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## The Influence of Restructuring and Competency Through Work Commitment on Employee Performance

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**Abstract:** The process of using the science or art of effectively and efficiently arranging or managing natural resources and other resources is known as human resource management. The objective is to plan, carry out, organize, and finish a variety of tasks pertaining to the supply of resources in order to accomplish predefined objectives. The purpose of this study is to characterize restructuring, competency, work commitment, and employee performance, as well as to examine how work commitment affects restructuring and competency. This study was conducted at the Sultan Thaha Saifuddin Rectorate State Islamic University in Jambi, Indonesia. Both primary and secondary data were used in this investigation. The sample consisted of 77 respondents. The sample strategy used was proportional stratified random sampling. Both descriptive and quantitative analytical methods were used. In the quantitative investigation, the Partial Least Squares (PLS) approach was used for path analysis. SmartPLS 3.0 software facilitated data processing. The descriptive analysis's findings show that the State Islamic University of Sultan Thaha Saifuddin Jambi's Rectorate was judged suitable for restructuring. At the Rectorate of UIN Sulthan Thaha Saifuddin Jambi, restructuring and competency both have a favorable and considerable impact on employee job dedication, according to verification study. Both job commitment and competence were found to have a good and considerable impact on employee performance. Restructuring did not, however, appear to have a major direct impact on worker performance. However, when increased job dedication was used as a mediating construct, restructuring still had a favorable and substantial effect on worker performance. As a result, work dedication serves as a mediating factor that amplifies the impact of competency and restructuring on worker performance. Therefore, improving competency and job dedication with the help of suitable organizational restructuring is a more effective way to boost employee performance.

**Keyword:** Restructuring, Competence, Work Commitment, Employee Performance.

### INTRODUCTION

According to some management theories, managing human resources (HRM) is essential to accomplishing organizational objectives. HR is seen by both traditional and

modern management theories as a strategic asset that influences an organization's competitiveness and performance in addition to being a factor of production (Suparyadi, 2015).

According to Hasibuan (2017), HR management aims to ensure that every individual within the organization can work effectively and efficiently through planning, organizing, directing, and supervising the workforce. Meanwhile, Human Capital theory emphasizes that employee knowledge, skills, and competencies are the primary assets capable of increasing organizational productivity. With good HR management, organizations can improve individual and team performance, create a conducive work environment, and encourage innovation and creativity. Therefore, HR management is the primary foundation for optimizing human potential to align with the organization's vision, mission, and strategy.

Organizational restructuring is a strategic effort undertaken to reorganize the structure, systems, processes, and division of labor within an organization to be more effective and aligned with the demands of both internal and external environments. According to Robbins & Coulter (2018), organizational restructuring is a deliberate change in organizational design, encompassing task division, hierarchy of authority, coordination, and control mechanisms to improve efficiency and performance. (Handoko, 2017) also explains that restructuring is carried out in response to changes in the business environment, technological advances, and the need for performance improvement, enabling organizations to adapt more flexibly and competitively.

Competence plays a crucial role in determining the quality of individual performance and organizational success. Spencer defines competence as a fundamental characteristic inherent in an individual that is closely related to effective and superior performance in a job. This includes knowledge, skills, self-concept, traits, and motives. Similarly, (Wibowo, 2016) explains that competence is a factor that determines a person's ability to perform a job based on established standards, thus directly influencing work outcomes. Meanwhile, (Armstrong, 2020) states that competence is a crucial aspect of performance management because it forms the basis for employee recruitment, training, performance appraisals, and career development.

Work commitment is a crucial factor determining an employee's level of engagement and loyalty to an organization. According to Robbins and Judge (2017), strong work commitment is positively correlated with increased performance, lower absenteeism, and decreased turnover intention. Meanwhile, (Luthans, 2012) states that individuals with high work commitment have stronger internal motivation, resulting in more consistent work quality and resilience under work pressure.

The effectiveness of an organization in accomplishing its objectives is largely dependent on the performance of its workforce. According to (Mangkunegara, 2017), employee performance is the amount and quality of work that a person completes while performing their job in line with their designated obligations. An employee's aptitude, competence, and dedication to their task are all reflected in their performance. An employee's contribution to reaching goals and improving organizational effectiveness increases with their level of performance.

