

The Effect of Work Supervision and Organizational Restructuring on Employee Performance with Job Satisfaction as an Intervening Variable

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ABSTRACT: The purpose of this study was to determine the effect of organizational restructuring and work supervision on employee performance, with job satisfaction as an intervening variable at PT. Steel Mitra Perkasa. The dependent variable in this study was employee performance. The independent variables consisted of organizational restructuring and work supervision, while the intervening variable was job satisfaction. work. The sampling method used a random sampling technique of 92 people. The data analysis method used *Structural Equation Modeling-Partial Least Square (SEM-PLS)* using SmartPLS *software* version 3. The PLS calculation stages used 2 models, namely the Measurement Model (*Outer Model*) and the Structural Model Testing (*Inner Model*). The results of the study showed that organizational restructuring and work supervision had a positive and significant effect on employee performance. The results of the next study were that the effect of organizational restructuring on employee performance through satisfaction was positive and significant, not the same as work supervision on employee performance through satisfaction was negative and significant.

KEYWORDS: Work Supervision, Organizational Restructuring, Job Satisfaction, Employee Performance

INTRODUCTION

Human resources can be said to be qualified if they have good individual performance. Performance is the work results achieved by a person in carrying out the tasks assigned to them based on Skills, experience, dedication, and time (Lee & Kusumah, 2024). Companies need to evaluate their performance by implementing a series of improvements to remain competitive and *survive*. One way companies can stay ahead in the competition is through organizational restructuring. Andriyani et al. (2020) stated that Organizational restructuring is part of a business strategy to carry out restructuring to realize the company's vision and mission. According to Mathisen et al. (2023), the theory states that there is an influence of organizational structure on employee performance in a company, depending on the form of the organizational structure used. used company the. Besides That, There is Also factors which influences employee performance, including work supervision as a step to control the progress of activities in achieving work goals.

According to Octavia (2023), supervision in the field of human resources and their activities aims to determine whether ongoing activities are in accordance with instructions, plans, and work procedures. Supervision carried out with Good will can increase discipline Work for employee and employees will always be responsible for the work carried out.

In addition to work supervision, job satisfaction can also directly improve employee performance. This is supported by Salamudin's (2025) opinion that job satisfaction is an attitude that relates to an employee's adjustment to the work situation. Employees will give their best if their desires meet their expectations, thus fulfilling their satisfaction. and from this satisfaction the performance of the company will increase.

PT. Steel Mitra Perkasa PT. Steel Mitra Perkasa is a business organization engaged in the production of iron and steel and has been operating for more than 29 years. PT. Steel Mitra Perkasa has undergone several organizational restructuring changes, with these changes occurring in the following years: The new policy is expected to improve employee performance. Furthermore, the company is working to improve employee performance by redesigning jobs and restructuring employee placements based on abilities. In 2024, PT Steel Mitra Perkasa's employee performance will be can be seen in table 1 below:

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Table 1. Target Revenue and Realization Year 2024

Month	Target Cash Collections	Actual Cash Collection	Information	
			Presenta tion Results	Ascension / Decrease
January	Rp. 300,000,000,000	Rp. 450,325,725,688	50%	Ascension
February	Rp. 300,000,000,000	Rp. 371.174.212.189	24%	Ascension
March	Rp. 296,977,271,510	Rp. 367,967,347,848	24%	Ascension
April	Rp. 313,998,166,319	Rp. 483,469,037,329	54%	Ascension
May	Rp. 318.268.257.021	Rp. 226,792,992,845	- 29%	Decline
June	Rp. 318.268.257.021	Rp. 243,853,802,874	- 23%	Decline
July	Rp. 338.235.169.066	Rp. 235.245.564.215	- 30%	Decline
August	Rp. 320,551,935,509	Rp. 364,293,005,496	14%	Ascension
September	Rp. 325,481,435,017	Rp. 392,652,650,842	21%	Ascension
October	Rp. 332,801,730,001	Rp. 300,584,904,869	- 10%	Decline
November	Rp. 338.235.169.066	Rp. 273,552,708,437	- 19%	Decline
December	Rp. 342,488,165,984	Rp. 297,895,802,396	- 13%	Decline

