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THE IMPACT OF RESTRUCTURIZATION ON ORGANIZATIONAL PERFORMANCE
(CASE STUDY ON EDUCATIONAL QUALITY ASSURANCE INSTITUTION,
CENTRAL JAVA, INDONESIA)

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Abstract. Changes in the organizational structure of the Central Java LPMP can be seen from the very wide span of control because there is only one leader controlling 148 employees. The change in organizational structure at the Central Java LPMP was due to the simplification of the bureaucracy through the conversion of administrative employees into functional employees. The study is aimed at profound explaining of the restructuring impact on the overall performance of the organization namely LPMP Central Java. The researchers **interviewed** 6 informants that is: Head of Central Java LPMP, Head of Organization Bureau and Governance Kemdikbudristek, Head of HR Bureau Kemdikbudristek, Head Deputy Empowerment of HR Apparatus KemenPAN-RB, and Central Java LPMP employees. Besides, researchers also analyze the activity of the employee and the leader while carrying out the restructuring process. As a **result**, organizational changes resulting from bureaucratic simplification in the Central Java LPMP bring to a shift in the hierarchical system. There is a special team or tough team that was deliberately formed to achieve the organizational performance targets of the Central Java LPMP. The impact is that organizational performance has increased as proven in the LPMP Central Java Government Agency Performance Report (LAKIP) with good results. The 2021 Central Java Province LPMP performance report presents the achievement of two activity targets with five performance indicators as stated in the 2021 Performance Agreement document. The research results also envisage the existence of organizational values that are instilled in its employees.

Keywords : restructurization , performance organization , tough team.

JEL Classification: O380, O31, O330

INTRODUCTION

Changes in the public sector are often known as bureaucratic reform. Bureaucratic reform is an effort made by the government to increase the level of effectiveness and efficiency of state administration in order to improve public services. The journey of bureaucratic reform in Indonesia has lasted more than two decades. Even though it has been going on for a long time, the bureaucratic reforms that have been carried out still have shortcomings here and there and the process seems slow. According to a study conducted by Turner, et al. (2019) revealed that there was indeed progress in the reform program and there were several performance achievements, but the changes were relatively small and only patchy (incremental).

One way the condition of bureaucracy in Indonesia can be described is the report on the government effectiveness index issued by *The Global Economy*. In the report, Indonesia was ranked 72nd out of 192 countries with a score of 0.18 in 2019, while in 2020 it increased with a score index of 0.37 which was ranked 63rd. In the graph below you can see the development of the Indonesian government's effectiveness index in brackets. 5 years from 2015 to 2020.

