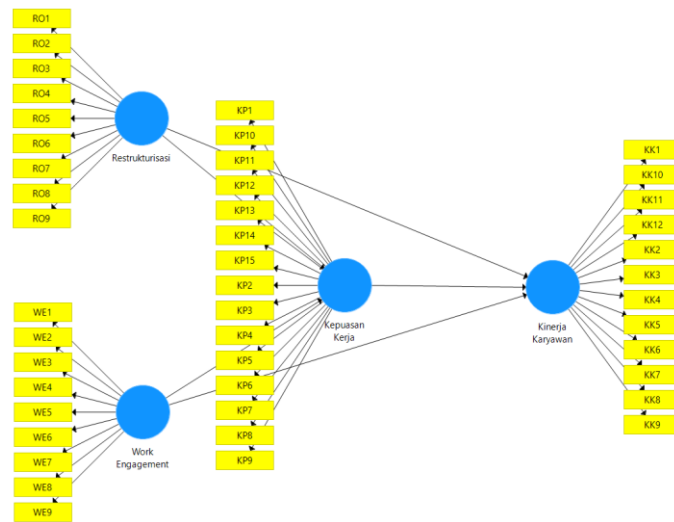
Based on Table 4, the dimension with the highest score is found in work commitment with a value of 88.7% and a very high category, while the lowest score is found in independence with a value of 84.6% and a very high category. The difference in scores between dimensions is relatively small, indicating that all aspects of employee performance are at a strong, consistent level. The findings show that high work commitment is the dominant factor that drives optimal performance within the Jakarta Regional Sales Division of PT XYZ.

Outer Model Test Results

The *outer model* test is conducted to ensure that each indicator used can truly represent the construct or variable being measured. The *outer model test* was carried out in SmartPLS by entering questionnaire data, specifying a measurement model linking indicators to constructs, and then running the PLS Algorithm to obtain outer loadings, AVEs, and composite reliabilities.

The initial research model, processed using SEM-PLS, consists of four main constructs: Restructuring, *Work Engagement*, Job Satisfaction, and Employee Performance. Each construct is measured through a number of indicators that represent its theoretical dimensions. The Restructuring variable has nine indicators (RO1-RO9) which include aspects of changes in structure, technology, and human resources. The *Work Engagement* variable was measured using nine indicators (WE1-WE9) that describe passion, dedication, and commitment to work. Furthermore, Job Satisfaction has fifteen indicators (KP1-KP15) which include aspects of the work itself, salary, promotion, supervision, and co-workers, while Employee Performance is measured by twelve indicators (KK1-KK12) that describe quality, quantity, punctuality, effectiveness, independence, and work commitment. The illustration of the initial research model is shown below.

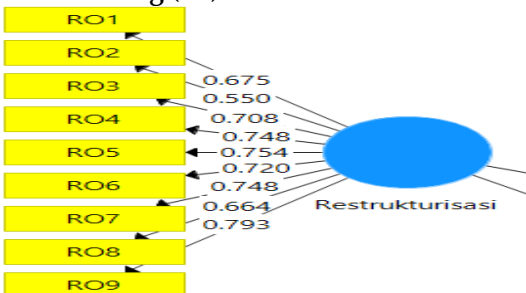
Gambar 1. Initial Research Model



Source: SEM-PLS Data Processing (2025)

The validity test assesses a questionnaire's validity, in which the questionnaire serves as a measuring tool that determines the extent to which the indicator represents the variables being measured. An indicator is considered to meet convergent validity standards in the good category if its outer loading is > 0.70. In addition, validity is assessed using the Average Variance Extracted (AVE), which indicates the proportion of an indicator's variance that is explained by a latent construct. A good AVE value must be greater than 0.50, which means that more than 50% of the variance of the indicator can be explained by the construct it represents, thus demonstrating adequate convergent validity. Based on the data obtained using the PLS tool, the SEM method was obtained as follows.