Source: PT. Steel Mitra Perkasa, 2024

Based on Table 1 above, it can be seen that there was a decrease in *actual cash collection* or failure to achieve the target *cash collection* of customer bills in May, June, and July 2024, which were 29%, 23%, and 30%, respectively. In October, November, and December 2024, there was another decrease, which was 10%, 19%, and 13%, respectively. This can be concluded that there was a very significant decline in employee performance for 3 consecutive months. At this time, top management carried out organizational restructuring by making the structure more effective. Policy restructuring organization on in essence intend to For Making changes or restructuring the management structure to suit the company's needs. In organizational restructuring, performance improvements can be achieved through various means, including more efficient and effective implementation, better division of authority for faster decision-making, and staff competencies that are more capable of addressing issues in each work unit. This restructuring is expected to impact the performance of the company's employees.

Formulation problem which happened in study this:

Does organizational restructuring have a positive and significant impact on performance? PT. Steel Mitra Perkasa employees, does organizational restructuring have a positive and significant impact? on job satisfaction, does work supervision have a positive and significant effect on the performance of PT. Steel Mitra Perkasa employees, does work supervision have a positive and significant effect on job satisfaction, does job satisfaction have a positive and significant effect to performance employee PT. Steel Mitra Perkasa, whether organizational restructuring has a positive and significant effect on employee performance at PT. Steel Mitra Perkasa through job satisfaction. Does work supervision have a positive and significant effect on employee performance at PT. Steel Mitra Perkasa through job satisfaction?

MATERIALS AND HYPOTHESIS

Employee performance

Mathis and Jackson (2006) stated that performance is essentially what employees do and don't do. The indicators are the quality of work results, namely assessing whether the employee's work results are good or not.

- Quantity of work, is the amount produced expressed in terms such as number of units, number of activity cycles completed.
- Punctuality, in completing employee tasks is not only required For fast finish his job However Also must appropriate or according to the boss's expectations.
- Presence, with presence show Spirit Work Which owned by employees.

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- d. Ability cooperate Good with colleagues one part and part other.

Satisfaction Work

Job satisfaction is a person's general attitude and level of positive feelings toward their job. A person with a high level of satisfaction will have a positive attitude toward their work, and this is also the case. According to Robbins (2009), the indicators used to measure job satisfaction are as follows:

- a. Satisfaction to work which challenge.
- b. Satisfaction to award which worth it.
- c. Satisfaction to condition environment work who supports.
- d. Satisfaction to colleague work Which support.
- e. Satisfaction to suitability work with personality individual.
- f. Satisfaction to leadership attitude in his leadership.

Restructuring Organization

Corporate restructuring aims to improve and maximize company performance (Bramantyo, 2024). According to Rivai (2020), the reasons organizations undergo restructuring change:

- a. Innovation in products, technology, materials, work processes, organizational structure, and organizational culture
- b. New And shift market
- c. Action competitors global, values strength Work, request, and diversity
- d. Regulation And ethics constraint from environment
- e. Individual development and transition

Supervision Work

Work supervision is the process of observing all organizational activities in order to more ensure that all work Which currently done in accordance

with a predetermined plan Hijrah et,al (2024), while according to Kitata (2025), work supervision is a process to ensure that organizational and management goals are achieved. Kitata (2025) states that there are several indicators in the work supervision process, including:

- a. Determination standard
- b. Determination measurement/assessment work
- c. Measurement implementation work
- d. Comparison implementation with standard And analysis deviation
- e. Repair for deviations

