

ABSTRAK

Restrukturisasi merupakan langkah strategis yang lazim diterapkan perusahaan guna meningkatkan efisiensi serta daya saing. Namun demikian, perubahan tersebut kerap menimbulkan *job insecurity* pada karyawan akibat adanya ketidakpastian terkait posisi, peran, maupun keberlanjutan pekerjaan. Kondisi ini berpotensi menyebabkan menurunnya motivasi kerja serta kinerja karyawan. Penelitian ini bertujuan untuk menganalisis pengaruh *Restrukturisasi* dan *Job Insecurity* terhadap kinerja karyawan dengan motivasi sebagai variabel intervening di PT. Surveyor Indonesia Cabang Karimun Tahun 2025. Metode penelitian yang digunakan adalah pendekatan kuantitatif. Data di peroleh melalui penyebaran kuesioner kepada 35 responden yang merupakan karyawan di PT. Surveyor Indonesia Cabang Karimun dengan teknik sampling jenuh. Analisis data yang dilakukan menggunakan metode partial *Least Square-Structural Equation Modeling* (PLS-SEM) dengan bantuan aplikasi SmartPLS 4.1. Hasil penelitian menunjukkan bahwa *restrukturisasi* tidak berpengaruh signifikan terhadap kinerja karyawan dan *job insecurity* tidak berpengaruh signifikan terhadap kinerja karyawan. Namun *restrukturisasi* dan *job insecurity* berpengaruh signifikan terhadap motivasi, serta motivasi mampu memediasi pengaruh kedua variabel tersebut terhadap kinerja karyawan.

Kata kunci : *Restrukturisasi, Job Insecurity, Motivasi, Kinerja Karyawan*

ABSTRACT

Restructuring is a strategic step commonly implemented by companies to increase efficiency and competitiveness. However, such changes often create job insecurity for employees due to uncertainty regarding their position, role, and job continuity. This situation has the potential to lead to decreased work motivation and performance. This study aims to analyze the effect of restructuring and job insecurity on employee performance, with motivation as an intervening variable at PT Surveyor Indonesia, Karimun Branch, in 2025. The research method used is a quantitative approach. Data were obtained through the distribution of questionnaires to 35 respondents, who are employees of PT Surveyor Indonesia, Karimun Branch, using a saturated sampling technique. The data analysis was conducted using the Partial Least Squares–Structural Equation Modeling (PLS-SEM) method with the assistance of SmartPLS 4.1 software. The results show that restructuring has no significant effect on employee performance, and job insecurity also has no significant effect on employee performance. However, both restructuring and job insecurity have a significant effect on motivation, and motivation is able to mediate the influence of these two variables on employee performance.

Keywords : *Restructuring, Job insecurity, Motivation, Employee Performance*