

INFLUENCE OF ORGANIZATIONAL RESTRUCTURING AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE AT THE NATIONAL DEVELOPMENT UNIVERSITY (UPN) "VETERAN" EAST JAVA

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ABSTRACT

Public bad perception of the State Civil Apparatus (ASN) often occurs in the community, especially related to employee performance. Problems in the bureaucratic realm one of them concerns the composition of organizations that tend to grow. The more swollen the structure, it will hinder the process of public service. With the simplification of bureaucracy makes it more efficient to realize good governance. The change from structural positions in echelons III and IV that were converted into functional positions resulted in implications for work motivation. This will have an impact on the performance of the resulting employees. In this study using quantitative research methods. Data analysis techniques are applied using structural model equations (SEM) with the WarpPLS approach. Respondents were used as many as 33 employees of UPN "Veteran" East Java who were affected by the echelon cuts. The result of this study is that organizational restructuring has a weakly significant influence on employee performance with $p = 0.09$ and a path coefficient of 0.21. While work motivation has a strong significant influence on employee performance with $p < 0.01$ and track coefficient of 0.75

Keywords: *Organizational restructuring, motivation, employee performance*

A. INTRODUCTION

Human resources is one of the determinants of achieving or not achieving organizational goals. The high ability of human resources depends on the willingness to develop, the knowledge, the skills they have. The demands in the world of work will be the quality of performance is getting stronger, of course always expect a swift and responsive apparatus in serving the community. The poor performance of government apparatus is often heard among the public both directly and through the mass media. Bad perception by society due to several things such as bureaucrats are considered less productive, low work ethic and lack

of awareness and discipline in doing work. The lack of employee awareness of the responsibilities received, making the public's assessment of the government apparatus worse. Indiscipline behavior has become a poor work culture and can degrade performance. This results in the work being delayed and slow to achieve the vision of the organization's mission. There needs to be bureaucratic reform, especially in human resource management to improve employee performance. The atmosphere and traditions that exist in the environment of government offices, generally only ornate to public services not to the results that have been achieved in effective and efficient public services. As a result, performing tasks is always based on duties, responsibilities and bureaucratic regulations that have been carried out. This certainly makes the bureaucracy become more erratic (Nurkolis, 2013).

Behind the carut marut bureaucratic problems in Indonesia that never end, one of which concerns the composition of government organizations that tend to grow, both in the center and the region. In this situation, vulnerable take advantage of the possibility to enlarge the structure without seeing the real needs, availability of human resources and the current conditions that are being faced. As reported by Justin Paat (2020) on news site one, Former Minister of Utilization of State Civil Apparatus and Bureaucratic Reform, Asman Abnur said that the tendency of this condition resulted in the formation of nonstructural institutions tasked with clustering or intersecting with functional institutions. The more bloated the organizational structure can hinder the process of public services. In the perspective of public administration, good governance is the culmination of the implementation of public services that require a competent bureaucracy to process and implement policies. Bureaucratic reform has several indicators that need to be emphasized especially in terms of bureaucratic restructuring. According to Robbins, bureaucratic restructuring is a realignment of the organizational order that has been used when experiencing problems that affect the internal and external environment. This action affects many parties, especially the employees concerned. (Haning, 2019) (Jillyta, Sendow, & Pandowo, 2019)

At the inauguration of President Joko Widodo for the second term, again emphasized the simplification of bureaucracy through echelon trimming. The long bureaucratic flow makes it difficult to make decisions from top to bottom and vice versa. In this case, the echelon is done to two levels, namely there are only echelon I and echelon II as structural positions. Echelon III and echelon IV undergo a transition from structural to functional position taking into account their skills and skills. Through trimming this echelon, expect decision-making quickly so that the services provided to the public are more responsive. With the reference of the *Undang-Undang Republik Indonesia Nomor 5 Tahun 2014* on State Civil Apparatus (ASN) contained in Article 13, the ASN Department is simplified to three levels, namely the Administrative Office, The Office of High Leadership and Functional Office. Echelon pruning needs to be done given that structural positions whose composition is uneven. Functional positions dominate the position of employees in government institutions. Functional positions play a role in carrying out administrative tasks, but on the interest side are still not seen in the distribution of the map of the current organizational structure. Civil Servants