Hypothesis

1. Hypothesis H1 : Influence Restructuring Organization to Employee performance
2. Hypothesis H2 : Impact of Restructuring Organization to Satisfaction Work
3. Hypothesis H3 : The Influence of Supervision Work to Performance Employee
4. Hypothesis H4 : The Influence of Supervision Work to Satisfaction Work
5. Hypothesis H5 : Influence Satisfaction Work on Employee Performance
6. Hypothesis H6 : Influence Restructuring Organization to Employee Performance through Job Satisfaction
7. Hypothesis H7 : Influence Supervision Work to Performance Employee through Job Satisfaction

METHODOLOGY

Population And Sample

The population in the study was all employee staff. PT. Steel Mitra Perkasa.

Sampling based on the Slovin formula which is 92 people.

Method Collection Data

Procedure and collection data in this research use :

- a. Interview with use questionnaire
- b. Studies literature (On line and Offline)

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Operationalization Variables Study and Definition Variable

As for operationalization and definition variable like which can seen in Table 2.

Table 2. Operationalization variable

Variables	Definition	Indicator
Employee Performance (Y)	Performance is a complete display of the condition of a company during a certain period of time, it is a result or achievement that is influenced by the company's operational activities in utilizing sources Which owned.	1. Quality results work (P1) 2. Quantity work (P2) 3. Accuracy time (P3) 4. Presence (P4) 5. Ability cooperate (P5)
Satisfaction (Z)	Job satisfaction is an attitude that concerns employee adjustment to work situations.	1. Work Which challenge (P1) 2. award Which worth it (P2) 3. Condition environment Work supporting (P3) 4. Colleague Work Which support (P4) 5. Job suitability with individual personality (P5) 6. The attitude of the leader in his leadership (P6)
Organizational Restructuring (X1)	Restructuring organization is a process of preparing restructuring that is in accordance with the objectives organization, source resources organizational power, and environment that surrounds it	1. Changes in corporate conditions (P1) 2. Flexibility management (P2) 3. Control formal (P3) 4. Complexity task (P4) 5. System Communication (P5)
Supervision (X2)	Supervision is the process of observing the implementation of all organizational activities to ensure that all work being carried out is in accordance with previously determined plans.	1. Determination standard (P1) 2. Determination of job measurement/assessment (P2) 3. Measurement of work implementation (P3) 4. Comparison of implementation with standards and analysis of deviations (P4) 5. Correction of deviations (P5)

Method Analysis Data

The data analysis method uses *Structural Equation Modeling-Partial Least Square (SEM-PLS)* using Smart PLS software version 3. The PLS calculation stages use 2 models, namely the Measurement Model (*Outer Model*) and the Structural Model Testing (*Inner Model*).

RESULTS

Characteristics Respondents

The number of respondents in the study was 92 people. The characteristics of the respondents can be seen in table 3 below.

Table 3. Characteristics Respondents

No.	Characteristics Respondents	Information	Amount	Percentage
1.	Type Sex	a. Man	50	58
		b. Woman	42	42

