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The Effects of Leadership and Organizational Structure Change on Employee Performance: Evidence from BRIDA Kutai Kartanegara

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Abstract

Background: Notwithstanding the substantial volume of scholarly work addressing leadership and organizational change separately, empirical studies examining their concurrent influence on employee performance in Indonesian regional public agencies remain remarkably scarce, underscoring a critical knowledge gap that motivates the present inquiry.
Objective: This study investigates how leadership and organizational structure change affect employee performance at BRIDA Kutai Kartanegara Regency, determines which variable exerts the stronger influence, and measures the extent of their collective explanatory power.
Methods: The study adopted a quantitative explanatory design, gathering primary data through structured questionnaires administered to 75 BRIDA employees selected through simple random sampling. Data were analyzed using multiple linear regression, t tests, F tests, and the coefficient of determination (R^2) through IBM SPSS Statistics version 24.
Results: Organizational structure change demonstrated a significant and positive relationship with employee performance ($\beta = 0.370$, $p < 0.001$), whereas leadership did not produce a statistically significant partial effect ($p = 0.675$). When assessed jointly, both variables significantly predicted performance ($F = 30.516$, $p < 0.001$), accounting for 45.9% of the variance ($R^2 = 0.459$), with organizational structure change identified as the principal predictor.
Conclusion: This study contributes to the public sector human resource management literature by confirming organizational structure change as a more proximate driver of performance than leadership in regional government agencies undergoing bureaucratic reform, with implications for BRIDA's institutional policy.

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INTRODUCTION

An effective organizational leader cultivates a work environment in which every member feels engaged and psychologically safe. Employee involvement is a prerequisite for meaningful contributions to change management, and leaders who command genuine respect and trust from their teams consistently demonstrate the capacity to elevate morale and drive superior work outcomes (Sinaga et al., 2018). At its core, leadership involves the deliberate exercise of influence over others, and power constitutes the mechanism through which this influence is realized. While power broadly enables a leader to shape the behavior of others, authority represents a formalized

subset of that power that derives specifically from one's designated position within the organizational hierarchy. A capable leader inspires subordinates to pursue purposeful action and channel their efforts toward defined outcomes. The breadth of leadership philosophies available to practitioners has direct implications for the performance and operational effectiveness of an organization (Bond, 2015).

Generally, there are two views regarding leadership within an organization. The first view focuses on the leader and seeks to explain performance by analyzing the specific actions taken by the leader and linking them to outcomes. The second view of leadership is relationship-based, analyzing leaders' behavior in terms of the support they provide to their employees (Tummers & Knies, 2016). Strategic leadership occupies a particularly consequential role in ensuring coherence between organizational goals and unit-level activities. It encapsulates the processes through which senior management disseminates strategic priorities across diverse functional areas. A central challenge in this pursuit is that leadership responsibility is diffused vertically and horizontally across the authority structure, such that the mandate to influence, mobilize, and develop personnel is distributed among multiple actors functioning as an interconnected leadership network (Benzer et al., 2017).

Organizational structure can be understood as the formal arrangement through which roles, departments, and reporting relationships are configured to facilitate coordinated effort toward collective goals. It delineates the boundaries of work activities, specifies functional interdependencies, and regulates the channels through which information and decisions flow across the institution (Subrata et al, 2018). Restructuring initiatives necessitate adjustments to job specifications, coordination mechanisms, lines of authority, and related design components. These modifications are typically subsumed under the umbrella of organizational development, which encompasses transformations at the macro-organizational level. Efforts to streamline bureaucratic layers may involve consolidating departmental responsibilities, reducing hierarchical tiers, and broadening supervisory spans of control. When centralized systems become burdened by regulatory accretion, increasing decentralization offers a viable pathway toward more responsive and agile decision-making (Anindita & Gani, 2021). Structural transformation encompasses modifications to the organizational hierarchy, command-and-control configurations, administrative systems, and procedural frameworks. Common catalysts for such changes include corporate mergers, shifts in market dynamics, redundancies in role assignments, and evolving regulatory mandates (Lozano et al., 2016).

Research conducted in the context of the Kakamega County Government identified structural change as a primary antecedent of employee performance improvement. Effective structure must align with and reinforce organizational strategy, and restructuring processes inherently involve deliberations about activity coordination, inter-unit relationships, and stakeholder communication flows. Organizations risk institutional atrophy when their structural designs fail to balance functional, market, product, and collaborative orientations.

Organizational theorists distinguish between two principal structural modalities: physical and social. Physical structure pertains to the material infrastructure of an organization, including its built environment and the geographic distribution of its operational sites. Social structure, by contrast, maps the relational architecture among human agents, formal roles, and collective units such as divisions and departments, capturing how people and functions are interconnected within the institutional fabric.