Table 5. Validity Test Results

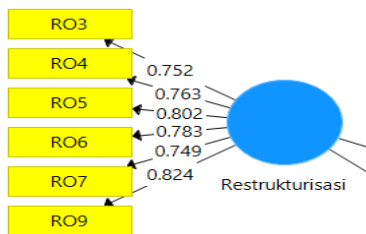
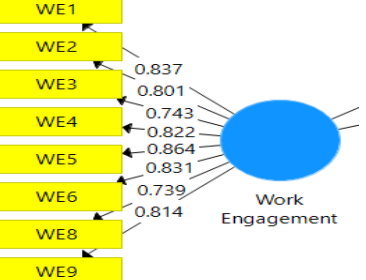
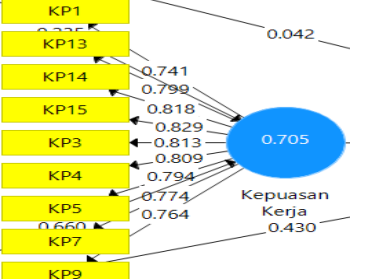
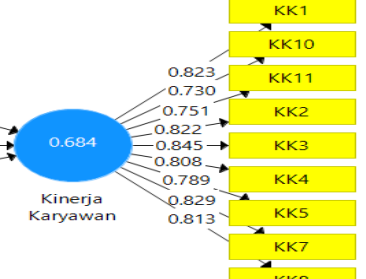
Variable	Indicator	Loading Factor	AVE
Restructuring (X1) 	RO1	0,675	0,504
	RO2	0,550	
	RO3	0,708	
	RO4	0,748	
	RO5	0,754	
	RO6	0,720	
	RO7	0,748	
	RO8	0,664	
	RO9	0,793	
Work Engagement (X2)	WE1	0,829	0,623
	WE2	0,788	

Variable	Indicator	Loading Factor	AVE		
	WE3	0,737			
	WE4	0,820			
	WE5	0,864			
	WE6	0,827			
	WE7	0,657			
	WE8	0,749			
	WE9	0,811			
	Job Satisfaction (M) 	KP1		0,752	0,525
		KP2		0,699	
KP3		0,803			
KP4		0,801			
KP5		0,780			
KP6		0,490			
KP7		0,758			
KP8		0,695			
KP9		0,785			
KP10		0,621			
KP11		0,626			
KP12		0,696			
KP13		0,756			
KP14		0,763			
KP15		0,773			
Kinerja Karyawan (Y) 	KK1	0,820	0,593		
	KK2	0,807			
	KK3	0,836			
	KK4	0,798			
	KK5	0,778			
	KK6	0,678			
	KK7	0,820			
	KK8	0,811			
	KK9	0,695			
	KK10	0,745			
	KK11	0,760			
	KK12	0,670			

Source: SEM-PLS Data Processing (2025)

Based on Table 5, some indicators have an outer loading value below 0.70 so they must be removed (*dropping*) in order to meet the convergent validity criteria and improve the quality of the model measurement. The second stage of data processing was carried out by issuing these indicators, yielding the following results.

Table 6. Validity Test Results After Indicator Dropping

	Indikator	Loading Factor	AVE		
Restrukturisasi (X₁) 	RO3	0,752	0,630		
	RO4	0,763			
	RO5	0,802			
	RO6	0,783			
	RO7	0,749			
	RO9	0,824			
	Work Engagement (X₂) 	WE1		0,837	0,643
		WE2		0,801	
		WE3		0,743	
WE4		0,822			
WE5		0,864			
WE6		0,831			
WE8		0,739			
WE9		0,814			
Kepuasan Kerja (M) 		KP1	0,741	0,607	
	KP3	0,813			
	KP4	0,809			
	KP5	0,794			
	KP7	0,774			
	KP9	0,764			
	KP13	0,799			
	KP14	0,818			
	KP15	0,829			
	Kinerja Karyawan (Y) 	KK1	0,823		0,652
		KK10	0,730		
KK11		0,751			
KK2		0,822			
KK3		0,845			
KK4		0,808			
KK5		0,789			
KK7		0,829			
KK8		0,813			
KK10		0,730			
KK11		0,751			

Source: SEM-PLS Data Processing (2025)

Based on Table 6, after the indicator-dropping process, all indicators in each variable in this study have loading factor values greater than 0.70 and AVE values greater than 0.5, indicating validity. Thus, all indicators have good validity values within the required drinking value limit.

Furthermore, reliability is used to assess the extent to which a research instrument yields consistent results across repeated measurements. The analysis

was conducted using *Composite Reliability* and *Cronbach's Alpha* with the following results.

Table 7. Reliability Test Results

Variable	Cronbach's Alpha	rho_A	Composite Reliability
Restructuring (X ₁)	0,871	0,875	0,903
Work Engagement (X ₂)	0,923	0,926	0,937
Job Satisfaction (M)	0,927	0,928	0,939
Employee Performance (Y)	0,931	0,934	0,942

Source: SEM-PLS Data Processing (2025)

Table 7 shows that all constructs have Cronbach's alphas ≥ 0.6 and composite reliabilities ≥ 0.7 . This shows that the indicators in each construct are reliable in compiling their respective constructs. After the validity and reliability test was carried out, the results showed that the data used in this study were valid and reliable. The results of the outer model test after dropping the indicator are shown in the following image.

