

The Impact of Structural Position Changes on Employee Performance and Organizational Effectiveness

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Abstract: Structural position changes have become an increasingly important human resource management strategy for higher education institutions undergoing organizational transformation. However, empirical evidence explaining how structural position changes simultaneously influence employee performance, organizational commitment, and organizational effectiveness remains limited, particularly within Indonesian Islamic higher education institutions. This study aims to examine the direct and indirect effects of Structural Position Changes (SPC) on Organizational Effectiveness through Employee Performance and Organizational Commitment. A quantitative cross-sectional design was employed using survey data collected from 185 academic and non-academic staff at Universitas Muhammadiyah Tangerang. The proposed model was analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0. The findings indicate that Structural Position Changes significantly improve Employee Performance ($\beta = 0.412$, $p < 0.001$), Organizational Commitment ($\beta = 0.367$, $p < 0.001$), and Organizational Effectiveness ($\beta = 0.389$, $p < 0.001$). Furthermore, Employee Performance and Organizational Commitment partially mediate the relationship between Structural Position Changes and Organizational Effectiveness. This study contributes to the human resource management literature by proposing an integrated mediation model that combines behavioral and attitudinal mechanisms to explain how structural changes enhance organizational effectiveness within Indonesian Islamic higher education institutions. The findings also have practical implications for university leaders seeking to design competency-based structural transformation strategies that improve institutional performance and strengthen employee commitment.

Keywords : *Structural Position Changes, Employee Performance, Organizational Effectiveness, Human Resource Management*

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INTRODUCTION

The landscape of higher education management in Indonesia has undergone significant transformation in recent decades, driven by rapid technological advancement, shifting demographic demands, and evolving regulatory frameworks. Universities increasingly face pressure to enhance institutional performance while maintaining academic quality standards mandated by national accreditation bodies (BAN-PT). In this context, structural position changes, including role reassignments, job redesign, departmental restructuring, and adjustments to the organizational hierarchy, have emerged as pivotal human resource management (HRM) strategies for improving institutional efficiency and effectiveness (J. Hair & Alamer, 2022).

One of the most important strategies adopted by higher education institutions to address these challenges is implementing Structural Position Changes (SPC), which

encompass role reassignments, job redesign, departmental restructuring, leadership rotation, and modifications to reporting relationships. Rather than being merely administrative adjustments, these structural changes represent strategic human resource management initiatives designed to enhance organizational agility, improve employee productivity, and align institutional capabilities with long-term strategic objectives. Effective structural design also influences communication patterns, decision-making processes, and employee behavior, ultimately contributing to organizational performance (Dhia, 2024).

Although the terms *organizational restructuring*, *role redesign*, *organizational adjustment*, and *structural position changes* are frequently used interchangeably in the organizational literature, they represent different conceptual levels. Organizational restructuring refers to broad organizational transformation involving structural, strategic, or administrative modifications. Role redesign concerns changes in task composition and job responsibilities, whereas organizational adjustment encompasses various adaptive responses within the organization. In this study, Structural Position Changes (SPC) are conceptualized as a specific human resource management intervention that involves formal changes to employees' structural roles, reporting relationships, authority, and work responsibilities resulting from organizational restructuring. Therefore, organizational restructuring is treated as the organizational context, whereas changes in structural position constitute the focal construct examined in this study.

In the Indonesian context, the urgency for structural transformation in higher education has been intensified by accreditation requirements set by national bodies such as BAN-PT, as well as the growing emphasis on internationalization and digital transformation. Universities are expected to demonstrate measurable outcomes in teaching quality, research productivity, and community engagement. Consequently, internal restructuring has become a common approach to optimizing resource allocation, streamlining operations, and fostering innovation. However, while structural position changes are widely implemented, their actual impact on employees and organizational outcomes remains insufficiently explored, particularly through empirical and quantitative approaches (Njonge, 2023).

At Universitas Muhammadiyah Tangerang (UMT), a prominent private Islamic university in Banten Province, changes in structural positions have been implemented systematically since 2020 as part of the university's strategic transformation program. These changes include restructuring academic faculties, introducing new administrative positions aligned with the university's digital transformation agenda, and rotating key managerial roles to foster leadership development and cross-functional knowledge transfer. However, the effects of these structural interventions on employee performance and organizational effectiveness have not been systematically and rigorously evaluated empirically (Prasetyo et al., 2026).

Despite the increasing implementation of structural position changes across Indonesian higher education institutions, empirical evidence evaluating whether these organizational interventions genuinely improve employee and institutional outcomes remains limited. Most restructuring initiatives are implemented based on managerial considerations rather than systematic empirical evaluation, creating uncertainty regarding their actual effectiveness. Consequently, rigorous empirical investigation is required to determine whether changes in structural position constitute an effective

strategic human resource management intervention or merely administrative adjustments.