A person with a strong leadership spirit and character is essential in implementing organizational changes, as a leader's actions include motivating and guiding subordinates to achieve the goals of the changes being implemented. By directing the optimal use of available resources, a leader can persuade members or employees to work optimally on all tasks, achieve goals, and produce high-quality work. Employee performance is certainly affected by changes in organizational structure and leadership. Organizational health, efficacy, and efficiency can all be used to measure performance. Efficiency includes staff executing programs; methods, tools, and resources; budgeting; completion time; and administration. Effectiveness, on the other hand, reflects the organization's capacity to learn while becoming more accurate and precise in achieving goals and more flexible in responding to changes (Suprihati, 2014).

Leadership is described as the process of persuading a worker or group member to use

resources as effectively as possible to perform all tasks with maximum efficiency and effectiveness to achieve goals and produce high-quality outcomes. Organizational leaders are considered to have a leadership position because they are adaptable, play a catalytic role, maintain strong functional relationships, and exert an attractive and beneficial impact on staff performance. This indicates that the leadership position in the Tagulandang District office is not yet optimal (Rares et al., 2015). A study at PT. Kirana Mitraabadi Tangerang corroborated the existence of a positive and meaningful relationship between leadership effectiveness and the quality of employee work output (Guruh et al., 2021). Research examining Bawaslu personnel in South Jakarta's Administrative City further established that leadership exerted a statistically significant and positive influence on employee performance outcomes (Khoiri & Oktavia, 2019). Findings from the analysis Gede (2018) also demonstrate that leadership significantly and positively affects worker performance.

A convergent body of prior research confirms that structural change constitutes a significant determinant of employee performance. The improvement mechanism operates through clarified job functions, the elimination of role redundancies, the introduction of updated policies, periodic adjustments responsive to market dynamics, and the creation of new organizational units in response to evolving external conditions (Methode et al., 2019). Aligning with the prevailing body of evidence, this research validates the theoretical proposition that employees' perceptions of organizational structural change are a robust predictor of their performance levels (Suhendar, 2021).

The constructive impact of organizational restructuring on the realization of high-performing institutions has been confirmed. More precisely, changes in organizational design and operational arrangements bear a positive, statistically significant, and substantively meaningful relationship to institutional excellence. The resultant structural configurations are sustained by organizations precisely because empirical evidence associates them with tangible performance gains, including more timely task completion, improved employee attendance, reductions in work errors, heightened personal accountability, and measurable increases in productivity and financial outcomes (Dewi & Adda, 2023). Local government bodies continually seek to eliminate responsibility gaps and undue inter-role dependencies through structural simplification, ensuring that task execution aligns coherently with the formally prescribed duties and decision-making authority vested in each position (Effendi, 2022).

BRIDA (Badan Riset dan Inovasi Daerah / Regional Research and Innovation Agency) functions as an auxiliary body supporting local government affairs in the domain of regional research and development. Institutionally, it operates under the direct authority of the Regent, with the Agency Head serving as its administrative leader and reporting through the Regional Secretary. Its primary mandate encompasses providing technical support to the Regent in executing governance functions related to regional research and innovation. Notably, the agency experienced a leadership vacancy spanning September 2022 through July 2023, during which a designated acting official assumed temporary stewardship. Structurally, BRIDA underwent significant reconfiguration over successive regulatory cycles: the 2016 structure under Regent Regulation No. 42 incorporated echelon I, III, and IV positions, whereas the subsequent Regent Regulation No. 40 of 2021 eliminated echelon IV from the organizational chart. Pending reforms articulated in Minister of Administrative and Bureaucratic Reform Regulation No. 7 of 2022 have yet to be fully operationalized at the local level. Compounding these structural challenges, the Audit Board of the Republic of Indonesia documented several performance-related findings at BRIDA during the 2022 fiscal year.

Against this contextual backdrop, the present study pursues three interrelated objectives: to empirically assess how leadership and organizational structure change each affect employee performance at BRIDA Kutai Kartanegara Regency; to determine which of the two variables exerts the more pronounced influence; and to quantify the extent to which these variables jointly explain variation in employee performance. In doing so, the study aims to generate evidence-based insights into the organizational determinants of work effectiveness within Indonesian local government institutions.

The existing literature on leadership and organizational change, while extensive, leaves several unresolved theoretical questions when applied to Indonesian regional public agencies.

Prevailing frameworks tend to draw on transformational and transactional leadership models originally developed for private sector settings, which may insufficiently account for the distinctive dynamics of public bureaucratic leadership, where deference to structural hierarchy and administrative compliance are primary performance drivers.

Organizational change scholarship in the Indonesian public sector has similarly gravitated toward policy analysis rather than individual-level performance outcomes (Effendi, 2022). Most critically, no prior empirical study has concurrently examined both constructs within the specific institutional context of a regional research and innovation agency (BRIDA) navigating simultaneous leadership transition and structural restructuring, leaving a substantive empirical lacuna that the present study is designed to fill. By generating direct comparative evidence on the relative predictive power of leadership versus structural change for employee performance in this reforming public setting, this study makes an original contribution to the field.