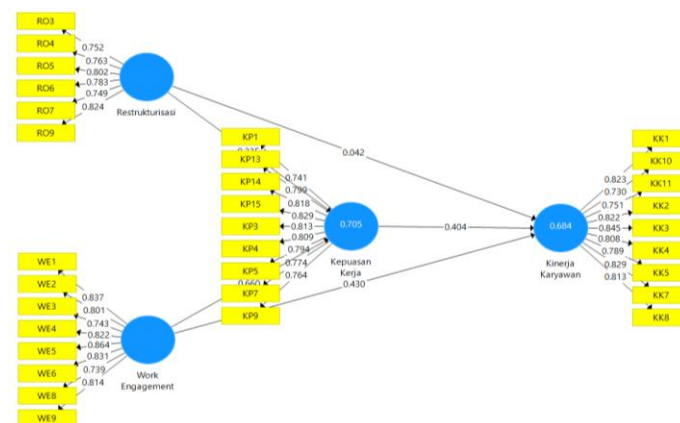


Figure 2. Outer Model Test Results

Source: SEM-PLS Data Processing (2025)

Inner Model Test Results

After the measurement model is declared valid and reliable, the next step is to test the structural model (*inner model*). Internal model analysis was conducted to assess the strength of latent relationships among variables using *the PLS Algorithm* in SmartPLS. The *R-Square* value (R^2) is used to assess the magnitude of the influence of independent variables on the dependent variables, while *F-Square* (f^2) indicates the magnitude of the effect of each construct, and *Q-Square* (Q^2) is obtained through the *Blindfolding test* to assess the predictive ability of the model. The results of the internal model analysis serve as the basis for assessing the feasibility of the research model before hypothesis testing.

Table 8. Test Results R-Square

Konstruk	R-Square	R-Square Adjusted	Hasil Uji
Job Satisfaction	0,705	0,700	Pengaruh Kuat
Employee Performance	0,684	0,675	Pengaruh Kuat

Source: SEM-PLS Data Processing (2025)

Based on Table 8, the *R-Square* value for the Job Satisfaction construct is 0.705, and the *R-Square Adjusted* is 0.700, while the Employee Performance construct has an *R-Square* value of 0.684 and the *R-Square Adjusted* value of 0.675. These values fall into the strong influence category, indicating that the independent variables in the model (Restructuring and Work Engagement) explain 70.5% of the variation in the Job Satisfaction variable and 68.4% in the Employee Performance variable, while the remaining variation is influenced by factors outside the research model. These findings show that the research model has high explanatory power and that the relationships among the latent variables are strong.

Furthermore, an *F-Square* analysis was carried out to determine the magnitude of each independent variable's effect on the dependent variable. The *F-Square* value indicates the extent to which the variable contributes to the research model. Here are the test results.

Table 9. F-Square Test Results

Construct	F-Square	Test Results
Restructuring -> Employee Performance	0,003	Not Influential
Work Engagement -> Employee Performance	0,172	Moderate Influence
Restructuring -> Job Satisfaction	0,097	Small Influence
Work Engagement -> Job Satisfaction	0,766	Big Influence
Job Satisfaction -> Employee Performance	0,152	Moderate Influence

Source: SEM-PLS Data Processing (2025)

Based on Table 9, the results of the *F-Square* test show that the level of influence between constructs falls into different categories. The highest value was found in the relationship between *Work Engagement* and Job Satisfaction, with a value of 0.766, which was included in the major influence category, indicating that work attachment makes a dominant contribution to increasing job satisfaction. Furthermore, *Work Engagement* to Employee Performance has a value of 0.172, and Job Satisfaction to Employee Performance has a value of 0.152, both of which are classified as medium influences, indicating that these two variables play an important role in encouraging employee performance. Meanwhile, Restructuring on Job Satisfaction has a value of 0.097 with a small influence category, and Restructuring on Employee Performance shows a value of 0.003 with an unaffected category. These results confirm that psychological

factors, such as attachment and job satisfaction, have a stronger influence than organizational structural factors in determining employee performance.

Furthermore, *Q-Square* testing assesses the model's ability to explain the phenomenon under study. The *resulting Q-Square* value indicates the extent to which the model predicts the dependent variable.

