



Work Motivation Mediates Organizational Restructuring and Workload Effects on Public Employee Performance

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Abstract

Institutional restructuring can improve organizational clarity while simultaneously redistributing tasks and intensifying employee demands. This study examines how organizational restructuring and workload influence employee performance through work motivation among civil servants at the Secretariat General of the Ministry of Transmigration during an institutional transition. A quantitative explanatory design was applied to eligible civil servants selected purposively from the study population. A total of 218 complete and eligible responses were included in the final analysis. Data were collected through an online Likert-scale questionnaire and analyzed using partial least squares structural equation modeling (PLS-SEM) with SmartPLS 4. Organizational restructuring had positive effects on employee performance and work motivation, while workload had no significant direct effect on performance but significantly reduced work motivation. Work motivation positively affected employee performance. Mediation analysis showed that work motivation partially and complementarily mediated the relationship between organizational restructuring and performance, while the workload-performance relationship operated through an indirect-only motivational pathway. The findings indicate that structural redesign improves performance when employees experience role clarity, coordinated work processes, and sustained motivation. High workload becomes detrimental when it erodes motivation rather than through an immediate decline in performance. The study contributes by demonstrating that restructuring and workload operate through distinct motivational mechanisms during institutional transition: restructuring strengthens performance both directly and by enhancing motivation, whereas workload primarily undermines performance indirectly through motivational erosion. Public organizations undergoing restructuring should align staffing, task allocation, communication, and employee development with motivational support to maintain performance during transition.

Keywords: organizational restructuring, workload, work motivation, employee performance, public employees

Introduction

Public-sector restructuring changes more than an organization chart. It redistributes authority, modifies task boundaries, creates new coordination requirements, and can alter the number and composition of employees needed to deliver public services. These changes create a dual managerial challenge: the new structure is expected to improve effectiveness, yet the transition itself can increase uncertainty, workload, and pressure on employees. Employee performance during this period depends not only on formal structural design but also on how employees interpret new roles, manage changing demands, and maintain the motivation required to meet service and administrative targets.

The institutional transition examined in this study provides a pronounced example of that challenge. Before restructuring, the transmigration function was supported by 492 employees, consisting of 279 civil servants and 213 non-civil servants. After the establishment of the Ministry of Transmigration, the workforce increased to 868 employees, consisting of 478 civil servants and 390 non-civil servants, an increase of approximately 76.42 percent. Headcount growth, however, did not match the expansion of formal staffing needs. Workload analysis indicated that the required workforce rose from 599 employees before restructuring to 2,608 employees after restructuring. With 520 civil servants and 158 prospective government employees available in the broader staffing calculation, the reported shortfall remained 1,930 employees. Within the Secretariat General, staffing gaps were also evident across major bureaus, with the largest shortfall reaching 100 employees in the General Affairs and Procurement Services Bureau.

This gap matters because restructuring can produce competing effects. A clearer division of tasks and formal procedures may improve coordination and accountability, supporting employee performance. Research on public organizations has reported positive effects of organizational restructuring on performance (Cahyani & Kriswibowo, 2022; Andriyani et al., 2024). Other evidence, however, shows that organizational change does not automatically improve government employee performance (Shaumi et al., 2023). The difference suggests that the success of restructuring may depend on how structural changes are translated into day-to-day work experiences rather than on the formal redesign alone.

Workload introduces a second source of uncertainty. Workload may function as a manageable challenge when employees have sufficient resources, competence, and time, but it may also become a hindrance when staffing is inadequate or task demands exceed available capacity. Empirical findings are mixed. Some studies report positive workload-performance relationships (Himamora et al., 2023; Widyatara & Waluyo, 2024), others find negative effects (Riduan et al., 2024), and several report no significant direct relationship (Arifah et al., 2023; Maulana & Risal, 2022; Swedana, 2023; Syahputra et al., 2024). Such inconsistency is particularly relevant to a newly restructured ministry where employees are simultaneously adapting to new roles and handling expanded demands.