(PNS) who serve as functional positions are dominated by education (38% of the total civil servants) and health (6% of the total civil servants) the rest is filled by other technical functional officials (Ministry of PAN-RB, 2018)

Regardless, the simplification of bureaucracy results in significant implications for employee motivation. The process of transitioning from a structural position to a functional position does not always run in line with the high interest of ASN career in functional positions. Based on a study by the State Administrative Institute entitled *Grand Design* Functional Department, revealed the reason for the reduced enthusiasm of ASN career in functional positions. First, the performance of functional positions in an organization is believed to be less strong or not optimal because it is too difficult to get credit numbers. Second, the lack of construction from the organization. There are about 50 types of functional departments whose construction is indicated not to run optimally. This resulted in functional positions have not been able to put their best performance. Third, job benefits or performance allowances obtained are relatively low compared to structural positions. Thus triggering a decrease in motivation to occupy functional positions.

A poor bureaucratic portrait is also reflected in the field of education. In the education sector there is a bureaucracy that is exhausting. The long and complicated level of service from the lowest unit level to the ministry is a form of bureaucracy that is often complained about. The National Development University "Veteran" of East Java or known as UPN "Veteran" East Java is a *principle* institution that organizes higher education in the form of universities under the auspices of the Ministry, Research and Higher Education. Based on the *Peraturan Presiden Republik Indonesia Nomor 122 Tahun 2014*, it has been established as a State University. UPN "Veteran" East Java as a college institution has an obligation to create superior and competent resources and the character of defending the country. Considering, *the icon* of UPN "Veteran" East Java that makes its characteristic is as a national defense campus, which strengthens the use in instilling moral values and love and pride in the nation.

The echelonization structure in upn "Veteran" East Java only appeared when it turned into a country because it was previously a foundation. Organizational behavior is more inclined to *New Public Management* (NPM) where the institutional structure of government is poor function rich structure. After becoming a State University (PTN), the institutional status that was originally PTN Unit Kerja (Satker) at the end of 2018 changed to PTN Public Service Agency (BLU). The difference between the two is in the financial management of the institution. Financial management in Satker is in the auspices of the state and as well as the payroll system also by the state. In contrast to BLU, where financial management is regulated by the university itself as well as the payroll system.

In the change in status, experiencing changes in the organizational structure so that there is swelling of the structure due to new governance adjustments. As PTN-BLU, UPN "Veteran" East Java has a more extensive and realistic organizational structure directed in accordance with the division of tasks and functions. During the transition period, the changes that occur are quite significant. An increasingly fatter structure results in convoluted processes and

sluggish decision-making that will have an impact on the output or performance produced. In this transition period, there are often problems related to public services, namely the optimal coordination between related units at the level of implementation ranging from planning to performance evaluation in accordance with applicable regulations. Moreover, with the simplification of bureaucracy with the loss of structural positions in echelon III and echelon IV and the replacement of functional positions, of course, reorganizing the organizational structure that has only been carried out in recent years.

An effective and efficient organizational structure certainly needs to be formed with regard to the numbers or hierarchies in an organization. In the field of education, achieving goals is not an easy thing to do. Considering there needs to be a formula in achieving it. The strategy was formulated with the aim of optimizing the allocation of limited human resources in realizing educational goals. If the strategy is not good, it will have no meaning if the implementation is not accompanied by the design of the right management organizational structure. Efforts in realizing it require cooperation by prioritizing effectiveness and efficiency through good institutional governance.

Efforts are made so that employees have high work motivation, one of which puts employees in the right position. Organizational changes one of them affects the placement of employees. Work placements that are in accordance with competence will increase work motivation so that they can achieve optimal results and employee creativity can develop. Education is one of the important components in supporting national development and growth. The main capital in national development is one of them is educated human resources, especially for economic development. The more educated people, the easier it is for a country to build its nation. If the performance of employees of the National Development University "Veteran" east Java runs optimally, it can help the organization's goals that have been set. (Hayati, 2009)

B. LITERATURE REVIEW

Restructuring Organization

Every organization needs a performance evaluation and a series of updates to keep growing and growing. These improvements are carried out continuously so as to produce optimal performance. Restructuring is an important component of transforming an organization. Restructuring or commonly said to be a change in structure is a process of realignment of the existing organizational structure.