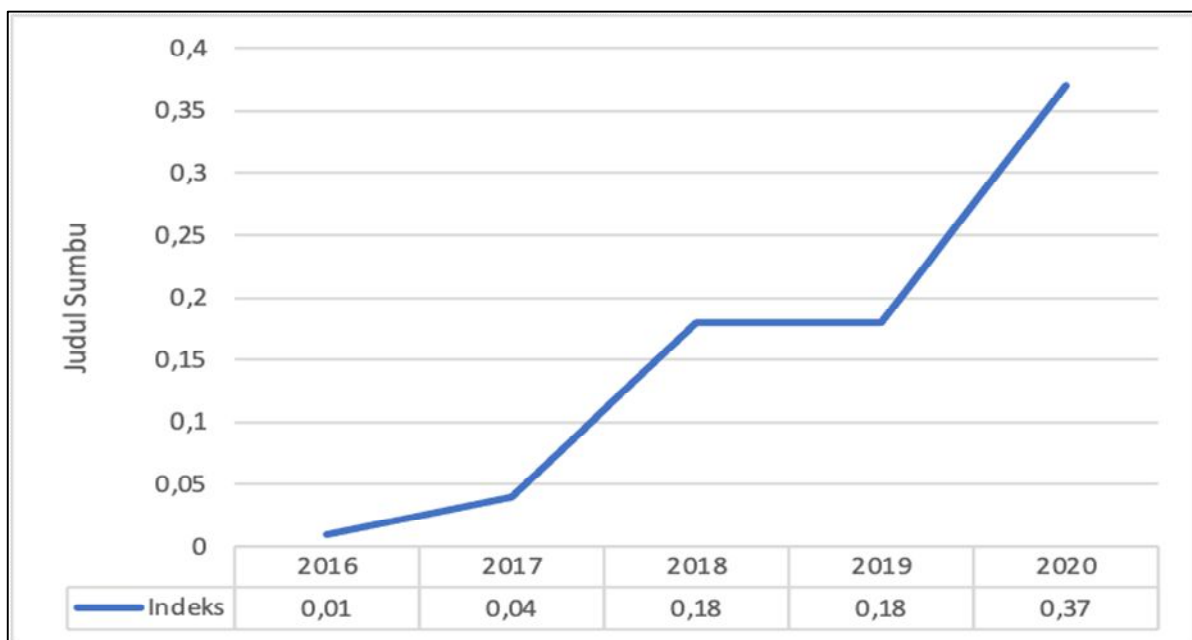


Figure 1. *Perkembangan Government Effectiveness Index Indonesia*

Source: *The Global Economy*, 2021

In the picture above, it can be seen that the government effectiveness index in Indonesia has increased over the last 5 years (2016-2020). This is an indication that the government in Indonesia has made many improvements both in management and existing policies in government administration. Apart from the effectiveness index being an indicator of how government is running in Indonesia, there is also a corruption perception index which can be an indicator that bureaucratic problems, namely corruption, are decreasing. Regarding the corruption perception index, Indonesia is in 96th place out of 180 countries (transparency.org, 2022). This fact may indicate that the level of corruption in Indonesia is still high. Thus, it is important to continue to reform the bureaucracy in order to achieve the state's goals in organizing government and providing good public services to its people.

Based on the type of position, functional positions are the most common type of position among other types of positions, then followed by general or executive positions and structural types

of positions. On the other hand, apart from that, the lack of development of JFT can also be seen in the proportion of the total number of employees. In 2011 JFT amounted to 1,994,559 or 43% of the total ASN, while in 2020 it increased by 7% or to 2,090,942 (50%). Meanwhile, structural positions increased by 110%, where in 2011 it was 229,141 or 4.93% of the total ASN to 456,372 or 11% of the total ASN (BKN, 2021). The very significant increase in structural positions over a 10 year period and the lack of development of the JFT is an indication that there is a form of job development to fill the organization's large amount of time. Meanwhile, ideally, for a bureaucracy that is lean and rich in functions, the number of functional positions should be greater than structural positions (Bappenas, 2013).

Several factors that influence this composition are the implementation of bureaucratic simplification at certain levels which converts structural positions to functional ones, and recruitment policies that optimize functional positions rather than administrative positions. The implementation of bureaucratic simplification in most Central Agencies has not yet been followed by the majority of Regional Agencies, but gradually Regional Agencies are expected to be able to commit to this transformation (BKN, 2022). If we look at it theoretically, bureaucratic simplification is necessary, especially in organizing ASN. ASN is very important, being one of the determining factors for the good and bad of bureaucracy because they are the implementers of various government policies (Afrianto & Prasjo, 2020).

According to BKN (2016), it was found that 21% of ASN serving in the central government were considered too many. Approximately 10% of employees at the center are considered sufficient considering that their duties and functions are only as policy controllers, in contrast to regional employees who should be more numerous because their main task is direct public service to the people in the regions. Moreover, decentralization has no effect on reducing employment opportunities in the public sector (Alonso, Clifton & Diaz-Fuentes, 2015). Therefore, reductions can only be made to the structural hierarchy so that it is more evenly distributed.

Previous research revealed that the transfer of structural positions to functional positions resulted in a decrease and increase in income or compensation received by employees. Such as research conducted by Fahmi Aulia Rakhman (2020) which examined the impact of compensation for the elimination of echelon III and IV positions due to the transfer of structural positions to functional positions at the Center for Apparatus Human Resources Development (PPSDMA) Kemenpan-RB. The results of the research show that the income received by echelon III structural employees is greater than that of employees in certain equivalent functional positions that are relevant in PPSDMA, while echelon IV structural positions will experience an increase in income if they switch to certain equivalent functional positions that are relevant in PPSDMA. Furthermore, research conducted by Nalien (2021) examined bureaucratic restructuring by equalizing echelon III and IV positions in the Bukittinggi city government, where bureaucratic simplification actually burdened the budget, incompatibility of functional positions and the absence of technical instructions on how to implement the policy. Previous research shows that equalizing structural positions to functional positions does not always work well.