A plausible mechanism linking these organizational conditions to performance is work motivation. Motivation reflects the intensity, direction, and persistence employees invest in achieving work goals. During transition, motivation can determine whether employees interpret organizational changes as meaningful opportunities or as destabilizing demands. Recent human-resource research also indicates that job conditions do not always affect performance directly. In hybrid work settings, work engagement has been shown to mediate the influence of work arrangements on employee performance, highlighting the importance of an intervening psychological mechanism between work conditions and outcomes (Haji, 2025). Related evidence shows that organizational conditions can shape behavioral outcomes through mediating processes such as knowledge sharing (Haji, 2023), while supportive leadership, job satisfaction, and quality of work life are associated with constructive employee behavior (Haji et al., 2021). These findings support the need to examine the psychological channel through which restructuring and workload may influence performance.

The present study integrates organizational change reasoning, the Job Demands-Resources perspective, and motivation theory. Organizational restructuring is treated as a structural condition that may clarify tasks, formalize work, and reorganize decision authority. Workload represents demands related to time, effort, and psychological pressure. Work

motivation captures employees' existence, relatedness, and growth needs, while employee performance is reflected in work quality, quantity, responsibility, cooperation, and initiative. The model therefore allows structural change and job demands to be examined simultaneously, with motivation positioned as a mechanism that can transmit their effects to performance.

Despite the relevance of these relationships, three gaps remain insufficiently resolved. First, an empirical gap persists because previous studies report inconsistent relationships between workload and employee performance, ranging from positive effects (Himamora et al., 2023; Widyatara & Waluyo, 2024), to negative effects (Riduan et al., 2024), and non-significant direct effects (Arifah et al., 2023; Maulana & Risal, 2022; Swedana, 2023; Syahputra et al., 2024). These conflicting findings suggest that workload may not translate into performance in a uniform or exclusively direct manner. Second, a mechanism gap remains because the psychological process through which both structural redesign and changing work demands are translated into employee performance has received less attention. Existing research demonstrates the relevance of intervening psychological and social processes (Haji, 2023, 2025; Haji et al., 2021), yet limited evidence explains whether work motivation serves as a common mechanism through which restructuring can enhance performance while excessive workload may simultaneously undermine it. Third, a contextual gap exists because much of the organizational change literature examines employee outcomes after organizational arrangements have become relatively established. Evidence remains limited on how these relationships operate while a public organization is still undergoing active institutional restructuring, when roles, coordination arrangements, staffing requirements, and workloads are changing simultaneously. The present setting therefore provides an important opportunity to examine employee responses during the transition itself rather than under a stable post-restructuring condition.

Accordingly, this study contributes by examining restructuring during an ongoing public-sector institutional transition, evaluating workload against documented staffing shortages, and distinguishing the direct and motivational pathways through which organizational restructuring and workload may influence employee performance. More specifically, this study aims to examine the effects of organizational restructuring and workload on employee performance, assess their effects on work motivation, test the relationship between work motivation and employee performance, and evaluate whether work motivation mediates the relationships between organizational restructuring and employee performance and between workload and employee performance.

Organizational Restructuring, Motivation, and Performance

Organizational restructuring refers to the redesign of formal structures, tasks, functions, authority, and coordination arrangements intended to align organizational capacity with new strategic requirements. In public institutions, restructuring may include the establishment of new units, redistribution of responsibilities, changes in decision authority, and formalization of procedures. Organizational change theory suggests that structural adjustment can improve effectiveness when it creates clearer task boundaries and coordination, but transition can also generate ambiguity and resistance if employees do not understand the new design or lack resources to perform newly assigned duties.