The theoretical foundation of this research draws upon several established frameworks. First, Person-Job Fit Theory (Ahmed, 2022) suggests that congruence between an individual's skills and job requirements enhances performance outcomes. Second, Social Cognitive Theory (Ahmad et al., 2025) emphasizes the role of self-efficacy and environmental factors in shaping behavioral outcomes. Third, the Resource-Based View (Helfat et al., 2023) posits that human capital, when strategically organized, constitutes a source of sustained competitive advantage for organizations. These theoretical lenses collectively provide a robust framework for understanding how changes in structural position may influence employee performance and organizational effectiveness.

Although Person-Job Fit Theory, Social Cognitive Theory, and the Resource-Based View explain different dimensions of employee behavior and organizational performance, they offer complementary perspectives for understanding structural position changes. Person-Job Fit Theory emphasizes the alignment between employee competencies and job demands; Social Cognitive Theory explains how employees adapt to organizational changes through self-efficacy and learning processes; and the Resource-Based View considers human capital as a strategic resource that enhances organizational competitiveness. Integrating these theoretical perspectives provides a more comprehensive explanation of how changes in structural position influence both individual and organizational outcomes.

Previous research has demonstrated mixed findings regarding the effects of organizational restructuring on employee outcomes. While some studies report positive effects of structural changes on innovation, adaptability, and performance (Limas et al., 2024), others highlight negative consequences, including increased role ambiguity, reduced perceptions of job security, and diminished organizational commitment (Kamarova et al., 2025). These conflicting findings underscore the need for contextually specific research that accounts for institutional culture, leadership quality, and the change management practices employed during structural transitions.

Taken together, previous studies indicate that the outcomes of structural position changes remain inconclusive. Positive effects are generally observed when organizational restructuring is accompanied by effective leadership, transparent communication, and competency-based role allocation. Conversely, negative outcomes tend to emerge when structural changes create uncertainty, role ambiguity, or inadequate organizational support. These inconsistencies suggest that organizational context and employee responses play crucial roles in determining whether changes in structural position yield positive organizational outcomes.

In the context of Indonesian higher education, empirical research examining the simultaneous effects of changes in structural position on employee performance and organizational effectiveness remains limited. Most existing studies focus on isolated variables or direct relationships, without considering the complex mechanisms by which structural changes influence organizational outcomes. In particular, the mediating roles of employee performance and organizational commitment have not been sufficiently explored in an integrated model.

Accordingly, this study proposes an integrated conceptual framework in which Structural Position Changes are expected to influence Organizational Effectiveness

through two complementary mechanisms: a behavioral pathway, represented by Employee Performance, and an attitudinal pathway, represented by Organizational Commitment. This framework provides a more comprehensive explanation of organizational change than previous studies that primarily focused on direct relationships or single mediating variables.

This study addresses these gaps by developing a comprehensive framework that examines both the direct and indirect effects of changes in structural position. Employee performance is conceptualized as a behavioral outcome reflecting how well individuals execute their tasks, adapt to new demands, and contribute to organizational objectives. Organizational commitment, on the other hand, represents an attitudinal dimension, capturing employees' emotional attachment, sense of belonging, and willingness to remain within the organization. Together, these variables provide a holistic understanding of how employees respond to structural changes and how these responses translate into organizational effectiveness (Nguyen et al., 2022).

Methodologically, this study employs Structural Equation Modeling via Partial Least Squares (SEM-PLS), implemented in SmartPLS 4.0. PLS-SEM is particularly appropriate for this research context given its ability to handle complex models with multiple mediating relationships, its robustness to non-normal data distributions, and its suitability for predictive-oriented research in the social sciences (J. Hair & Alamer, 2022). The adoption of SmartPLS aligns with contemporary best practices in organizational behavior and HRM research, enabling a comprehensive assessment of both measurement quality and structural relationships within the conceptual model.

This study makes several contributions to the existing literature. First, it provides empirical evidence on the effects of changes in structural position in the specific context of Indonesian Islamic higher education, an understudied institutional type in the international HRM literature. Second, it examines the mediating roles of employee performance and organizational commitment, offering a more nuanced understanding of the causal mechanisms linking structural changes to organizational effectiveness. Third, the study offers practical recommendations for university administrators seeking to optimize structural change processes to maximize positive outcomes while minimizing disruption and employee disengagement (Tjahjono & Dahlan, 2023).

Unlike previous restructuring studies that predominantly examined direct relationships or single mediating mechanisms, this study develops an integrated explanatory model combining Person–Job Fit Theory, Social Cognitive Theory, and the Resource-Based View. Furthermore, the research simultaneously examines behavioral (employee performance) and attitudinal (organizational commitment) pathways linking changes in structural position to organizational effectiveness in the context of an Indonesian Islamic higher education institution. This integrated perspective makes a novel contribution by explaining not only whether changes in structural position influence organizational outcomes but also how these effects operate through complementary mediating mechanisms.