Changes in the organizational structure of the Central Java LPMP can be seen from the very wide span of control because there is only one leader controlling 148 employees. In the structure before bureaucratic simplification there was a hierarchical level where the Head of the LPMP supervised two division heads and one general division head. Changes in the organizational structure of the Central Java LPMP to become more sloping, all employees are directly responsible to the top management without going through the previous heads of fields/sections.

The change in organizational structure at the Central Java LPMP was due to the simplification of the bureaucracy through the conversion of administrative employees into functional employees. The study is aimed at profound explaining of the restructuring impact on the overall performance of the organization namely LPMP Central Java.

LITERATURE REVIEW

Some of the previous research used as a reference for this research is research that discusses the simplification of positions in public sector organizations. research conducted by Fahmi Aulia Rakhman (2020), the results of this research show that the income received by echelon III structural employees is greater than that of employees in certain relevant equivalent functional positions in PPSDMA, while echelon IV structural positions will experience an increase in income if they switch to certain equivalent functional positions that are relevant in PPSDMA. research conducted by Rahma (2020), the results of the research show that the appropriate organizational structure model applied at PDDI LIPI is a functional structure model with horizontal communication and a 360 matrix structure. Nurhestitunggal and Muhlisin (2020), research results show that simplifying the bureaucratic structure, theoretically, is necessary because characteristics that are too bureaucratic are no longer in line with the public administration paradigm and the current period of public sector governance reform, in addition to decentralization. Empirically, simplifying the bureaucratic structure is necessary because it hinders increasing the professionalism of the apparatus which can be seen from the symptoms of *bluffocracy* and *consultocracy*.

According to Robbins (in Budihardjo, 2014: 17), an organization is a collection of social entities that are consciously coordinated within relatively clear boundaries and work together within a certain time limit and continuously to achieve a goal. Organizations at certain times experience change. According to Robbins (2006: 763), organizational change is change that refers to matters related to the activities of carrying out tasks in an organization with the aim of improving the organization's ability to adapt to changes in the environment and changes in the behavior of organizational members. Organizations can only survive if they can make changes. Organizational change can also be understood as alternative behavior implemented in the relationship between organizational components, along with the same or different functions, which is carried out completely or partially to compensate for environmental changes that occur in order to obtain better results (Boohene & Williams, 2012). So, every changes inside _ organization need settings so you can impact Good for organization. Change management is a method implemented by a person or organization in an effort to adopt a change in order to achieve an organizational goal. Even though each individual and change has its own characteristics, we can still take action to influence that individual. Change management provides a systematic and structured approach in supporting individuals in an organization to move from their current state to a future state (Saefullah & Rusdiana, 2016).

Organizational restructuring as a part of change management (Hayati, 2017). According to Pandiangan (2008) organizational restructuring is an activity carried out by an organization to change its internal processes and controls from a traditional vertical functional hierarchy to a flat, horizontal, cross-functional structure based on teamwork that focuses on processes that can make the organization more comfortable. Restructuring is perhaps one of the most familiar and easily recognized forms of change. Usually carried out when the organizational structure is deemed to be no longer adequate (not effective and efficient) to achieve various organizational goals and objectives. Sometimes structural adjustments through a restructuring process can be far-reaching. This means, not just changes to structural elements, but changes to the organizational design itself. This is usually called redesign (Kotter, 1997). Change structure treats an organization as a set of functional parts. During structural change, top management, assisted by consultants, attempts to reconfigure these parts to achieve greater overall performance. Mergers, acquisitions, consolidations and divestments of operating units are examples of structural change efforts (Hayati 2017).

METHODOLOGY

Study This use method qualitative with interviewed 6 informants that is Head of Central Java LPMP, Head of Organization Bureau And Governance Kemdikbudristek, Head of HR Bureau Kemdikbudristek, Head Deputy Empowerment of HR Apparatus KemenPAN - RB, Central Java LPMP employee. Besides that, researcher Also do observation on activity employee and leader when carry out the restructuring process. Researcher Also gather document about policy restructuring as well as document achievements performance in LPMP Central Java. For get validation from the data that has been collected, researchers do technique triangulation source with compare results interview a number of informant on the same topic. Besides that also do triangulation method that is compare results interviews, observations And documentation that has been there is. From triangulation the obtained valid data and become findings in study this.