Organizational restructuring is an activity to reorganize existing organizational structures with different workloads, tasks and functions also in order to improve work effectiveness and efficiency to achieve common goals. In the context of bureaucracy called organizational bureaucratic restructuring, it is the (Nulipata, Sahrah, & Yuniasanti, 2019) *urgency* of all parties including employees as a whole because the action will have a direct effect on employees.

The restructuring of the organizational bureaucracy on the subject aims to change the structure of tasks and work functions, which is a system that regulates activities through the burden of work tasks and responsibilities, regulates (Wiagustin, 2010) *private* interaction through relationships, and regulates the

distribution of objectives between organizations and employees.(Robbins & Judge, 2014) Robbins points out the main dimensions in organizational restructuring are divided into three components: 1) Complexity, 2) Formalization and, 3) Centralization. (1994)

Motivation

Humans are social creatures who need the help of others. Man will need a motivation to push himself to achieve the expected goals. Work motivation is an effort that can result in any action, direct action, and maintain or maintain such actions based on the work environment in an organization (Suseno & Sugiyanto, 2010). Maithel (2012) argues that motivation is a complex energy in initiating and protecting individuals in an organizational environment. In these situations and conditions encourage employees in achieving organizational goals. According to Bangun (2018) interprets motivation as interests and encouragement that are embedded in a person in achieving an activity related to work and has an impact on decision making in doing all actions. From some of the opinions that have been put forward above it can be concluded that motivation is an impulse that is embedded in humans in order to move themselves to do all actions to achieve the goals that have been set.

According to Fredick Herzberg in (Sanjaya, 2018), indicators used to measure work motivation in a person are divided into two, namely intrinsic factors and extrinsic factors. Intrinsic factors include achievement, recognition, responsibility and development. While extrinsic factors include policy and administration, wages / salaries, working conditions, interpersonal relations, and supervision.

Employee Performance

Every employee is required to have the ability and ability to carry out the tasks carried out. Performance is an inseparable component of the organization. Its output is used as a benchmark for the success of an organization. Performance is the result of certain work performed by employees related to the organization on a scheduled basis at a time and place (Mangkuprawira & Hubeis, 2007). According to Mangkunegara (2004) performance is the result of employee work in carrying out tasks and responsibilities that are devolved and then achieved based on quantity and quality. Concrete (quantity) and non-concrete forms of performance all refer to the quality of human resources in carrying out their duties. Performance is expected to be able to provide good quality work so that it can hinder in achieving organizational goals listed in the vision-mission. According to Hersey Blanchard in Wirawan (2015) mentioned indicators in measuring employee performance in classified into 7, namely goals, standards, *feedback* (feedback), supporting facilities, employee competence, motives, and opportunities.

C. RESEARCH METHODS

In this study using quantitative research approach. This method is a scientific method because it contains scientific guidelines such as objective, empirical, systematic, rational and measurable (Sugiyono, 2015a). This study aims to measure the correlation of the strength or weakness of independent

variables to dependent variables. The population in this study is employees at the National Development University "Veteran" East Java who are affected by the simplification of this organizational structure that concerns echelon III and echelon IV which is as many as 32 people. In determining the samples used in the research researchers used the total sampling technique. Total sampling technique is a technique that uses a population to be used as a sample. This is due to the relatively small population of less than 50 respondents.

The absolute requirement in a study is to declare the instrument valid, which means using the instrument used to measure what should be measured (Sugiyono, 2015: 173). In the validity test of the statement item that has been submitted by the researcher, the measure of validity is known by correlated between the score of the item with the total score if it is known that the value of r is greater than 0.30, it can be concluded that the statement item of the questionnaire can be said to be valid. Calculations are done using SolAnd 2.1 software. In this study, researchers conducted data analysis to test hypotheses using *The Structural Model* (SEM) through the WarpPLS approach. WarpPLS is a type of software developed by Partial Least *Square* (PLS) that presents the variable test of moderation and mediation in a simpler way and prepares correlation analysis between non-linear latent variables (Salle & Wonar, 2020).