Employee performance is likely to improve when restructuring provides role clarity, reduces overlap, and creates more coherent work processes. Cahyani and Kriswibowo (2022)

found that organizational restructuring significantly influenced employee performance, and Andriyani et al. (2024) similarly reported a significant restructuring-performance relationship in a public-sector setting. Shaumi et al. (2023), however, found that organizational change did not necessarily enhance government employee performance. These contrasting results imply that the formal act of restructuring is insufficient; implementation quality, employee readiness, and the resources accompanying change can determine whether the new structure improves performance.

Restructuring may also affect motivation before it changes performance. Clear tasks and procedures can reduce uncertainty and strengthen employees' sense of purpose, while new roles may provide growth opportunities and a stronger perception of contribution. Conversely, unclear authority and unstable coordination can weaken motivation. This psychological pathway is important because employee responses to structural changes are shaped by how the changes affect security, relationships, and opportunities to develop. Based on this reasoning, organizational restructuring is expected to have positive effects on both employee performance and work motivation.

H1: Organizational restructuring has a positive effect on employee performance.

H3: Organizational restructuring has a positive effect on work motivation.

Workload, Motivation, and Performance

Workload represents the amount of work, time pressure, effort, and psychological demands experienced by employees while completing assigned responsibilities. The Job Demands-Resources perspective is useful for explaining why workload can produce different outcomes. Demands may be stimulating when employees possess sufficient resources and perceive them as manageable challenges. The same demands can become hindrances when staffing, time, autonomy, support, or recovery opportunities are insufficient. The operational meaning of workload in this study therefore encompasses time burden, required effort, and psychological pressure rather than work volume alone.

Evidence on workload and performance remains inconsistent. Himamora et al. (2023) and Widyatara and Waluyo (2024) reported positive workload-performance relationships, whereas Riduan et al. (2024) found a negative relationship. Arifah et al. (2023), Maulana and Risal (2022), Swedana (2023), and Syahputra et al. (2024) reported that workload did not always have a significant direct effect on performance. These findings suggest that employees can sometimes preserve formal performance even when demands increase, particularly when professional obligations, experience, or other resources allow them to compensate for pressure.

The motivational pathway may be more sensitive to excessive demands. Purnamawati et al. (2022) showed that workload can reduce work motivation, while Himamora et al. (2023) reported a positive effect under a different work setting. In a newly restructured public organization with a large staffing shortfall, workload may be perceived as a hindrance rather than a challenge. Nevertheless, the original theoretical model tested whether workload would function as a productive challenge that positively affects motivation and performance. This directional expectation is deliberately retained because the study was designed before the empirical direction was known.

H2: Workload has a positive effect on employee performance.

H4: Workload has a positive effect on work motivation.

Work Motivation and Employee Performance

Work motivation captures the forces that sustain employee effort and direct it toward organizational goals. This study uses the existence-relatedness-growth logic to represent three motivational needs: adequate work conditions and basic security, supportive relationships with supervisors and colleagues, and opportunities for development and achievement. These needs are especially salient during restructuring because employees must preserve performance while rules, coordination patterns, and role expectations are changing.

A consistent stream of studies reports a positive relationship between motivation and employee performance (Arifah et al., 2023; Cahyani & Kriswibowo, 2022; Naim & Helmita, 2024; Syahputra et al., 2024). Other findings show that the effect may not always be significant (Widyatara & Waluyo, 2024; Yarmanelis et al., 2022), indicating that motivation operates together with other organizational and job factors. Evidence from recent Indonesian employee research also supports the importance of psychological mechanisms: work engagement significantly predicted employee performance and transmitted the effect of flexible work arrangements in hybrid work (Haji, 2025). Although work engagement and work motivation are distinct constructs, both findings reinforce the broader argument that employee-level motivational states can translate organizational conditions into performance outcomes.

Supportive work conditions can also strengthen constructive employee behavior. Haji et al. (2021) found positive effects of servant leadership, job satisfaction, and quality of work life on organizational citizenship behavior. Haji (2023) found that organizational justice influenced innovative work behavior through knowledge sharing. Together, these studies indicate that employee outcomes may emerge through intermediate motivational and social processes rather than through organizational conditions alone. The present study tests work motivation as that mechanism in a public-sector restructuring setting.