PAPER OBJECTIVE

This research wants to describe how the process of quality assurance institutions adapts to changes in organizational policies, namely restructuring, so that they can improve organizational performance. Researchers use the theory used by Kotter and Robbin in changing the organizational environment so that it can stimulate increased organizational performance (Kotter, 1997; Robbins, 2006). This research aims to provide a comprehensive description of the process that organizations have gone through in responding to restructuring so that it can realize a positive restructuring impact for the organization.

RESULTS AND DISCUSSION

Enhancement Achievements Performance

Study This is related to achieving organizational performance targets after organizational simplification and also recognition from development agencies/other institutions after organizational simplification. Performance achievement is a description of the level of achievement of tasks in an organization, in an effort to realize the goals, objectives, mission and vision of the organization (Bastian, 2001:329). This means that the performance of an organization can be seen from the level to which the organization can achieve goals based on previously established goals (Ningtyas et al, 2020). Performance is the result of collaborative activities between members or components of an organization in order to realize organizational goals. Simply put, performance is the product of administrative activities, namely cooperative activities within an organization or group to achieve goals whose management is usually referred to as management.

Performance is said to be a result (output) of a certain process carried out by all components of the organization regarding certain resources used (input). Furthermore, performance is also the result of a series of process activities carried out to achieve certain organizational goals. Within the organizational framework there is a relationship between individual performance and organizational *performance* (Notanubun, Z et al, 2019). Government and private organizations, large or small, achieve their stated goals through activities driven by people or groups of people who actively act as actors, in other words, achieving organizational goals is only possible because of the efforts made by people in the organization.

The work results achieved by an agency in carrying out its duties within a certain period of time, whether related to *input, output, outcome, benefit, or impact* with responsibilities can facilitate the direction of structuring government organizations (Benos, T. et al, 2016). The results of the work achieved by the agency with full responsibility will achieve an increase in effective and efficient performance. Results discussion writer in a joint forum The Deputy for Human Resources of the Ministry of Administrative and Bureaucratic Reform said matter related performance organization as following:

Triastuti, N., Putranti, I.R., Yuniningsih, Tr. & Purnaweni, H. (2023). The impact of restructurization on organizational performance (case study on Educational Quality Assurance Institution, Central Java, Indonesia). *Management and Entrepreneurship: Trends of Development*, 4(26), 82-93. <https://doi.org/10.26661/2522-1566/2023-4/26-07>

“If ASN quality is lacking OK, then bureaucracy No professional, results on service ugly public, because _ service the public bad so investment difficult developing, field Work No open width, unemployment high, so people jump ask for lifted become honorary at the agency government. Whereas task agency government No accommodate power Work but open field more work _ wide through growing investment”. (Deputy Human Resources Apparatus KemenPAN - RB, February 2023)

The performance achievements of government organizations, including the performance achievements of the Central Java LPMP, are determined at the end of the fiscal year. At the end of the fiscal year, each government agency is required to prepare a Performance Report containing performance progress on its mandate and utilization of the resources used. This is done based on PP 8 of 2006 concerning Financial Reporting and Performance of Government Agencies and Presidential Regulation Number 29 of 2014 concerning the Performance Accountability System for Government Institutions, as well as Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform Number 53 of 2014 concerning Technical Guidelines for Performance Agreements, Government Agency Performance Reports and procedures for Reviewing Government Agency Performance Reports. In order to evaluate the success of achieving organizational goals and objectives as determined in the medium-term planning, the measurement scale used is as follows.

Table 1

Performance measurement scale for government agency performance reports

No	Performance Achievement Scale	Category
1	More than 100%	Very good
2	75 - 100%	Good
3	55 - 74%	Enough
4	Less than 55%	Not enough

Source: LKPJ LPMP Central Java 2021

This research has found information that performance achievements at the Central Java LPMP Agency are good. Based on interviews with leaders who stated that the organization's performance targets had been achieved or even exceeded. This is proven by the Central Java LPMP Government Agency Performance Report (LAKIP) with good results. The 2021 Central Java Province LPMP performance report presents the achievement of two activity targets with five performance indicators as stated in the 2021 Performance Agreement document.