The contributions of this study are both theoretical and practical in scope. At the theoretical level, the research advances scholarship on human resource management and organizational behavior in the public sector, specifically by illuminating how leadership and structural change jointly and independently shape employee outcomes in regional agencies. At the practical level, the findings are intended to inform BRIDA Kutai Kartanegara Regency's institutional policies, particularly efforts to clarify role assignments, strengthen command hierarchies, and recalibrate organizational design to better serve operational demands. The study further offers transferable lessons for other regional government institutions confronting analogous restructuring challenges.

Based on the context above, the author is interested in studying and researching further on "The Effects of Leadership and Organizational Structure Change on Employee Performance: Evidence from BRIDA Kutai Kartanegara."

Literature Review

Leadership

Hasibuan (2014) conceptualizes leadership as an interpersonal process through which a leader mobilizes followers to engage cooperatively and productively in the pursuit of shared organizational objectives. In exercising this function, a leader deploys positional or personal power to direct others in fulfilling their assigned responsibilities in ways that advance collective goals.

The leadership indicators that will serve as guidelines in the research questionnaire include authority, task delegation, decision-making, and motivation, as stated by (Hasibuan, 2014). 1) Exemplary Leadership: As an intelligent leader who helps each subordinate become more knowledgeable and proficient in their work, the leader acts as an excellent teacher for their subordinates. 2) Authority: Subordinates can gain support from their leader to help them overcome obstacles in completing tasks assigned to them. 3) Task Delegation: A good leader must delegate certain responsibilities and authority to subordinates. Delegation is necessary to reduce barriers. 4) Decision-Making: Determining choices, especially under pressure, is a key factor in a leader's success. 5) Motivation: Without drive, achievements can become burdensome. Motivation provides the ability to move forward. Meetings should be held, and the leader should involve everyone capable of implementing the plan.

Organizational Structure Changes

Organizational structure change involves the formal redistribution and re-coordination of work tasks into restructured configurations. the construct is measured through six dimensions. Work Specialization delineates how workflows are partitioned and allocated to ensure precision and quality standards. Departmentalization describes the grouping of coordinated activities based on geographic, functional, or team-based commonalities. Chain of Command captures the formal lines of authority and task-related directive flows operating at successive organizational levels. Span of Control determines the ratio of managerial oversight per level, influencing organizational efficiency. Centralization and Decentralization pertain to the locus of decision-making authority within management structures. Finally, Formalization reflects the degree to which roles and behaviors are governed by codified organizational norms and procedures.

Performance

Performance (work achievement), according to Mangkunegara (2015), is the result of an employee's work assessed by the quality and quantity achieved while performing tasks assigned in line with their obligations. The following are performance indicators for employees: 1) Work Quantity: the total work and productivity provided by an employee within a specified timeframe. 2) Work Quality: relates to the management of organizational tasks regarding completeness, neatness, correctness, and accuracy. 3) Initiative: the capacity of an employee to go beyond what is expected of their position, including independent and adaptive thinking. 4) Responsibility: employees must be accountable for the completion of all tasks and responsibilities entrusted by their superiors. 5) Cooperation: reflects an employee's willingness and ability to work synergistically with colleagues, treating collective effort as a mechanism for reducing individual burden and enhancing task efficiency.

Hypothesis Development

Muizu and Kaltum (2020) established that leadership constitutes a critical determinant of whether organizational performance targets are met by staff. This conclusion is reinforced by correlational research demonstrating a robust and positive linkage between the exercise of leadership and the attainment of high employee performance (Rares et al., 2015).

H1: There is an effect of leadership on employee performance.

Structural change has been widely recognized as a powerful shaper of employee performance levels. Empirical studies similarly show that organizational transformation, encompassing changes to technology and managerial systems, yields significant effects on individual and collective work output. The weight of evidence confirms that organizational change in its various forms meaningfully influences employee performance.

H2: There is an effect of organizational changes on employee performance.

Archibong (2021) identified organizational structure, technology, and leadership as interconnected dimensions of organizational transformation. Processes are substantively shaped by technological development, change management practices, and leadership orientation. Khosa (2015) added nuance by showing that successful transformation also depends on procedural fairness, employee development opportunities, effective communication, and the organization's tolerance for change.

H3: There is an effect of leadership and organizational structure changes on employee performance.

The influence of leadership on employee work quality has been quantified at a correlation strength of 58.7%, indicating that a substantial share of performance improvement is attributable to leadership orientation and behavior (Rares et al., 2015).

H4: There is a variable that has the most effect on employee performance.