Under the direction of the Republic of Indonesia's Ministry of Religious Affairs, Sultan Thaha Saifuddin State Islamic University (UIN STS) Jambi is a state Islamic religious institution situated in Jambi Province. This university initially had the status of the State Islamic Institute (IAIN) Sulthan Thaha Saifuddin Jambi, before finally transforming into a State Islamic University along with the development of higher education needs that are increasingly complex and multidisciplinary. UIN STS Jambi provides higher education in various scientific fields, both Islamic sciences such as sharia, tarbiyah, ushuluddin, and da'wah, as well as general sciences such as economics, science, technology, social, and humanities integrated with Islamic values. The existence of UIN STS Jambi has a strategic

role in producing human resources who are not only academically superior, but also have a strong moral and spiritual foundation, so that they are able to contribute to regional and national development. In addition to serving as a center of education, UIN STS Jambi also serves as a research and community service center oriented towards the development of science, technology, and moderate and inclusive Islamic values.

The Rectorate, as a key element in the organizational structure of a university, plays a strategic role in regulating, directing, and controlling all academic and non-academic activities within the university. The Rectorate, led by the Rector and assisted by Vice Rectors, serves as the highest decision-making center for policy-making, program planning, and institutional development in accordance with the university's vision and mission. Through the Rectorate, all work units, such as faculties, institutes, bureaus, and study programs, are coordinated to ensure a harmonious and integrated operation. The Rectorate's functions encompass academics, student affairs, finance, human resources, collaboration, research, and community service. Thus, the Rectorate is the primary driver in creating effective, accountable, and sustainable university governance, while ensuring the continuous improvement of educational quality, service quality, and the institution's reputation.

This structural simplification indicates the merger, elimination, or reorganization of several units deemed to have similar or ineffective functions. This step can be understood as a strategy to increase coordination effectiveness, accelerate decision-making processes, and promote efficient use of resources, both budgetary and human. With a more streamlined structure, it is hoped that bureaucratic processes will be shorter and internal and external services provided by the Rectorate of UIN Sulthan Thaha Saifuddin Jambi will be more responsive. Therefore, the data demonstrates that restructuring is not merely an administrative change, but rather part of an organizational transformation effort toward more modern, adaptive, and professional governance.

Overall, the data illustrates that the primary challenges lie in the consistency of implementation, measurement, reporting, and performance evaluation, not solely at the planning stage. Therefore, strengthening the post-restructuring performance management system, improving employee competency, and fostering higher employee commitment are necessary to ensure that performance at the Rectorate of UIN Sulthan Thaha Saifuddin Jambi can again improve and maintain stability in the future.

Based on a review of various previous studies, a research gap was identified, which served as an important basis for conducting the study entitled "The Effect of Restructuring and Competence through Work Commitment on Employee Performance at the Rectorate of UIN Sulthan Thaha Saifuddin Jambi." Research by Janah et al. (2023) and Zunizar et al. (2023) also examined the influence of competency and work commitment on employee performance, even positioning commitment as a mediating construct. However, both studies did not include organizational restructuring as a factor influencing employee performance. In the context of organizations undergoing structural change, restructuring is a crucial factor that is likely to influence employee attitudes, behaviors, and work outcomes.

In contrast, research by Andriyani et al. (2024), Chorina & Wijono (2025), and Mayesta & Bida (2022) focused more on organizational restructuring as an independent construct influencing employee performance. However, most of these studies did not combine restructuring with competency, a factor internal to individual employees. Mayesta & Bida's (2022) study did include restructuring and work commitment, but did not include competency as an independent construct influencing employee performance. This suggests there is still room to examine how restructuring and competency jointly influence performance through work commitment.

Additionally, Pitarto & Hadipranata's (2022) study did not directly connect employee performance to the impact of restructuring on job commitment following mergers and

acquisitions. Nonetheless, the degree of employee performance is directly correlated with changes in job dedication. As a result, prior research has not adequately described a more thorough causal relationship between restructuring, competence, work dedication, and employee performance.

The aforementioned description indicates that the researcher is interested in carrying out research with the following goals: 1) the impact of restructuring on work commitment; 2) the impact of competence on work commitment; 3) the impact of restructuring on employee performance; 4) the impact of competence on employee performance; 5) the impact of work commitment on employee performance; and 6) the impact of restructuring on employee performance through work commitment. 7) The impact of competence on worker performance through dedication at the UIN Sulthan Thaha Saifuddin Jambi Rectorate.

## METHOD

Employees of the Rectorate of UIN Sulthan Thaha Saifuddin Jambi, Indonesia, participated in this study. Both primary and secondary data were used in this investigation. According to Sugiyono in Sudirman et al. (2020), secondary data is information that has been published, used by the organization, or documented, while primary data is information that the researcher personally obtains from original sources. Restructuring (X1) and competence (X2) were independent (exogenous) constructs, work commitment (Y) was a mediating construct, and performance (Z) was a dependent (endogenous) construct.