There are two main achievements in implementing quality achievement activities at LPMP Central Java, namely: first, the level of achievement of Activity 1 Target, namely increasing education quality assurance at all levels of education. Based on the results of the 2021 education quality audit data analysis, the quality of education in Central Java Province shows an increase. This can be seen from the increasing number of schools that have achieved SNP. There were an additional 3,299 schools that achieved SNP in 2021 compared to the previous year (2020). In 2020 alone there were 6,848 schools that achieved SNP, increasing to 10,147 schools that achieved SNP at the final audit in 2021.

Second, the level of achievement of activity target 2, namely improving LPMP governance. This is proven by obtaining the title of Corruption Free Area (WBK) and Clean and Serving Bureaucratic Area (WBBM) from the Ministry of State Apparatus Empowerment and Bureaucratic Reform. Other evidence that governance in the Central Java Province LPMP has experienced improvements in governance includes the increase in the accountability value for the budget

performance value for the implementation of the RKA-K/L. This can be seen in the following graph:

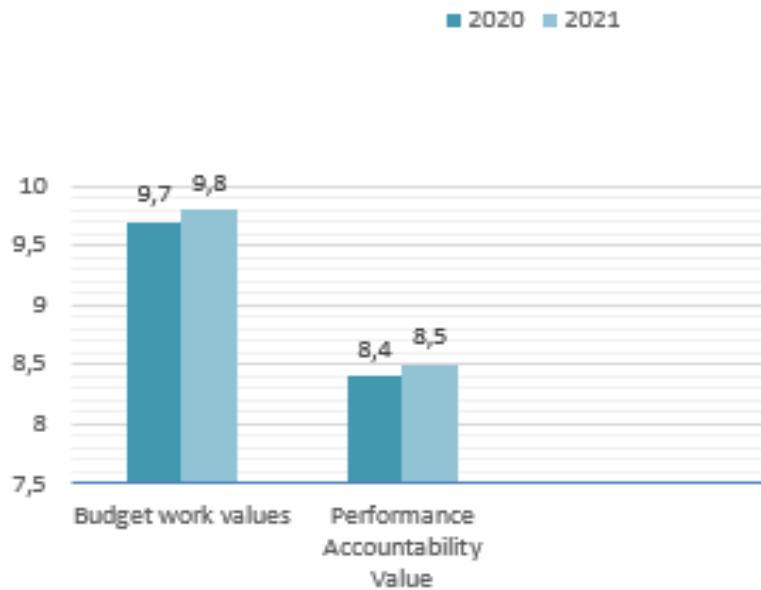


Figure 2. Report Central Java LPMP Performance

Source: Lakin LPMP Central Java (2021)

Budget absorption at LPMP Central Java is also very good. LPMP Central Java Province in 2021 received a budget ceiling of IDR 34,054,314,000. From this ceiling, IDR 33,379,873,475 was successfully realized with a budget absorption capacity percentage of 98.02%.

LPMP Central Java Province also succeeded in achieving budget efficiency of IDR 873,886,000,- out of the total Budget Efficiency budget of IDR 34,054,314,000. These efficiency results were obtained from the remaining implementation of activities that had reached the target and changes in the method of implementing activities from face-to-face to long distance using a *video onference strategy*, it directly made the official travel budget more efficient. Efficiency is also obtained by changing the services provided, namely that previously manual services were changed by utilizing information systems.

The achievement of organizational performance in LPMP Central Java cannot be separated from changes in the organization. How can this achievement be achieved? According to the results of interviews with leaders, one of the factors that determines the level of achievement is due to the existence of a strong team that completes the organization targets. The results of the interview are as follows:

"The performance targets at the Institution have been achieved This cannot be separated from the provision of motivation and internalization of organizational values conveyed to all employee routine every Monday morning through activity Apple added results focused tough team work achieve performance targets organization." (Plt Head of LPMP Central Java, 14 June 2022)

The results of the interview indicate that there are organizational values instilled in its employees. Organizational values are a basic part of organizational culture. This is important in influencing and directing the behavior of personnel within it to indirectly help shape an employee's work culture. Kreitner and Kinicki in Zuki (2016:36) argue that organizational values function as a form of organizational identity for employees by encouraging employees to innovate with reciprocal rewards. So that employees have a sense of pride and increase their commitment to completing a job. Kreitner and Kinicki also said that organizational values help promote the stability of a social system that can reflect a positive and comfortable environment for employees.