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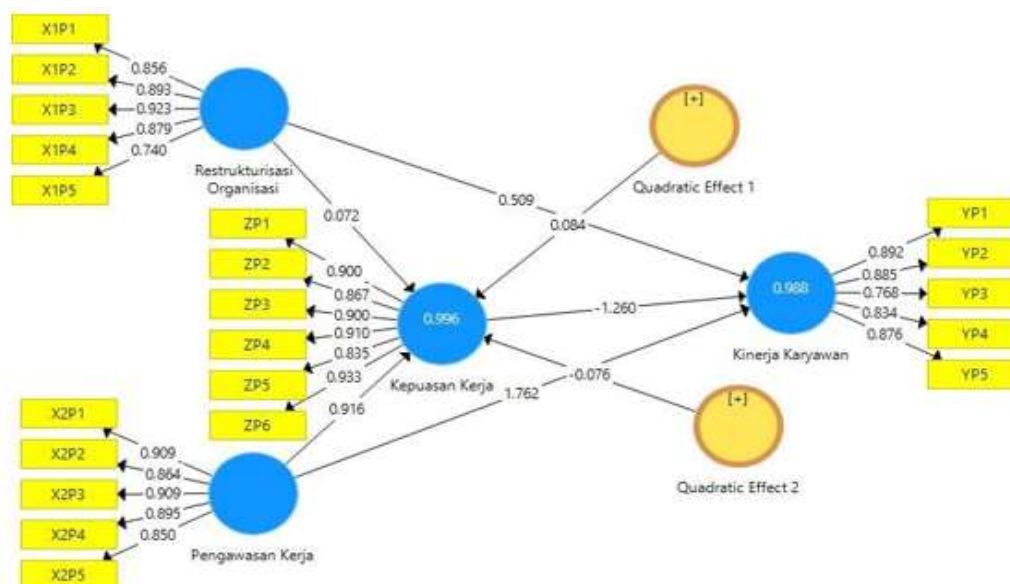
2.	Age	a.	< 25 years	21	15
		b.	25 - 34 Years	52	72
		c.	35 - 44 Years	17	10
		d.	> 44 Years	2	3
3.	Level Education	a.	High School	2	3
		b.	D3	26	22
		c.	S1	57	65
		d.	S2	7	10
4.	Work experience	a.	< 5 Year	37	42
		b.	5 - 9 Years	40	44
		c.	10 - 14 years	13	11
		d.	> 14 years	2	3

Based on table 3 above, the results of the respondent characteristics are as follows: The gender of employees is dominated by men, as many as 50 people (58%), with the most dominant age being 25-34 years, as many as 52 people (72%). Furthermore, according to education level the most dominant was S1 as many as 57 people (65%) with the most dominant length of work being > 5 years as many as 44 (44%).

Model Image: Organizational Restructuring and Work Supervision on Employee Performance with Job Satisfaction as an Intervening Variable

Based on the operational variables of this research, a research model was created which was then run using the PLS algorithm to test the model's feasibility. To test the model's feasibility, an outer model (measurement model) was used, namely the relationship between indicators with their constructs. To test the validity of the model, the loading factor values are used, while to test the reliability, the Composite Reliability (CR), Cronbach's Alpha (CA), and Average Variance Extracted (AVE) values are used.

Based on model beginning Restructuring Organization And Supervision Work on Employee Performance with Job Satisfaction as an Intervening Variable, the following figure 1 is obtained:



Picture 1. Model Structural

Source: Processing data with PLS, 2025

Validity Test: Organizational Restructuring and Work Supervision on Employee Performance Through Job Satisfaction

An indicator is considered valid if it has a *loading factor* > 0.5. The *loading factor value* represents the correlation between the indicator and its construct. The higher the correlation, the higher the validity and also indicates a better level of validity. See Table 4 below:

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Table 4. *Outer Loading*

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X2 * X2 <- Quadratic Effect 2	1,000	1,000	0,000		
X1 * X1 <- Quadratic Effect 1	1,000	1,000	0,000		
X1P1 <- X1	0.856	0.856	0.049	17,414	0,000
X1P2 <- X1	0.893	0.891	0.034	25,914	0,000
X1P3 <- X1	0.923	0.922	0.019	47,355	0,000
X1P4 <- X1	0.879	0.876	0.031	27,950	0,000
X1P5 <- X1	0.740	0.735	0.070	10,627	0,000
X2P1 <- X2	0.909	0.908	0.026	35,114	0,000
X2P2 <- X2	0.864	0.861	0.041	21,098	0,000
X2P3 <- X2	0.909	0.908	0.025	36,580	0,000
X2P4 <- X2	0.895	0.892	0.032	27,621	0,000
X2P5 <- X2	0.850	0.845	0.046	18,505	
YP1 <- Y	0.892	0.890	0.030	30,212	
YP2 <- Y	0.885	0.882	0.031	28,288	
YP3 <- Y	0.768	0.764	0.064	11,940	
YP4 <- Y	0.834	0.832	0.043	19,491	
YP5 <- Y	0.876	0.873	0.032	27,085	
ZP1 <- Z	0.900	0.899	0.029	31,554	
ZP2 <- Z	0.867	0.863	0.041	21,344	
ZP3 <- Z	0.900	0.898	0.027	32,752	
ZP4 <- Z	0.910	0.907	0.030	30,244	0,000
ZP5 <- Z	0.835	0.829	0.050	16,634	0,000
ZP6 <- Z	0.933	0.932	0.025	36,856	0,000