The study's population consisted of the 320 employees of the Rectorate of UIN Sulthan Thaha Saifuddin Jambi. The sample size was determined using the Slovin formula, and the result was 77 responders. The statistical analysis used a path study using the Partial Least Squares (PLS) approach. Data processing was aided by the SmartPLS 3.0 program.

## RESULT AND DISCUSSION

### Descriptive Analysis of Research Constructs

Respondents' answers to each a measure construct under study were examined using descriptive analysis of the research data. Table 1 below displays the answers of surveys given to 77 respondents about the constructs of performance, work commitment, competence, and restructuring:

**Table 1. Results of Descriptive Analysis Per Construct**

No	Construct	Item	Total Score	Range Scale	Category
1	Restructuring (X1)	15	2668	3927 – 4850	Correct
2	Competence (X2)	9	2680	2356,2 – 2910.5	High
3	Work Commitment (Y)	9	2676	2356,2 – 2910.5	High
4	Employee Performance (Z)	12	3573	3141,6 – 3880.7	High

Source: Primary data, processed in 2025.

The study's findings show that every employee has a favorable opinion of the constructs of performance, competence, job commitment, and reorganization. The overall score for each construct was 2668, which was classified as appropriate; competence was 2680. which was classified as high; work commitment was 2676, which was classified as high; and staff performance was 3573, which was classified as high.

### Measurement Model Test (Outer Model)

#### a. Convergent Acceptability Test

##### 1) Loading Factor

The following figure displays the outcomes of the preliminary research model computations using SmartPLS 3.0 software:

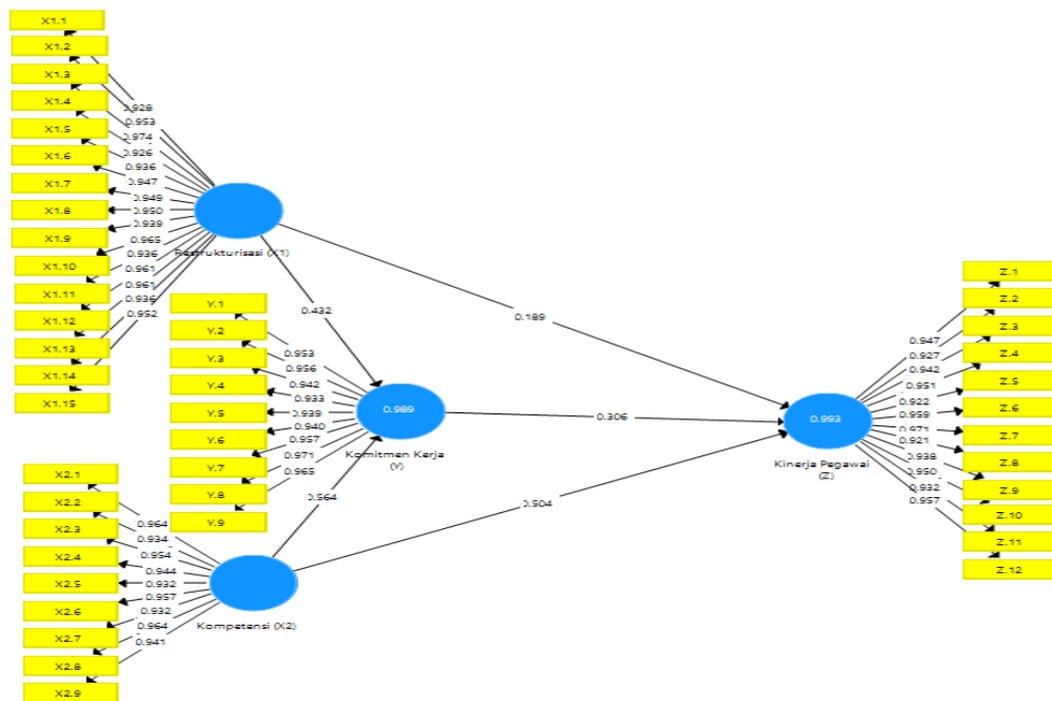


Figure 1. Outer Loading

All a measures for each research construct—restructuring (X1), competence (X2), work commitment (Y), and performance (Z)—have outer loading values greater than 0.70. according to the outer loading data shown in Figure 1. This shows that each a measure is appropriate for usage as a representative of its construct and has good convergent Acceptability.