H5: Work motivation has a positive effect on employee performance.

H6: Work motivation mediates the effect of organizational restructuring on employee performance.

H7: Work motivation mediates the effect of workload on employee performance.

Method

This study used a quantitative explanatory design to test direct and indirect relationships among organizational restructuring, workload, work motivation, and employee performance. The research was conducted among civil servants working within the Secretariat General of the Ministry of Transmigration after the institutional restructuring. The setting was selected because employees were directly exposed to changes in structure, task allocation, coordination, staffing requirements, and work demands during the transition.

The population comprised 478 civil servants. Purposive sampling was applied to ensure that respondents had relevant experience. Eligible participants were civil servants assigned to the Secretariat General, had worked after the restructuring, had experience performing duties within the new organizational structure, and completed the questionnaire voluntarily. A minimum sample of 218 was established from the known population using a five percent error level. Online data collection was conducted from 8 to 14 July 2026 using Google Forms distributed through internal communication channels and unit coordinators. The form recorded 226 responses; eight non-civil-servant responses were excluded, leaving 218 complete and eligible observations for analysis.



The instrument contained 25 statements measured on a five-point Likert scale from strongly disagree to strongly agree. Organizational restructuring was measured by six items covering task and function specialization, formalization, and centralization. Workload was measured by six items covering time burden, effort, and psychological pressure. Work motivation was measured by six items representing existence, relatedness, and growth needs. Employee performance was measured by seven items covering work quality, work quantity, responsibility, cooperation, and initiative. One workload item was reverse-scored before composite descriptive analysis so that all workload indicators had a consistent direction.

Data analysis used partial least squares structural equation modeling with SmartPLS 4. The measurement model was assessed through outer loadings, average variance extracted, the Fornell-Larcker criterion, cross-loadings, the heterotrait-monotrait ratio, Cronbach's alpha, and composite reliability. The structural model was evaluated using inner variance inflation factors, coefficients of determination, effect sizes, predictive relevance, and standardized root mean square residual. Hypotheses were tested through bootstrapping using path coefficients, t statistics, p values, and 95 percent confidence intervals. Statistical significance was determined at $p < 0.05$ and $t > 1.96$. Mediation was examined using specific indirect effects and the relationship between direct and indirect significance patterns; variance accounted for was reported as supplementary information. The analytical sequence follows established partial least squares reporting guidance (Hair et al., 2019; Hair et al., 2022).

Research Model

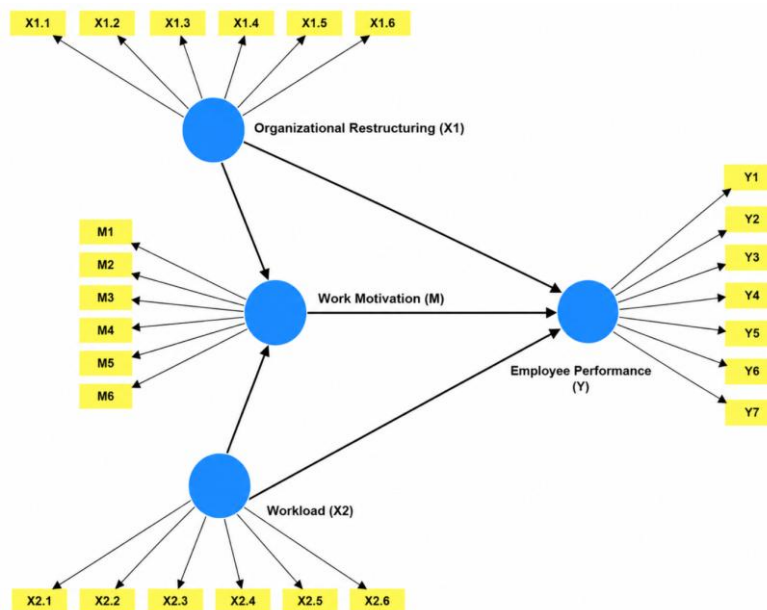


Figure 1. Research model

Results and Discussion

Respondent Profile and Descriptive Results

Of the 226 responses received, 218 met all eligibility criteria and were analyzed. Women represented 54.59 percent of the sample and men 45.41 percent. The largest age group was 31-40 years, followed by 41-50 years, indicating that most respondents were in established career stages. Bachelor-degree holders comprised 59.63 percent of respondents