Source: Processing data with PLS, 2025

Based on table 4 above, it shows that the X1P1 indicator for the Organizational Restructuring construct (X1) has a factor loading value of 0.856. X2P1 indicator for the Work Supervision construct (X2) the factor loading value = 0.909, indicator YP1 for construct Performance Employee (Y) = 0.892, And ZP1 indicator for the Job Satisfaction construct (Z) = 0.900 and so on.

Reliability Test: Organizational Restructuring and Work Supervision on Employee Performance Through Job Satisfaction

The next analysis of *convergent validity* is construct reliability by paying attention to the *Composite Reliability (CR)* , *Cronbach's Alpha (CA)* , and *Average Variance Extracted (AVE)* values. The *Composite Reliability (CR)* and *Cronbach's Alpha (CA)* values are *Alpha (CA)* And *Average Variance Extracted (AVE)* can seen in table 5 below:

Table 5. Mark Composite Reliability, Cronbach's Alpha And Average Variance Extracted

Construct	Composite Reliability	Cronbach's Alpha	Average Variance Extracted
Satisfaction Work	0.959	0.948	0.794
Employee Performance	0.930	0.905	0.727
Organizational Restructuring	0.934	0.911	0.741
Supervision Work	0.948	0.931	0.784

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Based on table 5, the calculation results are all known. *Composite Reliability Value* > 0.7 , *Cronbach's Alpha* > 0.7 and *Average Variance Extracted*

> 0.5 then this shows the entire construct has good validity and its construct is reliable.

DISCUSSION

Hypothesis Testing: Organizational Restructuring and Work Supervision on Employee Performance Through Job Satisfaction

To prove the hypothesis, the test is based on the values in the Path Coefficients table, such as table 6 below:

Table 6. Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Restructuring Organization -> Performance Employee	0.509	0.518	0.045	11,295	0,000
Restructuring Organization -> Job Satisfaction	0.072	0.070	0.025	2,921	0.004
Supervision Work -> Employee Performance	1,762	1,800	0.167	10,550	0,000
Supervision Work -> Job Satisfaction	0.916	0.917	0.026	35,026	0,000
Satisfaction Work -> Performance Employee	-1,260	-1,310	0.193	6,545	0,000
Restructuring Organization -> Employee Performance through Job Satisfaction	0.084	0.086	0.017	4,926	0,000
Work Supervision -> Employee Performance through Satisfaction Work	-0.076	-0.079	0.020	3,897	0,000

Source: Processing data with PLS, 2025

Proof of Hypothesis H1: The Effect of Organizational Restructuring on Employee Performance

Based on table 6, the original sample value is 0.509, T Statistics = 11.295

> 1.96 and P Value = 0.000 < 0.05. This means that organizational restructuring has a positive and significant influence on employee performance and the results of this study are in accordance with research by Bagyo et, al. (2023). This proves that hypothesis 1 is accepted.

Proof of Hypothesis H2: The Effect of Organizational Restructuring on Job Satisfaction

Based on table 6, the original sample value is 0.072, T Statistics = 2.921 >

1.96 and P Value = 0.004 < 0.05. This means that organizational restructuring has a positive and significant influence on job satisfaction and the results of this study are in accordance with research from Notanubun et, al. (2019). This proves that hypothesis 2 is accepted.