H5: The extent to which variables X1 and X2 affect Y

Conceptual Framework

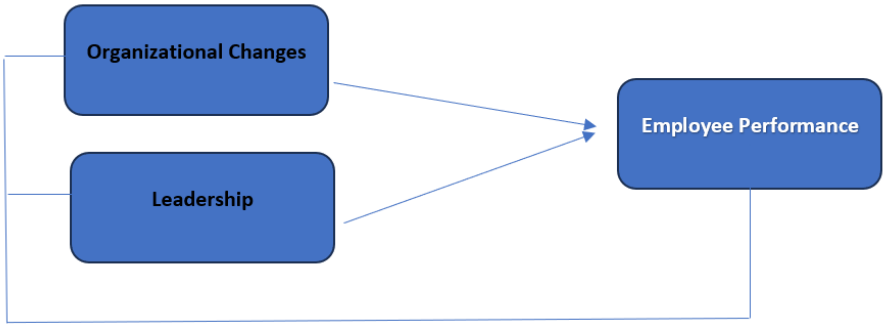

Figure 1. Conceptual Framework

METHOD

The research design employed was *quantitative explanatory*, selected for its suitability in identifying and measuring the directional relationships between the independent variables — *leadership* and *organizational structure change* — and the dependent variable, *employee performance*. The investigation was conducted within the institutional boundaries of *BRIDA Kutai Kartanegara*, with the complete roster of agency employees constituting the study population.

Data collection drew upon both primary and secondary sources. Primary data were obtained through the direct distribution of structured questionnaires to respondents in an offline format, while secondary data comprised institutional records, applicable regulatory texts, and relevant academic literature pertaining to the study constructs. Simple random sampling was adopted as the sampling procedure, yielding a final analytical sample of 75 employees.

The target sample of 75 respondents was derived through the application of the Slovin formula: $n = N/(1 + N \cdot e^2)$, with $N = 85$ representing the total population and $e = 0.05$ reflecting the acceptable margin of error at a 95% confidence level. This yields $n = 85/(1 + 85 \times 0.0025) = 85/1.2125 \approx 70.1$, conservatively rounded upward to 75 to accommodate potential non-responses. This sample size satisfies the rule-of-thumb requirement of a minimum of 10 observations per predictor variable for robust multiple regression estimation (Tabachnick & Fidell, 2013).

The study acknowledges the potential for common method bias arising from the use of a single self-administered instrument to measure all constructs. Procedural safeguards were therefore implemented, including the assurance of respondent anonymity and, where feasible, the use of varied item-response formats to attenuate this bias (Podsakoff et al., 2003).

The following table presents the operational definitions of all research variables, including indicators and measurement scales used in data collection:

Table 1. Operational Definition of Research Variables

Variable	Definition	Indicators	Scale	Source
Leadership (X1)	The process by which a leader influences others to achieve organizational goals through authority, delegation, and motivation	Exemplary leadership, authority, task delegation, decision-making, motivation	Likert 1-5	Hasibuan (2014)
Org. Structure Change (X2)	Formal restructuring of job tasks, coordination mechanisms, and authority hierarchies within an organization	Specialization, departmentalization, chain of command, span of control, centralization/decentralization, formalization	Likert 1-5	Robbins (2002)
Employee Performance (Y)	Work outcomes reviewed from quality and quantity achieved in performing assigned tasks	Work quantity, work quality, initiative, responsibility, cooperation	Likert 1-5	Mangkunegara (2015)

Source: Compiled by authors from cited theoretical frameworks

The study adhered to recognized ethical standards for social science inquiry throughout all phases of data collection and analysis. Participation was entirely voluntary, responses were rendered anonymous, and collected data were restricted exclusively to scholarly use. No personally identifiable information was recorded. Prior to questionnaire administration, verbal informed consent was secured from each participant.

The measurement instrument was constructed in alignment with the theoretical indicators of leadership, organizational structure change, and employee performance. Before proceeding to substantive analysis, the instrument underwent systematic validity testing to confirm construct representativeness, as well as reliability assessment to ensure internal consistency. Furthermore, the data were analyzed using SPSS version 24 through classical assumption tests, including normality, multicollinearity, heteroscedasticity, and linearity assessments.

Multiple linear regression served as the primary analytical tool, enabling simultaneous assessment of each independent variable's individual and combined predictive relationships with the outcome variable. Hypothesis testing employed the t-test to evaluate partial effects, the F-test to assess simultaneous effects, and the coefficient of determination (R^2) to quantify the proportional variance in employee performance (Y) attributable to leadership (X1) and organizational structure change (X2) in concert.

RESULTS AND DISCUSSION

Results

Respondent Characteristics

Of the 85 questionnaires distributed to the research population, all were returned by respondents. Subsequent screening eliminated six instruments that failed to meet the inclusion criteria, rendering them ineligible for tabulation, while an additional four were excluded due to incomplete or improperly completed responses. Accordingly, valid data for analysis were obtained from 75 participants.