Table 10. Q-Square Test Results

Construct	Q-Square	Test Results
Job Satisfaction	0,433	Predictive Medium
Employee Performance	0,420	Predictive Medium

Source: SEM-PLS Data Processing (2025)

Based on Table 10, the results of the *Q-Square* test show that the Job Satisfaction construct has a value of 0.433 and the Employee Performance construct of 0.420, both of which are included in the medium predictive category. A positive *Q-Square* value indicates that the research model has strong predictive capabilities, meaning the independent variables can explain significant variation in the dependent variables. Overall, these results show that the constructed structural model has sufficient predictive relevance to accurately describe the relationships among the study's variables. The illustration of the predictive model in this study is shown in Figure 3 on the next page.

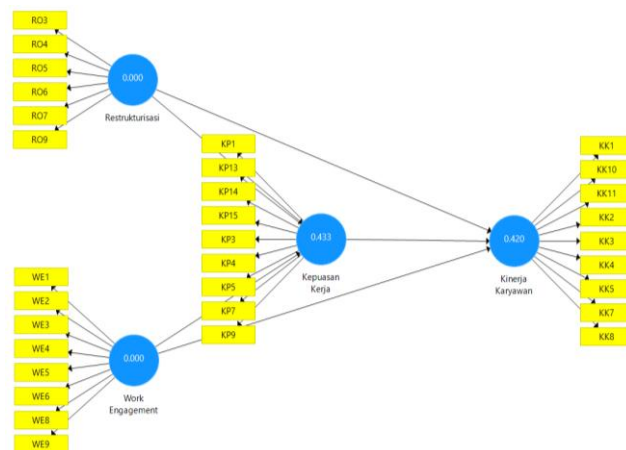


Figure 3. Predictive Model Test Results

Source: SEM-PLS Data Processing (2025)

Hypothesis Test Results

The hypothesis-testing stage aims to test all hypotheses formulated in the research, both direct and indirect influences via the mediation variable of job satisfaction. Hypothesis tests were conducted to assess whether the relationships among the model's variables were significant. This process uses *the bootstrapping* method in SmartPLS, which produces t-statistic values and p-values to support

conclusions. The basis for the decision is whether the path with a t-statistic > 1.96 (at a 5% significance level) shows a significant influence. In addition, a p-value < 0.05 also indicates a significant relationship between the variables. The results of the hypothesis testing in the study are shown in Figure 4 on the next page.

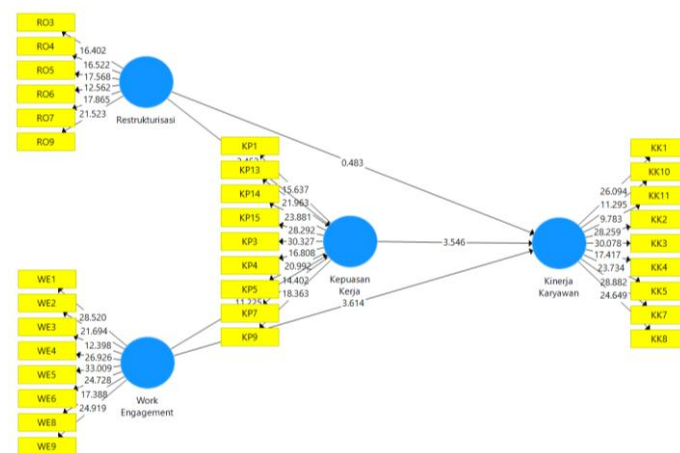


Figure 4: Final Model of the Research
Source: SEM-PLS Data Processing (2025)

Based on Figure 4, the results of the hypothesis test are summarized, including the path coefficient value in the original sample, the t-statistic, and the p-value for the direct influence and mediation effect, as summarized in Tables 11 and 12.

Table 11. Direct Influence Hypothesis Test Results

Hipotesis	Jalur	Original Sample	Sample Mean	Stdev	T Statistics	P Values
H1	X1 -> Y	0,042	0,057	0,087	0,483	0,630
H2	X2 -> Y	0,430	0,439	0,119	3,614	0,000
H3	X1-> M	0,235	0,234	0,068	3,452	0,001
H4	X2-> M	0,660	0,666	0,059	11,225	0,000
H5	M -> Y	0,404	0,385	0,114	3,546	0,000

Tabel 12. Mediation Influence Hypothesis Test Results

Hipotesis	Jalur	Original Sample	Sample Mean	Stdev	T Statistics	P Values
H6	X1 -> M -> Y	0,095	0,090	0,038	2,502	0,013
H7	X2 -> M -> Y	0,267	0,257	0,080	3,347	0,001

Source: SEM-PLS Data Processing (2025)