Proof of Hypothesis H3: The Effect of Work Supervision on Employee Performance

Based on table 6, the original sample value is 1.762, T Statistics = 10.550

> 1.96 and P Value = 0.000 < 0.05. This means that work supervision has a positive and significant influence on employee performance and the results of this study are in accordance with research from Idris et, al. (2025). This proves that hypothesis 3 is accepted.

Proof of Hypothesis H4: The Influence of Work Supervision on Job Satisfaction

Based on table 6, the original sample value is 0.916, T Statistics = 35.026

> 1.96 and P Value = 0.000 < 0.05. This means that work supervision has a positive and significant influence on job satisfaction and the results of this study are in accordance with research by Gentari (2021). This proves that hypothesis 4 is accepted.

Proof of Hypothesis H5: The Influence of Job Satisfaction on Employee Performance

Based on table 6, the original sample value = -1.260, T Statistics = 6.545 >

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1.96 and P Value = $0.000 < 0.05$. This means that job satisfaction has a negative and significant influence on employee performance and the results of this study are not in accordance with research from Destari et, al. (2018). This proves that hypothesis 5 is rejected. Because job satisfaction on employee performance at PT. Steel Mitra Perkasa is not satisfied with employee performance so it has a negative effect.

Proof of Hypothesis H6: The Effect of Organizational Restructuring on Employee Performance through Job Satisfaction

Based on table 6, the original sample value is 0.084, T Statistics = $4.926 >$

1.96 and P Value = $0.000 < 0.05$. This means that organizational restructuring has a positive and significant influence on employee performance through job satisfaction and the results of this study are in accordance with research by Bagyo et, al. (2023). This proves that hypothesis 6 is accepted.

Proof of Hypothesis H7: The Effect of Work Supervision on Employee Performance through Job Satisfaction

Based on table 6, the original sample value = -0.076, T Statistics = $3.897 >$

1.96 and P Value = $0.000 < 0.05$. This means that work supervision has a negative and significant influence on employee performance through job satisfaction and the results of this study are not in accordance with research from Alvianor & Wahab. (2024). This proves that hypothesis 7 is rejected. Because work supervision at PT. Steel Mitra Perkasa has a negative effect on employee performance due to dissatisfaction with their work which is very strict and causes pressure on each employee.

Coefficient Determination

In accordance with the measurement model for the influence of organizational restructuring and work supervision on work performance and job satisfaction, this can be seen in table 7 below:

Table 7. R Square

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Performance Employee	0.988	0.989	0.003	343,511	0,000
Satisfaction Work	0.996	0.996	0.002	574,087	0,000

Source: Processing data with PLS, 2025

Based on table 7 above, the construct value is known employee performance

(Y) = 0.988. This means that the influence of organizational restructuring (X1) and work supervision (X2) on employee performance (Y) is 98.8% while the remaining 1.2% is influenced by factors not examined in this study. Furthermore, the value of the job satisfaction construct (Z) = 0.996. This means that the influence of organizational restructuring (X1) and work supervision (X2) on job satisfaction (Z) is 99.6% while the remaining 0.4% is influenced by factors not examined in this study.

CONCLUSION

In accordance with analysis data Which has done, so can with drawn the following conclusions:

1. Organizational restructuring has a positive and significant impact on employee performance
2. Organizational restructuring has a positive and significant influence on job satisfaction.
3. Supervision Work have influence Which positive and significant impact on employee performance
4. Supervision Work have influence Which positive and significant impact on job satisfaction
5. Satisfaction Work have the influence that negative and significant on employee performance
6. Organizational Restructuring has a positive and significant influence on Employee Performance through Job Satisfaction
7. Supervision Work have influence Which negative and significant on Employee Performance through Job Satisfaction

Suggestion

1. Further research should add independent variables other than organizational restructuring and work supervision to performance. employee.
2. Companies must make organizational restructuring changes again in order to influence better employee performance.

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