The Birth of a Tough Team (Tim Tangguh)

Organizational changes resulting from bureaucratic simplification in the Central Java LPMP resulted in a shift to the hierarchical system. Before the change, the hierarchical system used was a vertical hierarchy, namely a form of organizational structure in which parts of the organization had multiple sub-sections or departments vertically. However, after there was a change to a horizontal hierarchy, namely a form of organizational structure in which many parts of the organization are to the side, and minimizing the number of sub-sections or departments.

The existence of a special team or tough team that was deliberately formed to achieve the organizational performance targets of the Central Java LPMP cannot be separated from changes hierarchy vertical to horizontal. According to interviews with sources:

“Achievements performance organization with structure old organization achieved with method *cascading* from the most basic stage at employee level compiled at section level, from section level to field level, and from field level to head level. So in the new structure its not possible with method *cascading*. Now, the most possible is with make team effective, or what we call it team tough (Tim Tangguh) for reach performance organization” (Task Executor Head of Central Java LPMP, 14 June 2022).

The interview produced the information that there was an imbalance in the training received by employees in general and affiliated in effective team employees in particular. Cascading means the process of elaborating and aligning strategic targets, main performance indices in a vertical system. It was also found that the majority of employees were only involved in operational work. The author considers these two things to be obstacles. In the change management process, all employees should be involved for change so that the change process can run according to the expectations. That is, organizational goals are achieved due to all employees' contribution.

Training for employees is very important. Usmara (2002: 278) states that employee development aims to develop employees' careers, thus there are several development options that can be carried out, namely: 1) development and improvement through giving specific tasks 2) development towards other jobs which may be better suited to their skills by providing broader experience, new challenges and providing greater confidence and satisfaction. 3) upward development in positions that have greater responsibility and authority in areas of special expertise or even new special skills. 4) downward movement which may reflect a shift or exchange of work priorities for employees to reduce risk or responsibility and stress, placing the employee's position in a more appropriate direction as well as a new opportunity.

Before restructurization in organization, achievement performance organization achieved with cascading method of the most basic stage at employee level compiled at section level, from section level to field level, from field level to head level (Lin, Z., 2000; Notanubun, Z et al, 2019). However, after exists restructuring organization, the cascading its not possible again and not relevant. Because that's the most likely is with make team effective that built by leader and we called as team tough (Tim Tangguh) for achieve performance targets organization. With Thus, differences between cascading and team tough located on method used for achieve performance targets organization. Cascading uses approach hierarchical in gather information and take decision whereas team tanggyng use approach collaborative in reach goal (Girod, S. J., & Whittington, R., 2017). So cascading its approach not effective to implementing with restructurization condution.

Some of the personnel who make up the tough team include several officials and former officials who still care about the values of the LPMP organization in Central Java. Its members consist of various elements, that is: ex-structural officials, Head of Division, Head of Section, and several implementing staff. The tough team has certain tasks for implementing organizational activities, namely being an activity coordinator, developing activity implementation strategies, reporting activity progress periodically, monitoring work, determining maps and risk management for carrying out work, being responsible for technical and administrative activities and achieving organizational performance goals.

Even though there is a strong team, there are several obstacles faced, namely an imbalance in opportunities. This opportunity is related to communication. Employees who are not combined deeply in tough team get less coaching by the leader compared to a strong team. Resilient teams also receive direction, guidance, motivation, and constant direct evaluation from leaders, but employees while others usually don't. Resilient teams also get more opportunities than other employees to lead the organization. As a result, there is a competency gap between the response team and other employees, so that most ordinary employees are only active at the operational level. Operational work here means work related to administrative matters, while strategic work is carried out by the Tangguh team. Most of the employees do a lot of work in the field. Most of the employees do more administrative work. Some of these things are considered obstacles by the author. In change management obstacles must be avoided and resolved as much as possible so that the change process runs as expected and organizational goals can be achieved.