D. RESULTS AND DISCUSSIONS

The data, used to test the validity and reliability of the questionnaires submitted, was measured using the SolAnd 2.1 software tool. The validity and reliability test was conducted on employees at UPN "Veteran" Jawa Timur who had structural positions on echelons III and IV were converted into functional positions of 32 people. Here are the results of the validity and reliability tests of each statement item

Table: Test validity and reliability

Variable	Grain	r	r Corrected	Alpha Cronbach coefficient	information
X1	X112	0,5244	0,3789	0,7743	VALID
	X112	0,6389	0,4771	0,7643	VALID
	X121	0,6927	0,5378	0,7545	VALID
	X122	0,5127	0,3966	0,7733	VALID
	X123	0,6641	0,5568	0,7532	VALID
	X124	0,6031	0,4390	0,7698	VALID
	X131	0,6220	0,4808	0,7621	VALID
	X132	0,5298	0,4152	0,7715	VALID
	X133	0,7055	0,6208	0,7485	VALID
X2	X211	0,6854	0,5155	0,7723	VALID
	X212	0,5546	0,4015	0,7893	VALID
	X221	0,6036	0,4165	0,7916	VALID
	X222	0,6970	0,5349	0,7676	VALID
	X223	0,8956	0,8263	0,7008	VALID
	X231	0,6851	0,5879	0,7645	VALID

	X232	0,5882	0,4771	0,7801	VALID
And	Y111	0,6789	0,6311	0,8873	VALID
	Y112	0,4499	0,3869	0,8944	VALID
	Y113	0,6342	0,5816	0,8887	VALID
	Y121	0,8509	0,8172	0,8787	VALID
	Y122	0,6677	0,5969	0,8876	VALID
	Y131	0,6273	0,5701	0,8889	VALID
	Y132	0,8152	0,7770	0,8808	VALID
	Y133	0,5918	0,5119	0,8910	VALID
	Y141	0,6583	0,5903	0,8878	VALID
	Y142	0,4678	0,3787	0,8959	VALID
	Y151	0,6967	0,6271	0,8864	VALID
	Y152	0,7365	0,7010	0,8862	VALID
	Y161	0,5368	0,4800	0,8935	VALID
	Y162	0,5549	0,4738	0,8924	VALID
	Y171	0,6068	0,5272	0,8905	VALID
Y172	0,5009	0,4276	0,8934	VALID	

Processed by researchers using SolAnd software

The results of the intrusion test on the statement item showed the consecutive correlated r or r values had a value of more than 0.3 and the alpha cronbach coefficient above 0.6 so that the intrusion was declared valid and reliable. Research analysis using WarpPLS there are two stages, namely *outer model* and *inner model*. *Outer model* measurements are concerned with tests of validity and reliability. The results of *the outer model* analysis show that all indicators present on each variable have met the converging validity and validiyas of discriminant. This is evidenced by the load value of the factor showing ≥ 0.5 and also the *loading* value on each indicator is greater than *cross loading*. The *analysis of the inner model* deals with testing hypotheses that go through the Goodness of *Fit* criteria.

Table: Model fit and quality indices

Fit model and indicator quality	Result	Information
APC	0,480	Good
ARS	0,438	Good
AARS	0,421	Good
AVIF	1.219	Ideal
AFVIF	2.260	Ideal
GoF	0.645	Large
SPR	1.000	Ideal
RSCR	1.000	Ideal
SSR	1.000	Acceptable
NLBCDR	1.000	Acceptable