Table 2. Respondent Characteristics

No	Description	Number	Percentage (%)
1	Gender		
	Male	41	54.7
	Female	34	45.3
	Total	75	100.0
2	Age		
	25 to 30	1	13
	31 to 35	6	8.0
	36 to 40	14	18.7
	41 to 45	18	24.0
	46 to 50	13	17.3
	51 to 55	20	26.7
	56 and above	3	4.0
	Total	75	100.0
3	Last Education		
	High School	30	40.0
	Diploma	1	1.3
	Bachelor's Degree	30	40.0
	Master's Degree	8	10.7
	Doctorate	6	8.0
	Total	75	100.0
4	Rank/Grade		
	II/b	1	1.3
	II /c	3	4.0

	II /d	17	22.7
	III /a	2	2.7
	III /b	3	4.0
	III /c	3	4.0
	III /d	14	18.7
	IV /a	9	12.0
	IV /b	2	2.7
	Non-permanent Employee	21	28.0
	Total	75	100.0
5	Position		
	Functional Research Position	5	6.7
	Staff	15	20.0
	Sub-coordinator of Program and Finance Compilation Staff	1	1.3
	Administrator	5	6.7
	Expenditure Treasurer	1	1.3
	Data Management	3	4.0
	Functional Position	8	10.7
	General Administration	2	2.7
	Non-permanent Employee (THL)	2	2.7
	Implementer	19	25.3
	Intellectual Property Rights Commercialization Analyst	2	2.7
	Program and Finance Compilation	1	1.3
	Administrative Staff	1	1.3
	Echelon IV/a	1	1.3
	Administrative Officer	1	1.3
	Echelon III/b	2	2.7
	Administration	6	8.0
	Total	75	100.0
6	Length of Service		
	5 to 10 years	5	6.7
	11 to 15 years	17	22.7
	16 to 20 years	20	26.7
	21 to 25 years	21	28.0
	26 to 30 years	10	13.3
	31 to 35 years	2	2.7
	Total	75	100.0

Source of data: Processed in 2023

The data displayed represent the characteristics of research participants according to gender. Out of the 75 research participants, there are 41 male participants, accounting for 54.7%, and 34 female participants, accounting for 45.3%. The characteristics of research participants based on age show that the most dominant age group is 51 to 55 years old, with 20 participants, representing 26.7%. This is followed by the 41 to 45 age group with 18 participants (24.0%), the 36 to 40 age group with 14 participants (18.7%), the 46 to 50 age group with 13 participants (17.3%), the 31 to 35 age group with 6 participants (8.0%), the 56 and above age group with 3 participants (4.0%), and lastly, the 25 to 30 age group with 1 participant (1.3%).

Regarding education level, the most dominant characteristics of the research participants are high school graduates, with 30 participants (40.0%), and bachelor's degree holders, with 30

participants (40.0%). Furthermore, 8 participants hold a Master's degree (S2) representing 10.7%, 6 participants hold a Doctorate (S3) representing 8%, and 1 participant holds a Diploma, representing 1.3%.

Based on rank/grade, the most dominant group is Non-permanent Employees (THL) with 21 participants (28%), followed by respondents with rank/grade II/d with 17 participants (22.7%), III/d with 14 participants (18.7%), IV/a with 9 participants (12%), II/c, III/b, and III/c each with 3 participants (4.0%), IV/b and III/a each with 2 participants (2.7%), and II/b with 1 participant (1.3%).

Based on job position, the most dominant position is Implementer with 19 participants (25.3%), followed by Staff with 15 participants (20.0%), Functional Positions with 8 participants (10.7%), Administration with 6 participants (8.0%), Administrator and Functional Research Positions each with 5 participants (6.7%), Data Management with 3 participants (4.0%), General Administration, Non-permanent Employees (THL), Intellectual Property Rights Commercialization Analyst, and Echelon III/b each with 2 participants (2.7%), and Financial, Expenditure Treasurer, Program and Finance Compilation, Administrative Staff, Echelon IV/a, and Administrative Officer each with 1 participant (1.3%).

Based on length of service, the most dominant group is 21 to 25 years with 21 participants (28.0%), followed by 16 to 20 years with 20 participants (26.7%), 11 to 15 years with 17 participants (22.7%), 26 to 30 years with 10 participants (13.3%), 5 to 10 years with 5 participants (6.7%), and 31 to 35 years with 2 participants (2.7%).