2) Average Variance Extracted (AVE)

The average variance extracted (AVE) is an additional metric for assessing convergent Acceptability at the construct level. According to the measurement model (outer model), if the AVE value is higher than 0.50. it is deemed to have met convergent Acceptability (Ghozali, 2018). These are the AVE values:

**Table 2. Average Variance Extracted Values**

Construct	AVE Value	Description
Restructuring (X1)	0.898	Acceptable
Competence (X2)	0.897	Acceptable
Work Commitment (Y)	0.904	Acceptable
Employee Performance (Z)	0.890	Acceptable

Source: Primary data, processed in 2025.

All of the AVE values in Table 2 are greater than 0.5, meaning that any construct or a measure in the research construct can have an acceptable AVE value. This indicates that the construct has passed the convergent step of the Acceptability test.

**b. Discriminant Acceptability Test**

To make sure that every notion in every latent construct is different from the other constructs, the discriminant Acceptability test is performed using cross-loading values. If an a measure's cross-loading value on its construct is more than 0.7 or the largest when

compared to the other constructs, it is deemed to satisfy discriminant acceptability. The discriminant Acceptability test yielded the following findings:

**Table 3. Cross-Loading**

A measure	Restructuring (X <sub>1</sub> )	Competence (X <sub>2</sub> )	Work Commitment (Y)	Employee Performance (Z)
X1.1	0.928	0.917	0.920	0.914
X1.2	0.953	0.951	0.951	0.962
X1.3	0.974	0.973	0.970	0.976
X1.4	0.926	0.930	0.919	0.927
X1.5	0.936	0.938	0.936	0.938
X1.6	0.947	0.938	0.941	0.937
X1.7	0.949	0.944	0.942	0.938
X1.8	0.950	0.948	0.952	0.950
X1.9	0.939	0.929	0.918	0.918
X1.10	0.965	0.958	0.950	0.953
X1.11	0.936	0.926	0.932	0.926
X1.12	0.961	0.956	0.959	0.956
X1.13	0.961	0.957	0.954	0.960
X1.14	0.936	0.928	0.930	0.924
X1.15	0.952	0.939	0.935	0.941
X2.1	0.950	0.964	0.961	0.955
X2.2	0.929	0.934	0.912	0.927
X2.3	0.955	0.954	0.958	0.957
X2.4	0.931	0.944	0.943	0.933
X2.5	0.925	0.932	0.933	0.942
X2.6	0.963	0.957	0.953	0.957
X2.7	0.930	0.932	0.916	0.925
X2.8	0.954	0.964	0.957	0.961
X2.9	0.936	0.941	0.935	0.928
Y.1	0.935	0.936	0.953	0.937
Y.2	0.950	0.949	0.956	0.954
Y.3	0.931	0.941	0.942	0.931
Y.4	0.925	0.932	0.933	0.942
Y.5	0.932	0.934	0.939	0.929
Y.6	0.938	0.925	0.940	0.930
Y.7	0.953	0.945	0.957	0.947
Y.8	0.967	0.973	0.971	0.967
Y.9	0.963	0.967	0.965	0.970
Z.1	0.944	0.941	0.949	0.947
Z.2	0.922	0.935	0.936	0.927
Z.3	0.925	0.932	0.933	0.942
Z.4	0.956	0.948	0.946	0.951
Z.5	0.926	0.929	0.913	0.922
Z.6	0.946	0.947	0.946	0.959
Z.7	0.972	0.968	0.967	0.971
Z.8	0.917	0.920	0.912	0.921
Z.9	0.936	0.938	0.936	0.938
Z.10	0.943	0.947	0.950	0.950
Z.11	0.915	0.917	0.921	0.932
Z.12	0.940	0.944	0.941	0.957

Source: Primary data, processed in 2025.

All a measures in the research constructs have cross-loading values greater than 0.7, as shown in Table 3. Based on these findings, it can be said that all of the a measures utilized in this study had cross-loading values larger than 0.7, indicating that they have good discriminant acceptability when creating their constructs. These findings suggest that the a measures included in this study had strong discriminant acceptability when building their corresponding constructs.

**c. Reliability Test**

A composite reliability test is conducted to determine the extent to which a measurement instrument can be trusted for use. (Hair et al., 2014), all constructs are considered reliable if their loading values are above 0.70. The composite reliability and Cronbach's Alpha values for each construct are shown in Table 4 as follows:

**Table 4. Composite Reliability and Cronbach's Alpha**

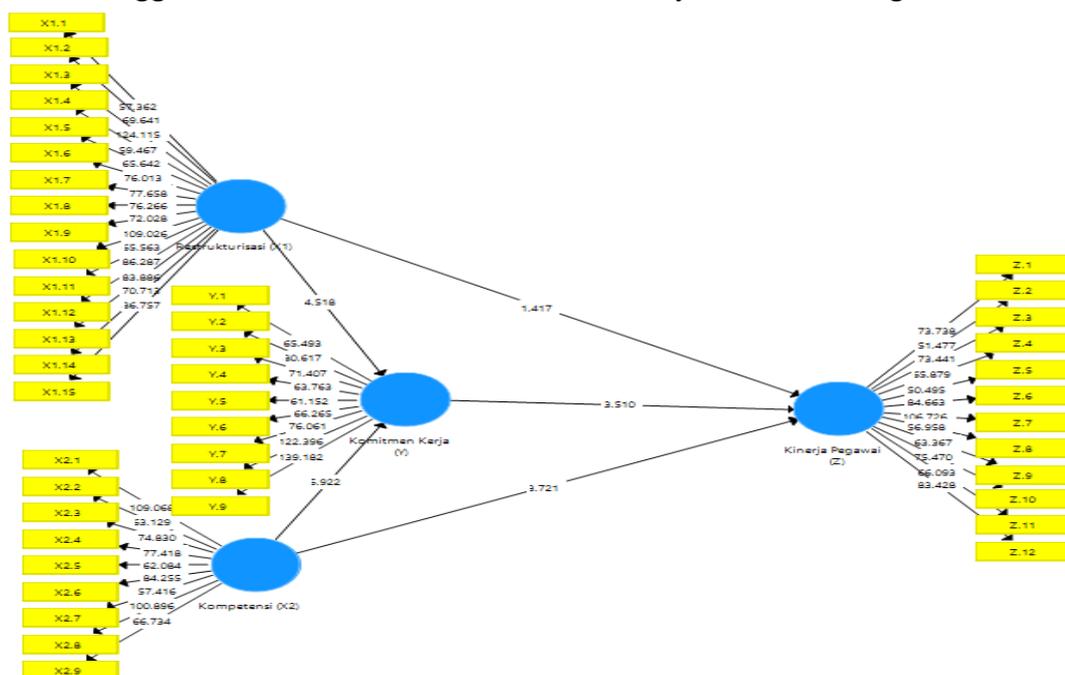
Construct	Composite Reliability	Description	Cronbach Alpha	Description
Restructuring (X1)	0.992	Reliable	0.992	Reliable
Competence (X2)	0.987	Reliable	0.986	Reliable
Work Commitment (Y)	0.988	Reliable	0.987	Reliable
Employee Performance (Z)	0.990	Reliable	0.989	Reliable

Source: Primary data, processed in 2025.

All constructs are dependable, according to Table 4's composite reliability and Cronbach's alpha test results, since their composite reliability values are higher than 0.70. This indicates that every construct is trustworthy and dependable, and the study data can be utilized to provide the greatest possible research.

**Structural Model Test (Inner Model)**

This model was assessed using the Goodness of Fit Test and the Coefficient of Determination (R<sup>2</sup>). The strength of the links and their significance were then ascertained by measuring path coefficients (Direct Effect and Indirect Effect) between constructs and testing hypotheses. The suggested PLS model is shown schematically in the following:



**Figure 2. Output Bootstrapping**

### 1) R-Square

The degree to which a model can account for the variation of the dependent constructs is indicated by the coefficient of determination ( $R^2$ ). The combined ability of exogenous latent constructs to predict an endogenous construct is measured by the coefficient of determination. In other words, the coefficient shows how much of the endogenous construct's variance can be accounted for by all related external constructs. This criterion is adjusted based on how many exogenous construct constructions there are. The results of R-square estimate using SmartPLS 3.0 are displayed in Table 4.

**Table 5. R-Square Values**

Construct	R-Square
Work Commitment (Y)	0.989
Employee Performance (Z)	0.993

Source: Primary data, processed in 2025.

The R-square values for employee performance (99.3%) and job commitment (98.9%) are displayed in Table 5. This suggests that competence and job dedication are closely related to restructuring. In a similar vein, there is a substantial correlation between staff performance and restructuring and competency.

### 2) Q-Square

According to Wiyono (2011), if the Q-square value is more than 0 ( $> 0$ ), the model is deemed to have predictive relevance. The following formula is used to get the predictive relevance value:

$$Q^2 = 1 - (1 - R_1^2) (1 - R_2^2)$$

$$Q^2 = 1 - (1 - 0.989^2) (1 - 0.993^2)$$

$$Q^2 = 1 - (1 - 0.978) (1 - 0.986)$$

$$Q^2 = 1 - (0.022)(0.014)$$

$$Q^2 = 1 - 0.0005$$

$$Q^2 = 0.9995$$

The model in this study is sufficient to describe the endogenous constructs because the Q-square calculation result was 0.9995, which is larger than 0.