This study aims to achieve the following objectives: (1) To examine the direct effect of structural position changes on employee performance at UMT; (2) To analyze the direct effect of structural position changes on organizational commitment among UMT staff; (3) To investigate the direct effect of structural position changes on organizational effectiveness at UMT; (4) To explore the mediating role of employee performance in the relationship between structural position changes and organizational effectiveness; (5) To

examine the mediating role of organizational commitment in the relationship between structural position changes and organizational effectiveness.

Despite the growing body of literature on organizational restructuring, few empirical studies have examined the mechanisms by which changes in structural position simultaneously influence both individual-level outcomes (employee performance) and organizational-level outcomes (organizational effectiveness), particularly in the context of Indonesian Islamic higher education institutions. Moreover, previous studies have predominantly focused on either direct effects or single mediators, leaving a gap in understanding the dual mediating roles of employee performance and organizational commitment. Therefore, this study introduces a comprehensive mediation model that integrates behavioral and attitudinal pathways, offering a novel contribution to the human resource management literature (Abdul Aziz et al., 2023).

Beyond addressing the identified research gap, this study contributes to the human resource management literature by offering a more comprehensive explanation of the mechanisms by which changes in structural position influence organizational effectiveness. By integrating behavioral (employee performance) and attitudinal (organizational commitment) mediating pathways within a single structural model, the study extends previous research that has predominantly examined these mechanisms separately. This integrated perspective also provides practical guidance for higher education institutions in designing evidence-based structural transformation strategies.

In summary, changes in structural position represent a critical strategic intervention in modern organizational management. However, their success depends not only on structural design but also on how employees perceive, adapt to, and engage with these changes. By examining the interplay between structural adjustments, employee behavior, and organizational outcomes, this study seeks to provide a deeper and more comprehensive understanding of organizational transformation in the higher education sector (Susanto & Eka Sari, 2022).

RESEARCH METHODS

Research Design and Approach

This study employs a quantitative research design using a cross-sectional survey approach. The research paradigm is positivist, grounded in the premise that social phenomena can be measured, analyzed, and understood through objective empirical investigation (Muravu, 2020). The choice of quantitative methodology is appropriate given the study's objective of testing hypothesized relationships between theoretically derived constructs and generating generalizable findings applicable to similar institutional contexts (Charli et al., 2022).

Structural Equation Modeling via Partial Least Squares (PLS-SEM), implemented through SmartPLS 4.0, serves as the primary analytical technique. PLS-SEM was chosen over covariance-based SEM (CB-SEM) for several reasons: (1) the study includes constructs with reflective measurement models and complex mediation pathways; (2) the research is prediction-oriented rather than confirmatory; (3) the sample size, while adequate, benefits from PLS-SEM's greater statistical power compared to CB-SEM; and (4) PLS-SEM is robust to non-normality in the data, as confirmed by Mardia's multivariate normality test conducted during preliminary analysis (J. Hair & Alamer, 2022).

Research Location and Population

The research was conducted at Universitas Muhammadiyah Tangerang (UMT), located in Tangerang City, Banten Province, Indonesia. UMT is one of the largest Muhammadiyah-affiliated universities in the Greater Jakarta area, comprising eight faculties, two graduate programs, and approximately 15,000 active students. The university has implemented several rounds of structural position changes between 2020 and 2023 as part of its institutional development roadmap, making it an ideal research setting for investigating the effects of structural changes on human resource outcomes.

The study population comprises all permanent academic staff (lecturers with NIDN/NIDK) and non-academic staff (administrative personnel) who have experienced at least one structural position change during the 2020–2023 period. Based on the university's Human Resource Information System (HRIS) records, this population comprises 267 individuals, of whom 215 met the eligibility criteria after excluding those on extended leave or whose position changes were purely titular, without substantive role modifications.

Sampling Technique and Sample Size

A purposive sampling technique was employed, selecting participants based on two criteria: (1) permanent employment status at UMT for a minimum of two years, and (2) having experienced at least one formal structural position change as documented in the HRIS. Using the Slovin formula with a 5% margin of error ($n = N/(1 + Ne^2)$), the minimum required sample size was calculated to be 140 respondents. To ensure statistical power sufficiency for PLS-SEM, power analysis recommended a minimum of 10 times the maximum number of structural paths directed at any latent variable, yielding a minimum of 50 observations; however, following (Ibrahim et al. 2025) recommendation for models with complex mediation structures, a target of 185 complete responses was established.

A total of 215 questionnaires were distributed, with 192 returned (response rate: 89.3%). After data screening for missing values, outliers, and straight-lining responses, 185 valid questionnaires were retained for analysis, exceeding the minimum threshold and ensuring adequate statistical power.

Data Collection Procedure

Data were collected using a structured, self-administered questionnaire distributed to academic and non-academic staff at Universitas Muhammadiyah Tangerang (UMT). The data collection process was conducted over three months from January to March 2025. Both online (via Google Forms) and offline distribution methods were employed to maximize response rates.