Data Quality Test
Validity and Reliability Test

Table 3. Validity Test

No	Variable	Item	Sig	Description
1	Organizational Structure Change	X1.1	0.000	Valid
		X1.2	0.000	Valid
		X.1.3	0.000	Valid
		X1.4	0.000	Valid
		X1.5	0.000	Valid
		X1.6	0.000	Valid
		X1.7	0.000	Valid
		X1.8	0.000	Valid
		X1.9	0.000	Valid
		X1.10	0.000	Valid
2	Leadership	X2.1	0.000	Valid
		X2.2	0.000	Valid
		X.2.3	0.000	Valid
		X2.4	0.000	Valid
		X2.5	0.000	Valid
		X2.6	0.000	Valid
		X2.7	0.000	Valid
		X2.8	0.000	Valid
		X2.9	0.000	Valid
		X2.10	0.000	Valid
		X2.11	0.000	Valid
3	Employee Performance	Y1	0.000	Valid
		Y2	0.001	Valid
		Y3	0.000	Valid
		Y4	0.000	Valid
		Y5	0.000	Valid
		Y6	0.000	Valid

	Y7	0.000	Valid
	Y9	0.000	Valid

Source of data: Processed in 2023

Validity assessment results confirmed that all questionnaire items across the organizational structure change, leadership, and employee performance variables achieved significance values below the 0.05 threshold, satisfying the established criterion for item validity.

Table 4. Reliability Test

No	Variable	Reliability Coefficient	Description
1	Organizational Structure Change	0.939	Reliable
2	Leadership	0.931	Reliable
3	Employee Performance	0.929	Reliable

Source of data: Processed in 2023

The reliability coefficients reported in Table 3 were 0.939 for organizational structure change, 0.931 for leadership, and 0.929 for employee performance. All three values substantially exceed the conventional Cronbach's alpha threshold of 0.70, confirming that the instruments demonstrate satisfactory internal consistency.

Classical Assumption Test

Normality Test

Table 5. Normality Test

Kolmogorove- Smirnove	Asymp.Sig	Criteria		Description
0.733	0.646	➢	0.05	Normally Distributed

Source of data: Processed in 2023

The normality assumption requires that the significance value from the Kolmogorov-Smirnov test exceed 0.05. The obtained value of 0.646 comfortably surpasses this threshold, thereby affirming that the residuals follow a normal distribution and the regression model meets this prerequisite.

Multicollinearity Test

Table 6. Multicollinearity Test

No	Variable	Tolerance	VIF	Description
1	Organizational Structure Change	0.485	2.063	No Multicollinearity Detected
2	Leadership	0.485	2.063	No Multicollinearity Detected

Source of data: Processed in 2023

Table 5 confirms that both independent variables registered tolerance values above the critical lower boundary and VIF values well below the problematic threshold of 10. These statistics collectively indicate an absence of multicollinearity concerns, supporting the stability and interpretability of the regression coefficients.

Heteroscedasticity Test

Table 7. Heteroscedasticity Test Results

No	Variable	Significance	Probability Value	Description
1	Organizational Structure Change	0.163	0.05	Normal
2	Leadership	0.650	0.05	Normal

Source of data: Processed in 2023

The heteroscedasticity test yielded significance values of 0.163 for organizational structure change and 0.650 for leadership, both comfortably exceeding the 0.05 criterion. These results confirm the homoscedastic nature of the residual variance, validating the appropriateness

of the regression model for inference.

Linearity Test

Table 8. ANOVA Test Results

No	Effect	F-Value	Significance	Description
1	Leadership	1.502	0.135	Linear
2	Organizational Structure Change	1.888	0.033	Linear

Source of data: Processed in 2023

The SPSS findings in the Linearity column are statistical tests used to demonstrate linear relationships, as shown in Tables 7 and 8 above. In the context of SPSS linearity testing using the ANOVA table, the relationship between two variables is confirmed as linear when the significance value of the "Deviation from Linearity" exceeds 0.05, while the significance of the "Combined" line should be less than 0.05. Based on this criterion, both organizational structure change and leadership demonstrate linear relationships with employee performance (Priyatno, 2010).

Both the relationship between organizational structure change and employee performance (sig. = 0.000) and the relationship between leadership and employee performance (sig. = 0.000) yielded significance values substantially below the 0.05 threshold. These results confirm that both predictor–outcome relationships are linear in nature, satisfying the linearity assumption underlying the multiple regression analysis.

Multiple Linear Regression Test

Table 9. Multiple Linear Regression Test Results

Model	B
1 (Constant)	20.574
Leadership	0.043
Organizational Structure Change	0.370

Source of data: Processed in 2023

The estimated multiple linear regression equation derived from the SPSS output is:

$Y = 20.574 + 0.043X_1 + 0.370X_2$

The regression constant of 20.574 represents the predicted baseline level of employee performance in a theoretical scenario where both independent variables register values of zero, providing an anchor point for interpreting the regression model. A one-unit increase in the leadership variable (X_1) corresponds to a predicted change of 0.043 units in employee performance. While the direction of this association is positive, it does not attain statistical significance ($p = 0.675$), indicating that leadership does not independently and reliably predict performance variation in this sample. In contrast, a one-unit increase in organizational structure change (X_2) generates a predicted performance increment of 0.370 units. This coefficient is both substantively meaningful and statistically significant ($p = 0.000$), affirming a genuine and robust predictive relationship between structural change and employee performance.