and master's-degree holders 32.11 percent. Most participants were permanent civil servants, while the remainder were government employees under employment agreements. The sample therefore captured employees with sufficient organizational exposure to evaluate the post-restructuring work environment.

Table 1. Respondent characteristics (N = 218)

Characteristic	Category	n	%
Gender	Male	99	45.41
	Female	119	54.59
Age	20-30 years	42	19.27
	31-40 years	77	35.32
	41-50 years	64	29.36
	> 50 years	35	16.06
Education	Diploma	18	8.26
	Bachelor	130	59.63
	Master	70	32.11
Employment status	Civil servant	166	76.15
	Government employee under agreement	52	23.85

The descriptive pattern shows that employee performance obtained the highest composite mean (4.13), followed by work motivation (3.83), organizational restructuring (3.73), and workload (3.50). All four constructs were categorized as high. The coexistence of high performance and high workload is analytically important: employees reported maintaining performance even while facing substantial demands. This supports the need to distinguish direct workload effects from indirect effects operating through motivation.

Table 2. Descriptive statistics of research constructs

Construct	Mean	Standard deviation	Category
Organizational Restructuring	3.73	0.72	High
Workload	3.50	0.71	High
Work Motivation	3.83	0.66	High
Employee Performance	4.13	0.61	High

Within work motivation, relatedness recorded the highest dimensional mean (4.12), followed by growth (3.94) and existence (3.42). The strongest item concerned good relationships with supervisors and colleagues (mean 4.20), whereas the lowest concerned the adequacy of facilities and work security (mean 3.19). This distribution suggests that social support was a major motivational resource during transition, while basic work conditions remained a vulnerability. Within employee performance, maintaining work quality received the highest item mean (4.23), while initiative in seeking solutions was lowest (4.04), although still high. Employees therefore appeared able to protect formal quality and responsibility, but adaptive initiative had comparatively more room for improvement.

Measurement Model

All 25 indicators exceeded the minimum outer-loading criterion. Loadings ranged from 0.712 to 0.843: organizational restructuring ranged from 0.789 to 0.822, workload from 0.712 to 0.805, work motivation from 0.729 to 0.800, and employee performance from 0.751 to 0.843. No indicator was removed. Average variance extracted values ranged from 0.575 to 0.643, confirming convergent validity. Internal consistency was also satisfactory, with Cronbach's alpha values between 0.853 and 0.902 and composite reliability between 0.890 and 0.923.

Table 3. Reliability and convergent validity

Construct	Loading range	Cronbach's alpha	Composite reliability	AVE
Organizational Restructuring	0.789-0.822	0.889	0.915	0.643
Workload	0.712-0.805	0.855	0.890	0.575
Work Motivation	0.729-0.800	0.853	0.890	0.576
Employee Performance	0.751-0.843	0.902	0.923	0.632

Discriminant validity was established using the heterotrait-monotrait ratio, the Fornell-Larcker criterion, and cross-loadings. All heterotrait-monotrait ratios were below 0.90, with the highest value of 0.630 between organizational restructuring and work motivation. Each indicator also loaded most strongly on its assigned construct, and the square root of average variance extracted for every construct exceeded its correlations with other constructs. These results indicate that the four constructs were empirically distinct.