Prior to data collection, respondents were provided with clear information regarding the purpose of the study, and confidentiality and anonymity were assured. Participation was voluntary, and informed consent was obtained from all respondents. To reduce potential response bias, respondents were encouraged to answer honestly and were assured that their responses would be used solely for academic purposes.

Out of 215 distributed questionnaires, 192 were returned, yielding a response rate of 89.3%. After data screening, including checks for missing values, outliers, and response patterns such as straight-lining, a total of 185 valid responses were retained for further analysis.

Research Instruments

The research instrument was a structured, self-administered questionnaire comprising five sections corresponding to the study's constructs. All measurement items were adapted from validated instruments in the existing literature and modified to reflect the Indonesian higher education context through an expert panel review and cognitive interviews with five UMT staff members who were not included in the main sample.

Structural Position Changes (SPC) were measured using 8 items adapted from Oreg (Kamarova et al., 2025), capturing dimensions of role clarity, task novelty, authority changes, and reporting relationship adjustments. Employee Performance (EP) was assessed using 10 items adapted from Helfat et al. (2023), covering the task, contextual, and adaptive performance dimensions. Organizational Commitment (OC) was measured using 6 items from the three-component model, focusing on affective and normative commitment (Schattke, 2022).

Organizational Effectiveness (OE) was captured through 8 items adapted from Cross (2022), encompassing the goal attainment, resource efficiency, and stakeholder satisfaction dimensions (Castillo et al., 2024). All items were rated on a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

Validity and Reliability Testing

Construct validity was assessed using Confirmatory Factor Analysis (CFA) as part of the SmartPLS measurement model evaluation. Convergent validity was established using Average Variance Extracted ($AVE \geq 0.50$), Composite Reliability ($CR \geq 0.70$), and outer loadings (≥ 0.70) for all reflective indicators (Hair et al., 2022). Discriminant validity was evaluated using the Heterotrait-Monotrait (HTMT) ratio criterion ($HTMT < 0.85$), as recommended over the Fornell-Larcker criterion for its superior sensitivity to discriminant validity violations (Henseler et al., 2025).

Table 1. Respondent Demographic Profile (n = 185)

Category	Description	Frequency	Percentage (%)
Gender	Male	112	60.5%
	Female	73	39.5%
Age	20–30 years	42	22.7%
	31–40 years	78	42.2%
	41–50 years	47	25.4%
	> 50 years	18	9.7%
Education Level	Bachelor's (S1)	67	36.2%
	Master's (S2)	89	48.1%
	Doctorate (S3)	29	15.7%
Employment Type	Academic Staff (Lecturer)	108	58.4%
	Non-Academic Staff	77	41.6%
Years of Service	2–5 years	39	21.1%
	6–10 years	83	44.9%
	> 10 years	63	34.0%

Source: Primary data processed by researchers (2025)

Common Method Bias (CMB) Assessment

Given that the data were collected using a single-source, self-reported questionnaire, the potential for Common Method Bias (CMB) was assessed. Harman's single-factor test was conducted to assess whether a single factor accounted for most of the covariance among the measurement items. The results indicated that the first factor

explained less than 50% of the total variance, suggesting that common method bias is not a serious concern in this study (Saidah & Mulyana, 2024).

In addition, a full collinearity assessment was performed using the Variance Inflation Factor (VIF). All VIF values were below the recommended threshold of 3.3, further confirming the absence of a significant common method variance (Muravu, 2020).

Procedural remedies were also applied during data collection, including ensuring respondent anonymity and reducing evaluation apprehension, to minimize the risk of method bias further.

Data Analysis Technique

Data analysis in this study was conducted using Structural Equation Modeling–Partial Least Squares (PLS-SEM) with SmartPLS 4.0 software. The analysis followed a two-step approach, consisting of measurement model evaluation and structural model evaluation, in line with recommended guidelines (Ibrahim et al., 2025).

The measurement model was assessed for convergent and discriminant validity. Convergent validity was examined using outer loadings, Average Variance Extracted (AVE ≥ 0.50), and Composite Reliability (CR ≥ 0.70). Discriminant validity was assessed using the Heterotrait-Monotrait (HTMT) ratio criterion (HTMT < 0.85).

The structural model was evaluated by examining path coefficients, coefficient of determination (R^2), predictive relevance (Q^2), and effect size (f^2). Hypothesis testing was performed using a bootstrapping procedure with 5,000 resamples to determine the significance of path relationships. A significance level of 5% ($p < 0.05$) was used as the threshold for hypothesis acceptance.

This analytical approach enables the simultaneous assessment of complex relationships among latent constructs, including direct and mediating effects, making it suitable for both predictive and exploratory research in human resource management.

RESULTS AND DISCUSSION

Measurement Model Evaluation

The measurement model was evaluated in two stages: (1) assessment of indicator reliability and convergent validity, and (2) evaluation of discriminant validity. Table 2 presents the results of the measurement model assessment, including outer loadings, AVE, and Composite Reliability values for all constructs.