Hypothesis Testing

t-Test

To test the hypothesis that "The variables of organizational structure change and leadership have a significant partial impact on employee work quality," a t-test is performed with a threshold value of 0.05.

Organizational Structure Change

Table 10. Multiple Linear Regression Test Results

No	Model	t	Sig
1	Constant	6.526	0.000
2	Leadership	0.421	0.675
3	Organizational Structure Change	5.133	0.000

Source of data: Processed in 2023

Partial hypothesis testing yielded a significance level of 0.675 for the leadership variable. Since this significance value is above the α level of 0.05 (0.675 > 0.05), the hypothesis that leadership does not affect employee performance can be accepted at the 0.675 significance level.

For the organizational structure change variable, a significance level of 0.000 was obtained. Because this significance value is below the α level of 0.05 (0.000 < 0.05), the hypothesis that organizational structure change affects employee performance can be accepted at the 0.000 significance level.

F-Test

Table 11. ANOVA[b]

No	Model	F	Sig
1	Regression Residual	30.516	.000[a]

Source of data: Processed in 2023

The F-test generated a calculated F-value of 30.516, substantially exceeding the corresponding F-table value of 1.666 at a 5% significance level. The associated p-value of 0.000 is far below the α threshold, confirming that (0.000 < 0.050). Therefore, the hypothesis that the variables of leadership and organizational structure change together have a significant impact on employee performance can be supported.

R^2 Test

Table 12. Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.678[a]	.459	.444	3.20280

Source of data: Processed in 2023

The model summary reveals a multiple correlation coefficient of R = 0.678, reflecting a moderately strong overall association between the predictor set and employee performance. The coefficient of determination (R^2 = 0.459) indicates that organizational structure change and leadership together account for 45.9% of the observed variance in employee performance, while the remaining 54.1% is attributable to other determinants not captured within the current research framework.

Discussion

The partial regression analysis reveals that leadership does not exert a statistically significant effect on employee performance within The Effects of Leadership and Organizational Structure Change on Employee Performance: Evidence from BRIDA Kutai Kartanegara. A plausible explanation for this finding lies in the predominantly senior composition of the workforce: with the majority of employees having accumulated more than a decade of service, institutional knowledge and task proficiency are sufficiently internalized to sustain performance independent of active supervisory input. Moreover, even during the period of leadership vacancy when acting officials were in charge, BRIDA employees continued to receive motivational guidance, which may have attenuated performance sensitivity to formal leadership. While this finding diverges from the mainstream literature, including studies by Gede (2018), which affirm significant leadership-performance linkages, it is consistent with research by Rahayu and Andayani that similarly found no significant partial leadership effect.

For the variable of organizational structure change, a significance level of 0.000 was obtained. Therefore, the hypothesis that organizational structure change impacts employee performance can be accepted at this significance level. From the questionnaires completed by respondents, employees at BRIDA in Kutai Kartanegara Regency believe that organizational structure changes affect their performance and activities in executing their tasks. It helps avoid job duplication and ensures that human resources are used efficiently. These results align with previous research indicating a positive and significant relationship between organizational structure changes and performance, supported by studies conducted by (Dewi & Adda, 2023; Effendi, 2022; Suhendar, 2021).

The F-test results indicate a calculated F-value of 30.516, which is greater than the F-table value of 1.666, with an acceptable significance level ($\alpha = 5\%$). Referring to the table, the calculated significance value is 0.000, which is less than α ($0.000 < 0.050$). Therefore, the hypothesis that leadership and organizational structure changes together significantly impact employee performance is supported. The third hypothesis test aligns with research by Archibong and Ibrahim (2021), which states that organizational structure, technology, and leadership are all related to organizational transformation. Organizational transformation is related to technology, change management, and leadership. Khosa (2015) found that organizational transformation correlates with procedural justice, employee development, leadership, communication, and tolerance for change.

The variable of organizational structure change has the largest β (beta) coefficient value of 0.370, the highest among the independent variables. Comparing the two independent variables, leadership (X1) and organizational structure change (X2), it can be concluded that organizational structure change most strongly affects the dependent variable, employee performance. The results of the fourth hypothesis test do not align with previous research suggesting that leadership is the more dominant variable affecting performance. These findings are inconsistent with the research conducted by (Rares et al., 2015).

The R^2 analysis confirms that the combined explanatory capacity of organizational structure change and leadership accounts for 45.9% of the variance in employee performance ($R = 0.678$; $R^2 = 0.459$), while the remaining 54.1% is attributable to factors not captured in the current model. This collectively validates the substantive relevance of structural configuration and leadership orientation as predictors of employee performance at BRIDA Kutai Kartanegara Regency.