Table 4. Discriminant validity using the heterotrait-monotrait ratio

Construct pair	HTMT	Decision
Organizational Restructuring - Work Motivation	0.630	Met
Workload - Work Motivation	0.348	Met
Workload - Organizational Restructuring	0.258	Met
Employee Performance - Work Motivation	0.561	Met
Employee Performance - Organizational Restructuring	0.470	Met
Employee Performance - Workload	0.211	Met

Structural Model and Predictive Assessment

Inner variance inflation factors ranged from 1.066 to 1.520, indicating no problematic collinearity. Organizational restructuring and workload explained 34.2 percent of the variance in work motivation. Organizational restructuring, workload, and work motivation explained 28.4 percent of the variance in employee performance. These coefficients were classified as weak under the thresholds applied in the thesis, indicating that relevant predictors remain outside the model. The effect-size pattern was more informative: organizational restructuring had a large effect on work motivation ($f^2 = 0.371$), while work motivation had the next largest effect on performance ($f^2 = 0.127$). The direct workload-performance effect was negligible ($f^2 = 0.002$).

Table 5. Structural model assessment

Indicator	Work Motivation	Employee Performance	Interpretation
R ²	0.342	0.284	Weak explanatory power
Adjusted R ²	0.336	0.273	Stable after adjustment
Q ² predict	0.322	0.169	Positive predictive relevance
SRMR	0.064	0.064	Saturated and estimated models < 0.08
NFI	-	0.842	Supplementary fit information

Predictive relevance was positive for both endogenous constructs, with Q²predict values of 0.322 for work motivation and 0.169 for employee performance. The reported prediction errors for endogenous indicators were also lower than the linear-model benchmarks. The standardized root mean square residual was 0.064 for both saturated and estimated models, below the 0.08 criterion, and the normed fit index was 0.842. Taken together, the model was suitable for interpreting the hypothesized direct and mediated relationships, while the modest coefficients of determination caution against treating the four constructs as a complete explanation of motivation or performance.

Hypothesis Testing

Bootstrapping results supported three of the five directional direct-effect hypotheses. Organizational restructuring positively affected employee performance ($\beta = 0.211$, $t = 2.912$, $p = 0.004$) and work motivation ($\beta = 0.510$, $t = 9.735$, $p < 0.001$). Work motivation positively affected employee performance ($\beta = 0.371$, $t = 5.504$, $p < 0.001$). Workload did not significantly affect employee performance directly ($\beta = -0.038$, $t = 0.561$, $p = 0.575$). Workload significantly affected work motivation, but the coefficient was negative ($\beta = -0.186$, $t = 3.339$, $p = 0.001$); because H4 specified a positive relationship, the directional hypothesis was not supported.

Table 6. Direct-effect hypothesis testing

Hypothesis	Path	β	t	p	Decision
H1	Restructuring → Performance	0.211	2.912	0.004	Supported
H2	Workload → Performance	-0.038	0.561	0.575	Not supported
H3	Restructuring → Motivation	0.510	9.735	< 0.001	Supported
H4	Workload → Motivation	-0.186	3.339	0.001	Not supported*
H5	Motivation → Performance	0.371	5.504	< 0.001	Supported

Note: *The effect is statistically significant but opposite to the positive direction specified in H4.

Mediation Analysis

Both indirect effects were statistically significant. Organizational restructuring affected employee performance through work motivation with an indirect coefficient of 0.189 ($t = 4.974$, $p < 0.001$). Because the direct restructuring-performance effect also remained significant and both coefficients were positive, the pattern represents complementary partial

mediation. The variance-accounted-for calculation was 47.25 percent, indicating that nearly half of the total restructuring effect was transmitted through motivation.

Workload affected employee performance through work motivation with an indirect coefficient of -0.069 ($t = 2.576$, $p = 0.010$). The direct workload-performance relationship was not significant, while workload significantly reduced motivation and motivation significantly improved performance. This pattern is most appropriately interpreted as indirect-only mediation. The thesis calculation produced a variance-accounted-for value of 64.49 percent, but the significance pattern provides the clearer substantive classification: workload influenced performance through its effect on motivation rather than through a direct path.