Discussion

The descriptive findings reveal that organizational restructuring, work engagement, job satisfaction, and employee performance are perceived at very high levels, indicating that the organization has successfully managed both structural and behavioral aspects of change. This condition aligns with previous studies suggesting that effective restructuring, when accompanied by supportive human resource practices, can foster positive employee perceptions (McGrath, 2025; Johnstone, 2024; Georgescu et al., 2024). However, despite these favorable conditions, the structural model demonstrates that restructuring does not exert a direct effect on employee performance. This finding diverges from studies that posit restructuring as a direct performance-enhancing mechanism (Fettahoglu et al., 2025; Zuo et al., 2025) but is consistent with more recent evidence emphasizing that structural change alone is insufficient to drive individual performance without psychological readiness and attitudinal alignment among employees (Rahi et al., 2022; Luo et al., 2022).

In contrast, work engagement has a strong, significant influence on employee performance, confirming its central role as a key driver of productivity. This result is consistent with the Job Demands-Resources (JD-R) theory, which posits that engagement functions as a motivational process linking job resources to performance outcomes (Koroglu et al., 2022; Rai et al., 2022). Empirical evidence from prior studies also shows that engaged employees exhibit higher levels of vigor, dedication, and absorption, which translate into superior task performance and organizational commitment (Mazzetti et al., 2023; Dunlop et al., 2023). The strong effect size of work engagement on both job satisfaction and performance in this study reinforces the argument that psychological investment in work is more decisive than formal organizational arrangements in shaping performance outcomes.

Furthermore, the results show that both restructuring and work engagement significantly influence job satisfaction, with work engagement exhibiting a dominant effect. This finding supports earlier research indicating that job satisfaction is shaped not only by organizational systems but also by employees' emotional and cognitive involvement in their work (Paliga, M., 2023; Zhang et al., 2024). The relatively weaker effect of restructuring on job satisfaction suggests that while changes in structure, technology, and human resources may enhance clarity and efficiency, their impact on satisfaction depends largely on how employees perceive and experience them. This underscores the importance of employee-centered change management approaches that prioritize communication, participation, and perceived fairness during restructuring processes (Sims, W., 2025).

The mediating role of job satisfaction represents one of the most critical

contributions of this study. The findings demonstrate that restructuring influences employee performance indirectly through job satisfaction, indicating a full mediation effect, while work engagement affects performance both directly and indirectly through satisfaction. These results are consistent with prior studies emphasizing job satisfaction as a psychological mechanism that translates organizational practices and individual engagement into performance outcomes (Sypniewska et al., 2023; Stirpe et al., 2022). From a theoretical perspective, this evidence strengthens integrative models that combine structural change theory with motivational and attitudinal frameworks, suggesting that performance improvement is best understood through multilevel and multidimensional mechanisms rather than linear causal paths.

From a practical standpoint, the findings imply that organizations undergoing restructuring should not rely solely on structural realignment or technological upgrades to enhance performance. Instead, managers should prioritize strategies that foster work engagement and job satisfaction, such as empowering leadership, meaningful job design, and supportive supervision. By cultivating a work environment that enhances employees' emotional attachment and satisfaction, organizations can ensure that restructuring initiatives translate into sustainable performance gains. Overall, this study contributes to the human resource management literature by demonstrating that the effectiveness of organizational change depends on its ability to enhance employees' psychological states, thereby offering both theoretical enrichment and actionable guidance for practitioners operating in dynamic business environments.

CONCLUSION

This study provides an important lesson: the success of improving employee performance is not solely determined by organizational structural changes but is highly dependent on psychological factors and employee work attitudes. Although organizational restructuring, work engagement, job satisfaction, and employee performance are in the very high category, restructuring has been proven to have no direct effect on employee performance. In contrast, work engagement emerges as a key driver of employee performance, fostering emotional engagement, passion, and dedication to work. These findings confirm that organizational restructuring will be more meaningful and impactful if it creates a work environment that increases employee satisfaction and engagement, enabling structural changes to be translated into optimal work performance.

The main strength of this research lies in its contribution in enriching the study of human resource management by emphasizing the role of job satisfaction as a crucial mediating variable between restructuring, work engagement, and

employee performance. Theoretically, these findings reinforce the view that structural and behavioral approaches should be pursued concurrently in the management of organizational performance. However, this study has limitations in its scope, focusing on only one division and one organization, so the generalizability of the results remains limited. In addition, cross-sectional research designs have not captured the dynamics of long-term changes in employee behavior. Therefore, further research is recommended to involve a more diverse organizational context, adopt a longitudinal approach, and include additional variables, such as leadership, organizational culture, and work well-being, to gain a more comprehensive understanding of the mechanisms for improving employee performance.

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