### Hypothesis Testing

A significance level of  $\alpha = 0.05$  was used to compare the p-values of the path coefficients in order to test the hypothesis regarding the impact of exogenous constructs on endogenous constructs. If the t-table value of 1.96 or the p-value is less than or equal to 0.05 ( $p\text{-value} \leq 0.05$ ), the test is deemed highly significant. The hypothesis is rejected if the t-statistic is more than the estimated t-statistic; if the t-statistic is less than the calculated t-statistic, the hypothesis is accepted. The following explanation is given in order to fully comprehend the findings, including direct and indirect influences between the research constructs:

**Table 6. Direct Effect and Indirect Effect**

Construct Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
<b>1. Direct Effect</b>					
Restructuring (X1) -> Work Commitment (Y)	0.432	0.432	0.095	4,551	0.000
Competence (X2) -> Work	0.564	0.564	0.095	5,963	0.000

Commitment (Y)						
Restructuring (X1) -> Employee Performance (Z)	0.189	0.207	0.128	1,478	0.140	
Competence (X2) -> Employee Performance (Z)	0.504	0.497	0.131	3,859	0.000	
Commitment (Y) -> Employee Performance (Z)	0.306	0.295	0.091	3,372	0.001	
2. Indirect Effect						
Restructuring (X1) -> Commitment (Y) -> Employee Performance (Z)	0.132	0.125	0.043	3,096	0.002	
Competence (X2) -> Commitment (Y) -> Employee Performance (Z)	0.172	0.169	0.066	2,613	0.009	

Source: Primary data, processed in 2025.

The test results are shown in Table 6 and are explained as follows:

- 1. The Effect of Restructuring on Work Commitment**  
 With a P-value of 0.000 and a t-statistic of 4.551 > 1.96, the Restructuring construct and job commitment are related. less than 0.05 (0.000 < 0.05), indicating the acceptance of hypothesis H1. According to these findings, work dedication is Considerably and favorably impacted by restructuring. This implies that more restructuring will result in more dedication to the workplace.
- 2. The Effect of Competence on Work Commitment**  
 A t-statistic of 5.963 > 1.96 and a P-value of 0.000 indicate a link between the competency construct and job commitment. less than 0.05 (0.000 < 0.05), hence hypothesis H1 is accepted. These findings show that work dedication is positively and Considerably impacted by competency. Increasing competency will therefore have a big impact on work commitment.
- 3. The Effect of Restructuring on Employee Performance**  
 The hypothesis H1 is rejected since the association between the restructuring construct and employee performance has a t-statistic of 1.478 < 1.96 and a P-value of 0.140 > 0.05. These findings suggest that employee performance is not greatly affected by reorganization. This implies that employee performance won't be impacted by increased restructuring.
- 4. The Effect of Competence on Employee Performance**  
 With a t-statistic of 3.859 > 1.96 and a P-value of 0.000 < 0.05 (0.000 < 0.05), the association between the competency construct and employee performance supports hypothesis H1. These findings show that employee performance is positively and Considerably impacted by competency.
- 5. The Effect of Work Commitment on Employee Performance**  
 With a t-statistic of 3.372 > 1.96 and a P-value of 0.001, less than 0.05 (0.000 < 0.05), the association between job commitment and employee performance supported hypothesis H1. These results indicate that work commitment has a positive and significant effect on employee performance. Increasing job dedication will therefore enhance worker performance.
- 6. Work Commitment Acts as a Mediator in the Impact of Restructuring on Employee Performance**  
 With work dedication as the mediating construct, the association between restructuring and employee performance revealed a t-statistic of 3.096 > 1.96 and a P-value of 0.002, less than 0.05 (0.002 < 0.05), supporting hypothesis H1. These findings suggest that

employee performance is positively and Considerably impacted by restructuring, with job commitment acting as a mediating factor.

#### 7. The Effect of Competence on Employee Performance Mediated by Work Commitment

With work dedication as the intervening construct, the relationship between competency and employee performance demonstrated a t-statistic of  $2.613 > 1.96$  and a P-value of  $0.009$ , less than  $0.05$  ( $0.009 < 0.05$ ), supporting hypothesis H1. These findings show that job dedication acts as a mediator between competency and employee performance, which is positively and Considerably impacted.

## Discussion

### Overview of Restructuring, Competence, Work Commitment, and Employee Performance

The findings of this investigation show that the Restructuring construct (X1) is categorized as "appropriate." This indicates that the restructuring at the UIN Sulthan Thaha Saifuddin Jambi Rectorate has been able to provide comfort and support optimal employee task performance. The Competence construct (X2) is in the "high" category, indicating that the competency system at the UIN Sulthan Thaha Saifuddin Jambi Rectorate is perceived as fair and provides inspiration for workers to enhance their performance.