Table 7. Indirect effects and mediation

Hypothesis	Indirect path	Indirect β	t	p	Mediation
H6	Restructuring $\rightarrow$ Motivation $\rightarrow$ Performance	0.189	4.974	< 0.001	Complementary partial
H7	Workload $\rightarrow$ Motivation $\rightarrow$ Performance	-0.069	2.576	0.010	Indirect-only

Discussion

The first major finding is that organizational restructuring contributed positively to employee performance, although the direct effect was small. The result supports Cahyani and Kriswibowo (2022) and Andriyani et al. (2024), who reported that restructuring was associated with stronger employee performance, while differing from Shaumi et al. (2023). The small effect is plausible because the organization was still adjusting its staffing, authority, and coordination arrangements. A new structure can improve role clarity, but its benefits may remain limited until job descriptions, work procedures, delegation, and staffing are aligned with the formal design. The finding therefore shifts attention from structural change as an administrative event to restructuring quality as an operational capability.

The strongest path in the model was organizational restructuring to work motivation. The coefficient of 0.510 and large effect size indicate that employees' perceptions of the new structure mattered more for motivation than any other tested direct relationship. Clearer roles, formal work procedures, and more directed coordination can reduce uncertainty and help employees see how their work contributes to the mandate of a newly established ministry. From an existence-relatedness-growth perspective, restructuring can strengthen motivation when it provides security and role certainty, supports coordination and relationships, and creates opportunities for contribution and development. This result also explains why the restructuring-performance relationship cannot be interpreted solely as a formal structural effect: almost half of the total effect was transmitted through motivation.

The complementary partial mediation result extends earlier public-sector findings by showing how restructuring is translated into performance. Organizational restructuring improved performance directly, but it also improved performance by strengthening motivation. This mechanism resembles a wider pattern in recent human-resource research in which organizational conditions influence employee outcomes through intermediate psychological or social states. Haji (2025), for example, found that flexible work arrangements affected employee performance through work engagement, and Haji (2023) reported a mediation mechanism linking organizational conditions to innovative work

behavior through knowledge sharing. The mediator differs across studies, yet the shared implication is that formal policies or work conditions often require an employee-level mechanism before they generate stronger outcomes.

The workload findings provide a different mechanism. Workload did not significantly affect performance directly. This result aligns with Arifah et al. (2023), Maulana and Risal (2022), Swedana (2023), and Syahputra et al. (2024), but differs from studies reporting either positive (Himamora et al., 2023; Widyatara & Waluyo, 2024) or negative direct effects (Riduan et al., 2024). The coexistence of high workload and high reported performance suggests that employees can maintain formal output for a period despite increased demands. Civil servants remain subject to performance standards and professional responsibilities, and experience or peer support may allow them to compensate for pressure in the short term. A non-significant direct effect should therefore not be interpreted as evidence that workload is harmless.

The negative workload-motivation relationship clarifies this point. Workload significantly reduced work motivation, contradicting the positive direction anticipated in H4. In the studied setting, job demands appear to have operated as hindrance demands rather than productive challenges. This interpretation is consistent with the documented staffing deficit. When organizational workload requirements expand substantially faster than available staffing, additional tasks are accompanied by time pressure, greater effort, and psychological strain. The result supports Purnamawati et al. (2022), while differing from Himamora et al. (2023), whose study found a positive workload-motivation relationship under different organizational conditions.

The indirect-only mediation from workload to performance is one of the study's most useful results. Workload first reduced work motivation, and lower motivation then reduced employee performance. The direct path was not significant. This pattern supports the view that pressure can erode psychological resources before it becomes visible in formal performance measures. It also supports Hariroh et al. (2022), who documented a mediating role of motivation in the workload-performance relationship. Managers who monitor only output may therefore detect workload problems too late. Employees may continue meeting targets while their motivation, initiative, and capacity for sustained performance deteriorate beneath the surface.