Table 2. Measurement Model Results: Outer Loadings, AVE, and Composite Reliability

Construct	Indicator	Outer Loading	AVE	CR
SPC	SPC1 – Role clarity after restructuring	0.812	0.574	0.921
	SPC2 – Task novelty in a new position	0.834		
	SPC3 – Authority level adjustment	0.801		
	SPC4 – Change in reporting relationships	0.756		
	SPC5 – Communication of role expectations	0.789		
EP	EP1 – Task completion quality	0.847	0.591	0.934
	EP2 – Work efficiency improvement	0.861		
	EP3 – Innovation in role performance	0.822		

Construct	Indicator	Outer Loading	AVE	CR
OC	EP4 – Proactive behavior at work	0.798	0.562	0.885
	OC1 – Emotional attachment to organization	0.823		
	OC2 – Sense of belonging	0.817		
	OC3 – Obligation to stay in the organization	0.756		
OE	OE1 – Goal achievement rate	0.839	0.583	0.928
	OE2 – Resource utilization efficiency	0.852		
	OE3 – Stakeholder satisfaction level	0.801		
	OE4 – Organizational adaptive capacity	0.824		

Note: SPC = Structural Position Changes; EP = Employee Performance; OC = Organizational Commitment; OE = Organizational Effectiveness; AVE = Average Variance Extracted; CR = Composite Reliability. All outer loadings significant at $p < 0.001$ (bootstrapping, $n = 5,000$ subsamples).

As presented in Table 2, all outer loadings exceed the recommended threshold of 0.70, ranging from 0.756 (SPC4) to 0.861 (EP2). AVE values for all constructs exceed the 0.50 threshold (range: 0.562–0.591), confirming convergent validity. Composite Reliability values range from 0.885 to 0.934, all exceeding the recommended minimum of 0.70, confirming internal consistency. These results collectively indicate that the measurement model demonstrates acceptable reliability and convergent validity.

Table 3. Discriminant Validity: Heterotrait-Monotrait (HTMT) Ratio Matrix

Construct	SPC	EP	OC	OE
Structural Position Changes (SPC)	—			
Employee Performance (EP)	0.634	—		
Organizational Commitment (OC)	0.578	0.621	—	
Organizational Effectiveness (OE)	0.612	0.659	0.589	—

Note: All HTMT values are below 0.85, confirming discriminant validity (Henseler, Ringle & Sarstedt, 2022).

Structural Model Evaluation

Following the satisfactory assessment of the measurement model, the structural model was evaluated by examining path coefficients (β), t-statistics, p-values, R^2 , and f^2 values. Bootstrapping with 5,000 subsamples was conducted to generate standard errors and confidence intervals for all path coefficients (J. F. Hair et al., 2019). Table 4 presents the structural model results.

Table 4. Structural Model Results: Path Coefficients and Hypothesis Testing

Hyp.	Path	β	Std. Error	t-stat.	p-value	Decision
H1	SPC → EP	0.412***	0.067	6.149	< 0.001	Supported
H2	SPC → OC	0.367***	0.072	5.097	< 0.001	Supported
H3	SPC → OE	0.389***	0.069	5.638	< 0.001	Supported
H4	SPC → EP → OE	0.198***	0.048	4.125	< 0.001	Supported
H5	SPC → OC → OE	0.174**	0.053	3.283	0.001	Supported

*Note: *** $p < 0.001$; ** $p < 0.01$; β = standardized path coefficient; Bootstrapping $n = 5,000$ subsamples; Two-tailed test.*

The results indicate that all hypothesized direct and indirect relationships are statistically significant. Structural Position Changes (SPC) have a positive and significant

effect on Employee Performance ($\beta = 0.412$, $p < 0.001$), Organizational Commitment ($\beta = 0.367$, $p < 0.001$), and Organizational Effectiveness ($\beta = 0.389$, $p < 0.001$).

Additionally, the indirect effects through Employee Performance ($\beta = 0.198$, $p < 0.001$) and Organizational Commitment ($\beta = 0.174$, $p = 0.001$) are significant, indicating mediation.

Mediation Analysis

The mediation analysis reveals that both Employee Performance (EP) and Organizational Commitment (OC) significantly mediate the relationship between Structural Position Changes (SPC) and Organizational Effectiveness (OE). Since the direct effect of SPC on OE remains significant alongside the indirect effects, the mediation is classified as partial mediation (Ulum et al., 2023).

Coefficient of Determination (R^2) and Effect Size (f^2)

This finding suggests that changes in structural position influence organizational effectiveness both directly and indirectly through behavioral (employee performance) and attitudinal (organizational commitment) mechanisms. The explanatory power of the model is assessed using R^2 values, as presented in Table 5.