The Work Commitment construct (Y) falls into the "High" category. This indicates that employees have a high level of loyalty, responsibility, and sense of belonging to the organization. Similarly, the Employee Performance construct (Z) falls into the "High" category. This suggests that civil servants at the Rectorate of UIN Sulthan Thaha Saifuddin Jambi are generally capable of performing their jobs effectively and making a good contribution to the accomplishment of organizational objectives. Therefore, it can be concluded that competency and effective restructuring support job dedication and improve worker performance.

### The Effect of Restructuring on Work Commitment

The study's findings show that the restructuring construct Considerably and favorably affects work commitment. This result is consistent with Pitarto and Hadipranata's (2022) findings that restructuring has a major effect on work commitment.

The impact of restructuring on work commitment at the Rectorate of UIN Sulthan Thaha Saifuddin Jambi is due to the ongoing restructuring process, which has created a clearer work system, task structure, authority, and more organized and standardized procedures. This is evident from the majority of respondents' responses, who stated that the division of tasks among employees is clear, each position requires specific expertise, training is provided to improve skills, and systems and technology support are available for work execution. Furthermore, the existence of documented work policies and procedures, the implementation of SOPs as work guidelines, and a structured decision-making mechanism indicate that the organization has successfully improved work governance in a more professional and efficient manner. This situation makes employees feel secure, focused, and understands their roles well within the organization. Thus, the appropriate and targeted restructuring has created a more conducive, fair, and organized work environment, thus encouraging the growth of loyalty, a sense of belonging, and a high level of employee commitment to the Rectorate of UIN Sulthan Thaha Saifuddin Jambi.

### The Influence of Competence on Work Commitment

The study's findings show that the competency construct Considerably and favorably affects job commitment. This result is consistent with studies by Zunizar et al. (2023) and

Janah et al. (2023), which discovered that expertise has no discernible impact on work commitment.

Employees' self-confidence, sense of capability, and sense of belonging to their work and organization all increase with competence, which has an impact on work commitment. Based on the respondents' answers, the majority of respondents fell into the high category, indicating that employees are able to carry out their duties honestly and responsibly, demonstrate initiative, behave politely, understand work tasks and procedures, and possess the knowledge and skills appropriate to job demands. Competent employees are also able to find solutions to work problems and are willing to continuously develop themselves. This condition makes employees feel valued and needed by the organization.

This high level of competence then directly contributes to increased work commitment. Therefore, the higher the employee's level of competence, the stronger their work commitment to the Rectorate of UIN Sulthan Thaha Saifuddin Jambi.

### **The Effect of Restructuring on Employee Performance**

The study's findings show that there is no meaningful and favorable correlation between restructuring factors and worker performance. This result is in contrast to studies by Chorina & Wijono (2025) and Mayesta & Bida (2022), which discovered that employee performance is greatly impacted by restructuring.

The reason why restructuring has no effect on worker performance is because the Rectorate of UIN Sulthan Thaha Saifuddin Jambi focusing more on structural and administrative aspects, such as the division of tasks, work procedures, decision-making authority, and the simplification and reorganization of work systems. Although all restructuring a measures were appropriate, these changes did not directly address operational factors that directly impact individual performance, such as workload, work facilities, reward systems, or employee motivation in completing daily tasks.

Furthermore, the restructuring required some employees to readjust to new positions, tasks, and coordination patterns (Pranata & Sinaga, 2023). This adaptation process has the potential to create confusion, role uncertainty, and temporary psychological stress. Therefore, even though the organizational structure has become more streamlined, it has not yet been reflected in significant performance improvements. Because performance is more influenced by other factors like individual competence, work motivation, the work environment, and level of commitment to the organization, employee performance has not seen significant immediate changes despite the restructuring being deemed appropriate.

### **The Influence of Competence on Employee Performance**

According to the study's findings, there is a strong and positive correlation between employee performance and competency. This result is consistent with studies by Janah et al. (2023), Zunizar et al. (2023), and Kornelis et al. (2024) that discovered competency Considerably and favorably affects worker performance.

The influence of competency on employee performance can be seen in the strong relationship between employee abilities, knowledge, skills, and work attitudes, and the quality and quantity of work output demonstrated in carrying out daily tasks (Pranata, 2021). Based on respondents' responses, employee competency was categorized as high, reflecting employees' integrity in their work, good initiative, polite and professional attitudes, a clear understanding of duties and responsibilities, problem-solving abilities, and skills and knowledge appropriate to job demands. Furthermore, employees demonstrated a willingness to continuously develop themselves, a key a measure of performance improvement.