Work motivation itself had a positive and significant effect on employee performance and was a stronger direct predictor than either restructuring or workload. This result is consistent with Cahyani and Kriswibowo (2022), Naim and Helmita (2024), Arifah et al. (2023), and Syahputra et al. (2024). The descriptive results enrich the interpretation: relatedness was the strongest motivational dimension, while adequacy of facilities and work security was the weakest item. During transition, relationships with supervisors and colleagues may function as a stabilizing resource. Supportive work environments are also relevant in adjacent employee-behavior research; Haji et al. (2021) showed that supportive leadership, job satisfaction, and quality of work life were associated with organizational citizenship behavior. For the Ministry of Transmigration, maintaining relational support while improving basic work conditions may therefore protect both motivation and performance.

The modest R^2 values indicate that the model should be read as a focused explanation rather than a complete model of public employee behavior. Organizational restructuring and workload explained 34.2 percent of work motivation, while the three predictors explained

28.4 percent of employee performance. Other factors identified in the thesis, including organizational support, leadership, competence, job satisfaction, psychological safety, and workforce agility, may account for additional variance. The positive Q^2 predict values nevertheless show that the model retains predictive relevance. The practical value of the model lies less in maximizing explained variance and more in identifying two distinct managerial pathways: restructuring can improve performance through motivation, while excessive workload can undermine performance through motivational erosion.

For managers, these pathways imply that restructuring should be accompanied by explicit transition management. Job descriptions and responsibility matrices should be updated, routine approval chains simplified where possible, coordination points clarified, and employees given structured opportunities to provide feedback on emerging work processes. Staffing decisions should use workload analysis as an operational planning instrument rather than an administrative document. Units with the largest gaps should be prioritized for redistribution, placement, or additional staffing. At the same time, motivation should be monitored through recognition, developmental opportunities, supervisor support, role certainty, and regular conversations about workload and performance.

At policy level, successful public-sector restructuring should not be assessed only by whether a new unit has legally been established. Evaluation should also capture employee-level indicators such as clarity of roles, perceived workload, motivation, coordination quality, and performance. The results indicate that structural success and employee experience are interdependent. A formally appropriate structure may fail to deliver its intended performance gains if the transition creates persistent workload pressure that weakens motivation. Conversely, restructuring can generate meaningful performance gains when employees understand the new design, feel supported, and retain opportunities to contribute and grow.

Conclusion

This study demonstrates that work motivation is a central mechanism linking organizational restructuring and workload to employee performance during public-sector transition. Organizational restructuring had a positive direct effect on performance and an even stronger positive effect on motivation. Work motivation, in turn, improved performance. The mediation pattern was complementary and partial, indicating that restructuring contributes to performance through both structural improvements and the motivational response of employees.

Workload followed a different path. It did not significantly influence employee performance directly, but it significantly reduced work motivation. The resulting negative indirect effect on performance was significant and represented an indirect-only mediation pattern. Employees were therefore able to maintain reported performance despite high workload, yet workload still posed a performance risk because it eroded motivation. This distinction is important for public organizations: stable output during transition does not necessarily mean that demands are sustainable.

The findings support an employee-centered approach to restructuring. The Secretariat General should strengthen clarity of tasks and authority, reduce unnecessary coordination friction, align staffing with workload analysis, and prioritize units with the largest staffing gaps. Managers should combine performance monitoring with regular assessment of workload and motivation, while providing recognition, feedback, development opportunities,

and supportive supervisory relationships. These actions address both the structural and motivational pathways identified by the model.

The study is limited to one public organization, uses cross-sectional self-reported data, applies purposive sampling, and captures perceptions while institutional arrangements were still evolving. Future studies should use longitudinal designs, combine employee surveys with supervisor or objective performance data, and compare different ministries or organizational units. Additional predictors such as perceived organizational support, change leadership, job satisfaction, psychological safety, competence, or workforce agility may improve explanatory power and clarify which resources protect motivation when workload rises during organizational transition.

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