Table 5. Model Fit Indices: R^2 , Adjusted R^2 , and Effect Size (f^2)

Endogenous Construct	R^2	Adj. R^2	f^2 (SPC)	Effect Size
Employee Performance (EP)	0.541	0.536	0.312	Large
Organizational Commitment (OC)	0.487	0.481	0.267	Medium-Large
Organizational Effectiveness (OE)	0.612	0.605	0.334	Large

Note: f^2 effect size interpretation: Small = 0.02, Medium = 0.15, Large = 0.35 (Cohen, 1988).

The R^2 value for Employee Performance is 0.541, indicating that Structural Position Changes explain 54.1% of the variance. Organizational commitment has an R^2 of 0.487, whereas Organizational Effectiveness has a higher explanatory power with an R^2 of 0.612.

In terms of effect size (f^2), Structural Position Changes exert a strong effect on Employee Performance ($f^2 = 0.312$) and Organizational Effectiveness ($f^2 = 0.334$), and a moderate-to-large effect on Organizational Commitment ($f^2 = 0.267$). These findings confirm that Structural Position Changes are a key predictor in the model.

The model's predictive relevance was assessed using the blindfolding procedure. The Q^2 values for Employee Performance, Organizational Commitment, and Organizational Effectiveness are all greater than zero, indicating that the model has adequate predictive relevance (Widitya & Palupi, 2026). This suggests that the model has strong predictive capability for endogenous constructs.

Collinearity among predictor constructs was evaluated using Variance Inflation Factor (VIF) values. All VIF values were found to be below the recommended threshold of 5.0, indicating that multicollinearity is not a concern in this study.

The overall model fit was assessed using the Standardized Root Mean Square Residual (SRMR). The SRMR value was below the recommended threshold of 0.08, indicating a good model fit and supporting the adequacy of the proposed structural model.

SmartPLS Research Model Diagram

Figure 1 illustrates the structural model generated using SmartPLS, including standardized path coefficients and R^2 values for all endogenous constructs. All hypothesized relationships are statistically significant, demonstrating the robustness of the model.

The diagram also highlights the mediating roles of Employee Performance and Organizational Commitment in linking Structural Position Changes to Organizational Effectiveness, providing a comprehensive view of the structural relationships.

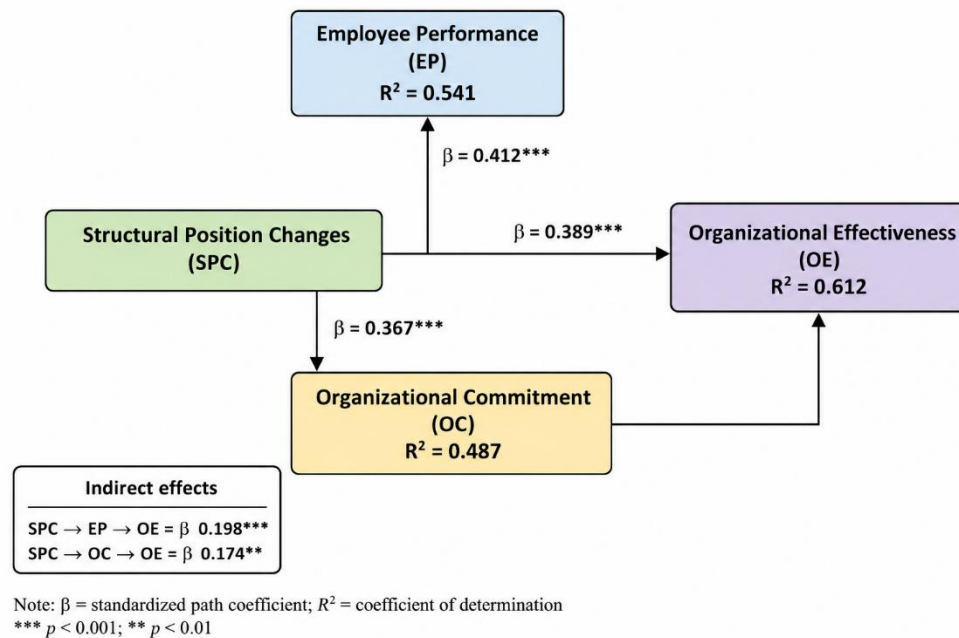


Figure 1. Final Structural Model Showing Standardized Path Coefficients and Explained Variance (R^2)

Source: Authors' analysis using SmartPLS 4.0 (2025).

Figure 1 presents the final structural model estimated using SmartPLS 4.0, illustrating the relationships among Structural Position Changes (SPC), Employee Performance (EP), Organizational Commitment (OC), and Organizational Effectiveness (OE). The figure displays the standardized path coefficients (β) and the coefficient of determination (R^2) for each endogenous construct, providing a concise visualization of the proposed structural model.

As shown in Figure 1, all hypothesized direct relationships are positive and statistically significant. Structural position changes positively influence Employee Performance, Organizational Commitment, and Organizational Effectiveness. In addition, Employee Performance and Organizational Commitment function as significant partial mediators, indicating that Structural Position Changes enhance Organizational Effectiveness both directly and indirectly through behavioral and attitudinal mechanisms. Overall, the model demonstrates substantial explanatory power, supporting the proposed theoretical framework. Detailed statistical results are presented in Tables 4 and 5.

