ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh restrukturisasi organisasi dan *work engagement* terhadap kinerja karyawan melalui kepuasan kerja sebagai variabel mediasi pada Divisi Sales Regional Jakarta PT XYZ. Pendekatan penelitian menggunakan metode kuantitatif dengan pendekatan deskriptif dan verifikatif. Populasi penelitian berjumlah 117 karyawan, dengan sampel sebanyak 91 responden yang ditentukan dengan *incidental sampling.* Pengujian hipotesis dilakukan dengan menggunakan SEM-PLS. Hasil penelitian menunjukkan bahwa restrukturisasi tidak berpengaruh langsung terhadap kinerja karyawan, namun restrukturisasi berpengaruh positif terhadap kepuasan kerja. *Work engagement* berpengaruh positif terhadap kepuasan kerja dan kinerja karyawan. Kepuasan kerja juga berpengaruh positif terhadap kinerja karyawan. Selain itu, kepuasan kerja terbukti memediasi pengaruh restrukturisasi terhadap kinerja karyawan, serta memediasi pengaruh *work engagement* terhadap kinerja karyawan. Dengan demikian, dapat dipahami bahwa peningkatan kinerja karyawan lebih efektif dicapai melalui penguatan kepuasan kerja dan keterlibatan kerja, sehingga restrukturisasi organisasi perlu disertai strategi yang mendorong kenyamanan kerja dan keterikatan karyawan terhadap perusahaan.

Kata Kunci: Restrukturisasi, *Work Engagement*, Kepuasan Kerja, Kinerja Karyawan

ABSTRACT

This study aims to analyze the effect of organizational restructuring and work engagement on employee performance through job satisfaction as a mediating variable in the Jakarta Regional Sales Division of PT XYZ. The research employed a quantitative approach with descriptive and verificative methods. The population consisted of 117 employees, with a sample of 91 respondents selected using incidental sampling. Hypothesis testing was conducted using SEM-PLS. The results show that restructuring has no direct effect on employee performance; however, restructuring has a positive effect on job satisfaction. Work engagement has a positive effect on job satisfaction and employee performance. Job satisfaction also has a positive effect on employee performance. In addition, job satisfaction is proven to mediate the effect of restructuring on employee performance and to mediate the effect of work engagement on employee performance. Therefore, improving employee performance is more effectively achieved by strengthening job satisfaction and work engagement, indicating that organizational restructuring should be accompanied by strategies that promote work comfort and employee attachment to the company.

Keywords: *Restructuring, Work Engagement, Job Satisfaction, Employee Performance*