Processed by researchers using WarpPLS software

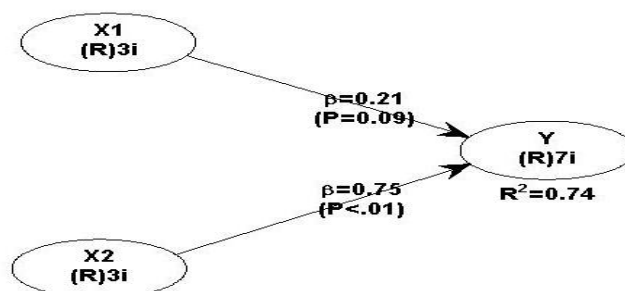
From the table above it is known that for the results of the evaluation of the fit model already meets the criteria of *goodness of fit* provisions. In this model *fit and quality indices* are used to find out the ideal size and quality of each indicator. In conducting the hypothesis test, the test is carried out using a *t-test* with the following provisions:

Table: Hypothesis Test Criteria

<i>p value</i>	Information
$\leq 0,10$ (alpha 10%)	Significantly weak
$\leq 0,05$ (alpha 5%)	Significant
$\leq 0,01$ (alpha 1%)	Significantly strong

Based on the criteria from the table above, it provides an understanding that the results of the hypothesis test are declared significant. The following is a model of the results of research in the form of a diagram of paths processed using WarpPLS 6.0

Figure: Research Results Model



Based on the model of the results of the study above, it is known that *the R-square* of variable Y of 0.74 or 74% which indicates the magnitude of the contribution to the variables X1 and X2. The other 26% is another factor outside of the explanatory variable.

The results of the H_1 test showed that the organization's restructuring of employee performance through pathway coefficients of 0.21 and $p=0.09$ meant significant weakness or influence between the two weak variables. While H_2 with a path coefficient of 0.75 and $p<0.01$ which means significant strong or variable has a very strong influence.

Effect of Organizational Restructuring on Employee Performance

In this study, it was known that organizational restructuring (X1) to employee performance (Y) had an influence even though it belonged to a weak category. So the hypothesis that reads "allegedly there is an influence between the restructuring of the organization and the performance of employees" is declared accepted. From these results it can be known that the more precise the existing organizational structure order, the resulting performance is also increasing.

In line with research conducted by Rohim which states that organizational restructuring has a positive and significant effect on employee performance.

(2019) In the arrangement of the structure can't be separated from changes in placement in the position of employees. Notanubun (2018) states that a quality and properly arranged restructuring process will have a positive impact on employee placement. This is intended so that the placement of employees in accordance with the skills and skills of each individual. If the placement is right, it will affect the performance of employees. By providing equal opportunities to all employee orders to carry out the tasks and functions that have been established will have an effect on increasing performance.

The Effect of Work Motivation on Employee Performance

From the results of research that has been processed using WarpPLS, it is known that work motivation (X2) is very influential or has a strong significant impact on employee performance (Y). This indicates that the hypothesis is accepted. The higher the motivation of work, the higher the output of work produced.

According to Muslimin (2020) employees who have perseverance and high work enthusiasm can be said that the employee has high work motivation, thus showing quality performance. In line with research conducted by Saputri et al (2014) produce a positive influence between work motivation and employee performance. It is said that increased work motivation will affect the improvement of employee performance. Work motivation can form an environment that has a role to explore the spirit in optimizing performance.

Cover

Based on the results of the above research it can be concluded that:

1. There is an influence between the restructuring of the organization on the performance of employees in UPN "Veteran" East Java with a path coefficient value of 0.21 and $p = 0.09$. The better the organizational structure formed, the higher the performance produced.
2. There is an influence between work motivation on employee performance in UPN "Veteran" East Java with a track coefficient value of 0.75 and $p < 0.01$. The higher the motivation of work, the higher the performance produced.

Based on the results of the above study, the author provides advice:

1. To improve the organizational structure, it is necessary to pay attention to the placement of employees to be on target. This can trigger employee performance related to the expertise of each individual.
2. To increase work motivation, it is necessary to pay more attention to employee benefits or intensive to be more motivated to do tasks in a timely manner. If it is not in accordance with the expected, then the employee will be complicated bureaucracy, the officer will laze and override the duties that have been given.
3. To make it easier to conduct evaluation and monitoring, an information system-based assessment system is needed to create continuous performance improvements.

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