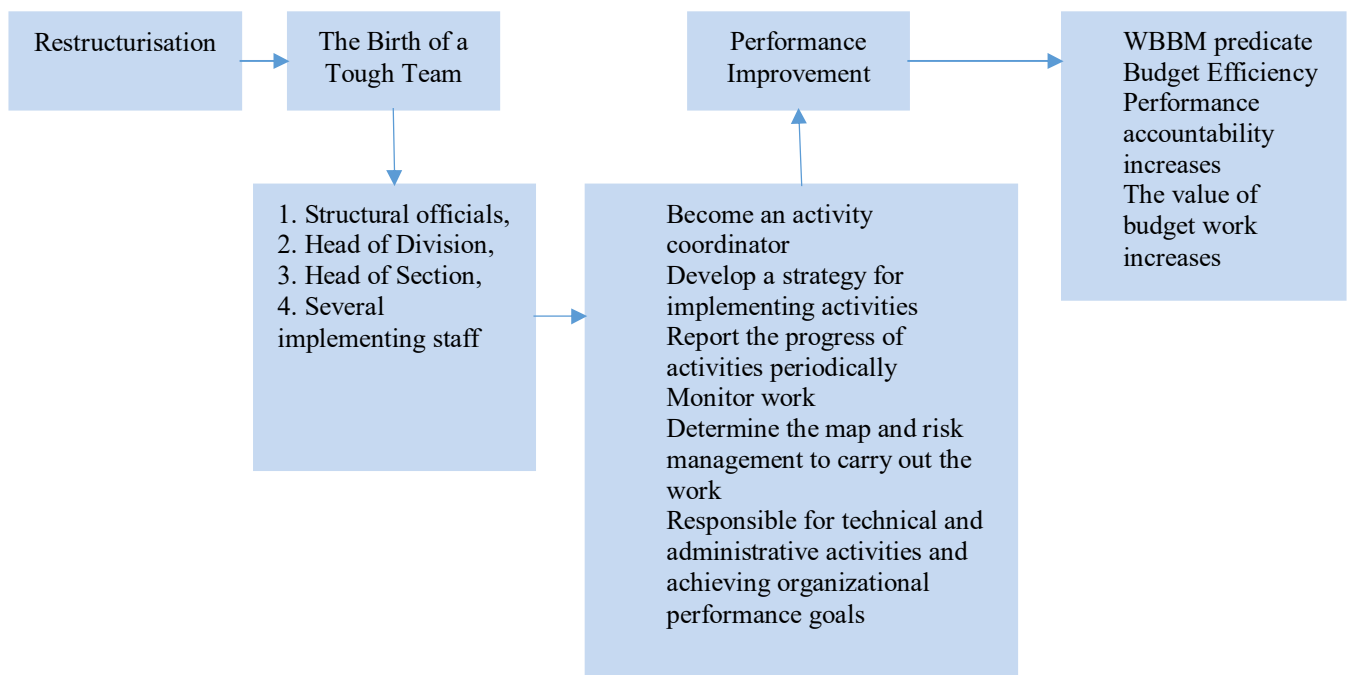


Figure 3. Schematic Impact Restructurisation on Performance Organization

Source: compiled by own, 2023

On fig.3 can seen that after restructurisation and this picture discribe how design exists team tough (tim tangguh) can increase performance organization. Focus there is a Tangguh Team (Tough Team) who is the main actor in adaptation restructurisation bureaucracy in LPMP Central Java. This is something policy strategic leader for carry out policy restructurisation. This is a good achievement for improving the performance of both employes and the organization.