This confirms that competency is a key factor determining the level of employee performance at the Rectorate of UIN Sulthan Thaha Saifuddin Jambi.

### **The Influence of Work Commitment on Employee Performance**

The study's findings show that employee performance is positively and Considerably impacted by the construct of job dedication. This result is consistent with studies by Janah et al. (2023), Havidz & Yandi (2020), Zunizar et al. (2023), and Zahari et al. (2024), which discovered that job dedication Considerably and favorably affects employee performance (Rais et al., 2025).

The emotional attachment, sense of accountability, and desire to make the greatest possible contribution to the company are the reasons why job commitment has an impact on employee performance. According to the responses of the respondents, employees have a high level of work commitment, which is demonstrated by their sense of comfort and enjoyment in the workplace, their conviction that the success of the organization is a part of their own success, and their moral obligation to keep making contributions and remaining devoted to the company. Workers also think that staying with the company will help their lives and jobs in the long run.

This high degree of dedication motivates workers to put in more effort, maintain the caliber of their work, and finish assignments responsibly and on schedule. Employees are more likely to give their all when they have a sense of loyalty and connection to the company. Therefore, in the Rectorate of UIN Sulthan Thaha Saifuddin Jambi, a high degree of job commitment directly affects the improvement of staff performance.

### **The Impact of Restructuring on Employee Performance Through Work Commitment**

The Rectorate of UIN Sulthan Thaha Saifuddin Jambi's restructuring has an impact on employee performance through work commitment because it clarifies roles, workflows, and responsibilities and gives workers a sense of security, comfort, and job security. Based on respondents' responses, clear task allocations, detailed job descriptions, the use of SOPs, and well-documented policies and procedures enable employees to better understand their positions and roles within the organization. This indirectly strengthens emotional attachment and a sense of belonging to the organization.

Strong work commitment encourages employees to work optimally, with discipline, thoroughness, and responsibility in completing their tasks. This is reflected in high employee performance, such as the ability to work quickly, on time, and according to standards, as well as the ability to work collaboratively within a team. Thus, restructuring does not directly improve employee performance, but through increasing work commitment, restructuring is able to indirectly encourage improved employee performance at the Rectorate of UIN Sulthan Thaha Saifuddin Jambi.

### **The Influence of Competence on Employee Performance Through Work Commitment**

Because employee competence involves not just technical knowledge and abilities but also attitude, initiative, and a drive to continuously develop, it has an impact on employee performance through work commitment. Employees exhibit a high degree of competence, as seen by their honesty in their job, strong initiative, politeness, capacity to recognize tasks and responsibilities, and readiness to create solutions when presented with challenges, according to respondents' comments. Self-confidence and a sense of belonging to their work and the company are fostered by this circumstance. A high degree of competency fosters an emotional connection and a moral obligation to keep making the best contributions possible by making workers feel appreciated and necessary by the company. This is consistent with the findings of the respondents' responses, which indicated a high level of job dedication, as evidenced by sentiments of comfort, loyalty, and the conviction that the success of the

company is a component of their own success. A strong sense of accountability for the sustainability of the company is fostered by strong competence.

This strong work commitment mediates improved employee performance. Competent and highly committed employees tend to work more diligently, complete tasks quickly and accurately, maintain the quality of their work, and are able to collaborate and communicate effectively. Therefore, competence indirectly influences employee performance through work commitment, as competence strengthens commitment, which then drives overall performance improvement at the Rectorate of UIN Sulthan Thaha Saifuddin Jambi.

## CONCLUSION

1. The Rectorate of UIN Sulthan Thaha Saifuddin Jambi is deemed to have implemented restructuring appropriately. Consequently, employee competence, work commitment, and performance are categorized as high.
2. Work commitment is Considerably and favorably impacted by restructuring. This implies that work commitment rises with restructuring.
3. Work dedication is Considerably and favorably impacted by competence. This implies that job commitment rises with competence.
4. Employee performance is not considerably impacted by restructuring. This indicates that employee performance is not greatly impacted by increasing restructuring.
5. Employee performance is positively and Considerably impacted by competency. This implies that employee performance rises with expertise.
6. Work dedication Considerably and favorably affects employee performance. This implies that employee performance will rise when work commitment rises.
7. Employee engagement to their work is positively and Considerably impacted by restructuring. This implies that employee dedication to their jobs and output will rise as restructuring does.
8. Employee performance is positively and Considerably impacted by competence via dedication to their task. This implies that employee work dedication and performance will rise as competence does.

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