The non-significant effect of leadership on employee performance ($p = 0.675$) is theoretically meaningful and warrants substantive explanation. From a resource-based perspective, BRIDA's employees are predominantly experienced civil servants with an average tenure exceeding 16 years, suggesting that individual task performance is largely governed by internalized professional norms and established routines rather than direct supervisory influence. Moreover, the leadership vacuum experienced between September 2022 and July 2023 resulted in acting officials who may have had limited authority to implement bold directives, reducing the practical salience of leadership as an active performance driver in the short term. This finding is theoretically consistent with the substitutes-for-leadership theory (Kerr & Jermier, 1978), which argues that in contexts where employees possess high levels of experience, task understanding, and professional commitment, formal leadership loses its direct motivational influence. Consequently, structural mechanisms, such as redesigned roles, clearer chains of command, and eliminated job duplication, become the more proximate predictors of performance outcomes.

This pattern carries broader theoretical implications for the study of bureaucratic public institutions. Operating within a regulatory environment where duties and authorities are formally encoded in regent regulations and ministerial decrees, BRIDA exemplifies a high-structure bureaucratic setting. In such contexts, precise role definitions and clear reporting hierarchies, the products of purposive structural reform, tend to exert stronger day-to-day influence on performance than leadership style or behavior. This is precisely the condition under which Fiedler's (1967) contingency theory of leadership predicts attenuated leadership effects, as high task structure and rigid position power reduce the behavioral latitude and contextual ambiguity that make active leadership most consequential.

Several boundary conditions should be acknowledged when situating these findings. The restriction of the sample to 75 respondents from a single regional government agency constrains the external validity of the results, and findings should be generalized to other institutional contexts with caution. The exclusive reliance on self-administered questionnaire data introduces the risk of common method variance, potentially affecting the observed effect magnitudes. The cross-sectional design further precludes causal claims, as the data capture a single point in time rather than tracking variable changes across periods. Additionally, potentially influential covariates, including motivation, organizational culture, and individual competency, were not controlled for in the analytical model. Future research would benefit from longitudinal designs that track structural change impacts over time, broader multi-agency samples to test generalizability, and mixed-methods approaches that illuminate the mechanisms connecting structural reform to performance improvement.

CONCLUSION

Synthesizing the findings from the analysis and discussion, five principal conclusions emerge. First, organizational structure change exerts a significant and positive influence on employee performance at BRIDA Kutai Kartanegara Regency ($\beta = 0.370$, $p = 0.000$), confirming that clearer role delineation, functional specialization, and elimination of task redundancies serve as direct enablers of employee productivity. Second, leadership does not produce a statistically significant partial effect on performance ($p = 0.675$), a result theoretically grounded in the substitutes-for-leadership framework, which predicts attenuated leadership effects in experienced, high-structure bureaucratic workforces. Third, when assessed in combination, both leadership and structural change yield a statistically significant joint influence on employee performance ($F = 30.516$, $p = 0.000$). Fourth, organizational structure change (X2) is confirmed as the dominant predictor ($\beta = 0.370$) relative to leadership ($\beta = 0.043$), explaining a substantially greater portion of performance variance. Fifth, taken together, the two independent variables explain 45.9% of the variance in employee performance ($R^2 = 0.459$).

Based on these findings, several recommendations are offered. Practically, BRIDA Kutai Kartanegara Regency should prioritize full implementation of the organizational restructuring mandated by Minister of Administrative and Bureaucratic Reform Regulation No. 7 of 2022, as structural reform demonstrably improves employee performance. Leaders should be supported in clarifying chains of command, eliminating role redundancies, and socializing standard operating procedures to ensure that structural changes translate into performance gains. For future research, it is recommended to extend this study to include additional performance-relevant variables such as organizational culture, work motivation, or individual competency, and to adopt longitudinal or mixed-methods designs to establish stronger causal inferences.

At the theoretical level, this study contributes an original empirical test of the comparative influence of leadership versus structural change on employee performance to the intersecting literature of HRM, organizational behavior, and public administration. The finding that structural redesign outperforms leadership as a performance predictor, a reversal of the pattern dominant in private-sector research, extends understanding of the contextual boundaries within which leadership substitutes (Kerr & Jermier, 1978) operate in formally structured public bureaucracies. This underscores the imperative for context-sensitive HRM frameworks that accommodate the regulatory rigidity, tenure-anchored workforce stability, and hierarchical command culture that define Indonesian regional public agencies.

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AUTHOR CONTRIBUTION STATEMENT

Each author played a substantive and distinct role in this research. Wahyuni assumed primary responsibility for research conceptualization and methodological design. Joko Sabtohadi and Ray Septianis Kartika led the data collection, statistical analysis, and interpretation of findings. Wandaniati directed the manuscript drafting process and conducted the final editorial review. All authors have formally reviewed and endorsed the final manuscript, accepting collective responsibility for the integrity and accuracy of the reported research.

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