CONCLUSION

This study is related to achieving organizational performance targets after organizational simplification as well as recognition from development agencies/other institutions after organizational simplification. This research has found the information that performance achievements at the Central Java LPMP Agency are good. Based on interviews with the leaders who stated that the organization performance targets had been achieved or even exceeded. This is proven by the Central Java LPMP Government Agency Performance Report (LAKIP) with good

Triastuti, N., Putranti, I.R., Yuniningsih, Tr. & Purnaweni, H. (2023). The impact of restructurization on organizational performance (case study on Educational Quality Assurance Institution, Central Java, Indonesia). *Management and Entrepreneurship: Trends of Development*, 4(26), 82-93. <https://doi.org/10.26661/2522-1566/2023-4/26-07>

results. The 2021 Central Java Province LPMP performance report presents the achievement of two activity targets with five performance indicators as stated in the 2021 Performance Agreement document. Research results also mention the existence of organizational values that are instilled in its employees. Organizational values are a basic part of organizational culture. This is important in influencing and directing the behavior of personnel within it which indirectly helps shape an employee's work culture.

Organizational changes resulting from bureaucratic simplification in the Central Java LPMP resulted in a shift to the hierarchical system. Before the change, the hierarchical system used a vertical hierarchy, namely a form of organizational structure in which parts of the organization had multiple sub-sections or departments vertically. However, after there was a change to a horizontal hierarchy, namely a form of organizational structure in which many parts of the organization are aside, and thus minimizing the number of sub-sections or departments. The existence of a special team or tough team that was deliberately formed to achieve the organizational performance targets of the Central Java LPMP cannot be separated from changes hierarchy vertical to horizontal. Some of the personnel who make up the tough team include several officials and former officials who still care about the values of the LPMP organization in Central Java. Its members consist of various elements that is: ex- structural officials, Head of Division, Head of Section, and several implementing staff. The tough team has certain tasks for implementing organizational activities, namely being an activity coordinator, developing activity implementation strategies, reporting activity progress periodically, monitoring work, determining maps and risk management for carrying out work, being responsible for technical and administrative activities and achieving organizational performance goals.

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**ВПЛИВ РЕСТРУКТУРИЗАЦІЇ НА ДІЯЛЬНІСТЬ ОРГАНІЗАЦІЇ
(ПРАКТИЧНЕ ДОСЛІДЖЕННЯ ІНСТИТУТУ ЗАБЕЗПЕЧЕННЯ ЯКОСТІ ОСВІТИ,
ЦЕНТРАЛЬНА ЯВА, ІНДОНЕЗІЯ)**

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Зміни в організаційній структурі LPMP Центральної Яви можна описати великим впливом функції контролю, оскільки є лише один керівник, який контролює 148 працівників. Зміни в організаційній структурі LPMP Центральної Яви відбулися завдяки спрощенню бюрократичного апарату шляхом перетворення адміністративних працівників на функціональних. Дослідження спрямоване на глибоке пояснення впливу реструктуризації на загальну продуктивність організації, а саме LPMP Central Java. Дослідники опитали 6 інформантів, а саме: керівника LPMP Центральної Яви, керівника організаційного бюро та управління Кемдікбудристека, керівника кадрового бюро Кемдікбудристека, заступника голови відділу кадрів KemenPAN-RB та співробітників LPMP Центральної Яви. Крім того,

Triastuti, N., Putranti, I.R., Yuniningsih, Tr. & Purnaweni, H. (2023). The impact of restructurization on organizational performance (case study on Educational Quality Assurance Institution, Central Java, Indonesia). *Management and Entrepreneurship: Trends of Development*, 4(26), 82-93. <https://doi.org/10.26661/2522-1566/2023-4/26-07>

проаналізовано діяльність персоналу та керівників під час проведення процесу реструктуризації. Як наслідок, організаційні зміни в результаті бюрократичного спрощення в LPMР Центральної Яви призводять до зміни ієрархічної системи. Існує спеціальна команда або жорстка команда, яка була навмисно сформована для досягнення цільових показників організаційної ефективності LPMР Центральної Яви. Вплив полягає в тому, що ефективність організації зросла, як підтверджено у Звіті про результативність урядового агентства Центральної Яви (LAKIP) з досить високими результатами. У звіті про ефективність LPMР провінції Центральна Ява за 2021 рік представлено досягнення двох цільових показників діяльності з п'ятьма показниками ефективності, як зазначено в документі про результативність за 2021 рік. Результати дослідження також досліджують ті організаційні цінності, які прищеплюються її співробітникам в процесі реструктуризації.

Ключові слова: реструктуризація, організація діяльності, організаційна структура, команда.