Effect of Structural Position Changes on Employee Performance (H1)

The results indicate that changes in structural position have a positive and statistically significant effect on employee performance ($\beta = 0.412$, $p < 0.001$), suggesting that adjustments in roles, responsibilities, and reporting structures enhance employees' ability to perform tasks, adapt to new job demands, and contribute to organizational objectives. The relatively large effect size ($f^2 = 0.312$) further demonstrates that structural position changes are an important predictor of employee performance within the proposed model.

These findings are consistent with Person–Job Fit Theory, which argues that the alignment between employees' competencies and job requirements improves work performance (Mohamad Yanuar Mufti & Emilliana Sri Pudjiarti, 2022). When Structural Position Changes (SPC) are implemented through competency-based role assignments, employees are more likely to demonstrate greater efficiency, adaptability, and proactivity. In the context of Universitas Muhammadiyah Tangerang (UMT), this positive relationship may also reflect the effectiveness of transition support mechanisms, including role-specific training, mentoring, and clear communication of role expectations, which help reduce uncertainty and facilitate employee adjustment during organizational change.

Nevertheless, these findings should be interpreted within the organizational context of this study. Previous research has shown that changes in structural position do not always yield positive outcomes, particularly when employees perceive restructuring as unfair or when transition processes are poorly managed. Therefore, the positive relationship observed in this study suggests that the effectiveness of structural position changes depends not merely on the structural redesign itself but also on the quality of change management practices implemented during the transition.

Effect of Structural Position Changes on Organizational Commitment (H2)

The findings demonstrate that changes in structural position have a significant positive effect on organizational commitment ($\beta = 0.367$, $p < 0.001$), indicating that employees develop stronger emotional attachment and a greater sense of obligation toward the organization when structural changes are implemented in a fair, transparent, and developmental manner.

This result is consistent with Social Exchange Theory, which suggests that employees reciprocate organizational support with positive attitudes and behaviors. When Structural Position Changes (SPC) are perceived as opportunities for professional growth rather than threats, employees are more likely to strengthen their commitment to the organization. In the higher education context, participatory change management, transparent communication, and employee involvement in decision-making may further reinforce organizational commitment by enhancing perceptions of fairness and trust during the restructuring process.

This finding also indicates that organizational commitment is shaped not only by structural changes themselves but also by employees' perceptions of fairness, transparency, and participation throughout the restructuring process. Consequently, university leaders should recognize that communication strategies and employee involvement may determine whether structural changes strengthen or weaken organizational commitment.

Effect of Structural Position Changes on Organizational Effectiveness (H3)

Structural position changes also have a positive and significant effect on organizational effectiveness ($\beta = 0.389$, $p < 0.001$), indicating that well-managed Structural Position Changes (SPC) contribute to improved goal achievement, resource utilization, and institutional performance. The model explains a substantial proportion of the variance in organizational effectiveness ($R^2 = 0.612$), demonstrating strong explanatory power.

These findings support the Contingency Perspective, which argues that organizational structures should be aligned with environmental demands to achieve optimal performance (Rahmawati et al., 2025). At Universitas Muhammadiyah Tangerang, initiatives such as faculty restructuring, leadership rotation, and digital-

oriented administrative roles may have strengthened coordination, decision-making efficiency, and organizational responsiveness. These findings reinforce the importance of structural flexibility as a strategic resource for higher education institutions facing increasingly dynamic environments.

Although the direct effect of Structural Position Changes on Organizational Effectiveness is statistically significant, structural redesign alone is unlikely to guarantee sustained organizational improvement. Organizational effectiveness is inherently multidimensional and may also be influenced by leadership capability, organizational culture, digital readiness, and employee competencies. Therefore, structural change should be considered one component within a broader organizational development strategy rather than a standalone intervention.

Mediating Role of Employee Performance and Organizational Commitment (H4 & H5)

The mediation analysis indicates that employee performance ($\beta = 0.198, p < 0.001$) and organizational commitment ($\beta = 0.174, p < 0.01$) significantly mediate the relationship between changes in structural position and organizational effectiveness. The persistence of a significant direct effect alongside the indirect effects indicates partial mediation, suggesting that structural changes influence organizational effectiveness through both direct and indirect mechanisms.

This finding supports the Resource-Based View (RBV), which considers human capital a strategic organizational resource. Employee performance represents the behavioral dimension of human capital, whereas organizational commitment reflects its attitudinal dimension. Together, these mediating variables explain how changes in structural position create organizational value by improving employee capabilities and strengthening commitment. Therefore, the successful implementation of Structural Position Changes (SPC) should be accompanied by initiatives that support employee adaptation and engagement to maximize organizational effectiveness.

The dual mediation findings further indicate that organizational transformation should address both behavioral and psychological dimensions simultaneously. Improving employee performance without fostering organizational commitment may generate only short-term performance gains, whereas strengthening commitment without enhancing performance may limit organizational effectiveness. Therefore, integrating competency development with employee engagement initiatives appears essential for achieving sustainable organizational transformation.

Overall Interpretation

Overall, the findings indicate that structural position changes function not merely as administrative adjustments but as strategic human resource management interventions that influence both employee behavior and organizational outcomes. The significant direct and indirect relationships observed in this study suggest that successful implementation of Structural Position Changes (SPC) depends on aligning structural design with employee capabilities and organizational support mechanisms. (Jonker & Dube, 2025).

Nevertheless, these positive findings should be interpreted with caution. Previous studies have shown that organizational restructuring may also generate role ambiguity, resistance to change, work-related stress, and adjustment fatigue when employees perceive the change process as unfair or poorly communicated. Therefore, the effectiveness of structural position changes depends not only on structural redesign itself

but also on transparent communication, leadership support, employee participation, and effective change management throughout the transition process.

Overall, the present findings reinforce the view that changes in structural position should be conceptualized as strategic organizational interventions rather than administrative adjustments. The integrated mediation model demonstrates that organizational effectiveness emerges through a combination of structural alignment, employee behavioral adaptation, and psychological commitment. This integrated perspective extends previous organizational change research by illustrating the complementary roles of behavioral and attitudinal mechanisms in explaining organizational performance within Indonesian higher education institutions.

CONCLUSION AND RECOMMENDATIONS

This study provides empirical support for the significant role of changes in structural position in shaping both individual and organizational outcomes at Universitas Muhammadiyah Tangerang. Using a PLS-SEM approach with SmartPLS 4.0 and data from 185 respondents, the analysis confirms that changes in structural position positively influence employee performance, organizational commitment, and organizational effectiveness.

The findings suggest that Structural Position Changes (SPC), including role realignment, task redesign, and modifications in reporting relationships, should not be viewed solely as administrative processes. Instead, they serve as strategic human resource management interventions that enhance performance quality, strengthen employees' attachment to the organization, and improve overall institutional effectiveness.

In addition, this study highlights the importance of indirect mechanisms in explaining organizational outcomes. Employee performance and organizational commitment are shown to act as significant mediators, indicating that the success of Structural Position Changes (SPC) depends not only on structural efficiency but also on how employees respond behaviorally and psychologically to these changes.

From a scholarly perspective, this research contributes to the existing literature in several ways. First, it enriches the limited body of empirical studies on structural change within Indonesian Islamic higher education institutions. Second, it advances understanding by integrating both behavioral (performance) and attitudinal (commitment) dimensions into a single explanatory model. Third, it demonstrates the applicability of PLS-SEM as an analytical approach to examining complex relationships involving mediation in human resource management.

Overall, the study underscores that effective structural transformation requires alignment between organizational design and human resource capabilities to achieve sustainable improvements in organizational effectiveness.

Based on the findings of this study, several practical recommendations are proposed for university leaders and human resource practitioners. University management should ensure that any structural position changes are communicated clearly, transparently, and promptly. Providing comprehensive explanations regarding the purpose, expected benefits, and long-term vision of such changes can help reduce uncertainty and foster positive employee perceptions. Emphasizing developmental opportunities and alignment with institutional goals is essential for minimizing resistance and enhancing acceptance. Human resource units are encouraged to adopt competency-based approaches in

assigning employees to new positions. Systematic assessment of skills, experience, and professional capabilities prior to reassignment will improve person-job alignment, thereby increasing the likelihood of enhanced performance and stronger organizational commitment. Institutions should develop formal support systems for employees undergoing role transitions. These may include mentoring programs, targeted training sessions, and peer support mechanisms. Such initiatives should begin before the implementation of Structural Position Changes (SPC) and continue throughout the adjustment period to facilitate smoother adaptation and minimize performance disruptions. To ensure the long-term effectiveness of Structural Position Changes (SPC), organizations should implement periodic evaluation systems. Monitoring employee performance and commitment at regular intervals, such as 3, 6, and 12 months after the transition, can help identify potential challenges early and enable timely interventions.

This study should be interpreted in light of several limitations. First, the research employed a cross-sectional design, which precludes definitive causal inference among the variables examined. Although SEM-PLS estimates directional relationships based on theoretical assumptions, longitudinal studies would provide stronger evidence regarding causal mechanisms. Second, all variables were measured using self-reported questionnaires administered to the same respondents, which may introduce common method variance despite the procedural remedies, Harman's single-factor test, and full-collinearity assessments indicating no serious concerns. Finally, because the study was conducted at a single Islamic private university, caution is warranted when generalizing the findings to other higher education institutions or organizational contexts.

Future studies are encouraged to employ longitudinal research designs, incorporate multiple organizations across different sectors, and examine additional mediating or moderating variables such as organizational culture, leadership style, and change readiness.

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