

THE IMPACT OF POSITION TRANSFORMATION ON EMPLOYEE PERFORMANCE AT LLDIKTI REGION IX

Syahrudin¹, Syamsul Ridjal¹, Edy Jumady¹, Muhammad Tafsir¹, M Awaluddin², Syafruddin²

¹Sekolah Tinggi Ilmu Kesehatan Salewangang Maros, Indonesia

²Universitas Cahaya Prima, Indonesia

Abstract: This study examines the effect of position transformation on employee performance at LLDIKTI Region IX. The study was motivated by the implementation of bureaucratic reform through the transformation of structural positions into functional positions and the fluctuating performance of employees during the 2021–2025 period. A quantitative approach with an explanatory research design was employed. Data were collected through a structured questionnaire using a five-point Likert scale and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS. The measurement model was evaluated through outer loadings, Average Variance Extracted (AVE), discriminant validity, Cronbach's Alpha, and Composite Reliability, while the structural model was assessed using R^2 and path coefficients. The results indicate that the measurement instruments demonstrated satisfactory validity and reliability. Position transformation obtained an AVE of 0.621, Cronbach's Alpha of 0.945, and Composite Reliability of 0.952, while employee performance obtained an AVE of 0.661, Cronbach's Alpha of 0.953, and Composite Reliability of 0.959. The structural model produced an R^2 of 0.507 for employee performance. Most importantly, position transformation had a positive and significant effect on employee performance, with a path coefficient of $\beta = 0.330$. The findings confirm that position transformation contributes to improving employee performance at LLDIKTI Region IX.

Keywords: Position Transformation; Employee Performance; Bureaucratic Reform; Public Sector; LLDIKTI Region IX

1. Introduction

In recent years, public sector organizations have faced increasing pressure to improve employee performance while simultaneously accelerating the delivery of public services [3,7,13]. Government institutions are expected to provide services that are faster, more accurate, simpler, and more responsive to the needs of stakeholders. These demands have encouraged public organizations to reconsider conventional bureaucratic structures and redesign positions in ways that emphasize professional expertise, functional responsibilities, and measurable outcomes. In Indonesia, this transformation has become an important component of bureaucratic reform, particularly through the simplification of organizational structures and the transition from structural positions toward functional positions. Position transformation is therefore expected not merely to change organizational titles or hierarchical arrangements, but also to improve the effectiveness of employees in carrying out their responsibilities and achieving organizational objectives [4,5,11].

Position transformation can be understood as a process of reorganizing positions, functions, responsibilities, and authority to create a more flexible and performance-oriented organizational structure. Within public administration, the transformation from structural to functional positions is intended to create a more professional, agile, and expertise-based bureaucracy. The fundamental assumption underlying this transformation is that a flatter organizational structure and clearer functional roles can reduce unnecessary bureaucratic layers, accelerate decision-making, and enable employees to concentrate on their core functions. Previous research has indicated that position simplification and transformation may contribute positively to employee performance and job satisfaction. However,



such effects are not necessarily automatic because the effectiveness of position transformation depends on how well the new position structure is aligned with organizational functions, workloads, responsibilities, and performance expectations [20].

The relevance of position transformation is particularly important in public institutions responsible for educational administration and services. The Higher Education Services Institution (Lembaga Layanan Pendidikan Tinggi/LLDIKTI) Region IX has a strategic role in providing guidance, facilitation, coordination, and supervision for higher education institutions. Consequently, the performance of its employees constitutes an important determinant of the organization's ability to deliver effective and timely services to stakeholders. Changes in organizational positions within LLDIKTI Region IX should therefore be accompanied by a clear redistribution of functions, responsibilities, and work targets so that the transformation can contribute directly to improved employee performance. When position transformation is not adequately aligned with organizational needs, it may instead create overlapping responsibilities, unclear authority, role ambiguity, and inefficiencies in work processes.

The empirical condition of employee performance at LLDIKTI Region IX indicates that there is still a need to strengthen performance achievement following organizational and position transformation. Performance realization based on the execution of employees' main duties and functions fluctuated during the 2021–2025 period. The performance achievement was recorded at 87.41% in 2021, decreased slightly to 87.25% in 2022 and 87.16% in 2023, before increasing to 88.25% in 2024 and 88.50% in 2025. Although the trend indicates improvement during the last two years, the fluctuation demonstrates that employee performance has not yet developed in a consistently upward direction. This condition raises an important question concerning whether the transformation of positions has been effectively translated into clearer roles, improved work processes, and stronger employee performance.

Employee performance in public organizations is not limited to the completion of administrative tasks but also reflects the extent to which employees are able to achieve established targets in terms of quantity, quality, effectiveness, efficiency, and professional responsibility. In the context of LLDIKTI Region IX, performance improvement is particularly important because employees are required to respond to increasingly complex administrative and facilitative demands from higher education institutions and other stakeholders. Position transformation is expected to provide employees with clearer functional responsibilities and enable them to focus on areas of expertise that directly contribute to organizational outcomes [1,2,6,8]. Therefore, the effectiveness of position transformation should ultimately be reflected in measurable improvements in employee performance.

From an organizational design perspective, the relationship between position transformation and employee performance can be explained through the principle of job alignment. Organizational positions should be designed according to business processes, workload, functional requirements, authority, and strategic objectives. When positions are appropriately aligned with these organizational requirements, employees are more likely to understand their responsibilities and performance expectations, thereby facilitating more effective work execution [17]. Conversely, when position transformation is implemented primarily as an administrative restructuring without sufficient attention to functional alignment, employees may experience uncertainty regarding their roles and responsibilities. Such conditions can reduce work effectiveness and potentially weaken performance outcomes.

Previous empirical studies provide evidence that position transformation can influence employee performance, although the magnitude and consistency of this relationship remain subject to organizational conditions. Setyowati et al. (2023), for example, found that position transformation had a positive effect on the performance of civil servants because it contributed to greater clarity of functions and improved structural effectiveness [19]. Their findings suggest that transforming positions can become an important mechanism for improving public sector performance when the new organizational arrangement provides employees with clearer functional roles. Similarly, Susanto (2024) reported that position simplification can generate positive consequences for employee-related outcomes, although its effectiveness depends on organizational readiness and the implementation of supporting human resource arrangements [20]. These findings indicate that position transformation should be examined not simply as an administrative policy but as an organizational intervention that can influence how employees perform their duties.

Despite the growing implementation of position transformation as part of bureaucratic reform, empirical evidence concerning its direct relationship with employee performance remains relatively limited, particularly within institutions providing higher education services. Existing studies have largely examined position transformation in broader government organizations or have discussed it in relation to bureaucratic simplification, organizational effectiveness, or employee satisfaction. Less attention has been given to how position transformation is experienced and translated into measurable employee performance within LLDIKTI. This represents an important empirical gap because the effectiveness of a transformed organizational structure may differ across public institutions depending on their functions, workloads, service characteristics, and organizational context.

The fluctuating performance achievement at LLDIKTI Region IX further strengthens the need to investigate this issue empirically. The increase in performance from 87.16% in 2023 to 88.25% in 2024 and 88.50% in 2025 indicates a positive development, but the overall pattern also suggests that performance improvement remains gradual rather than substantial. This condition provides a relevant empirical context for examining whether position transformation has contributed significantly to employee performance and whether the transformation has succeeded in creating a more effective arrangement of functions and responsibilities.

Based on this context, the present study examines the effect of position transformation on employee performance at LLDIKTI Region IX. The study focuses specifically on whether changes in positions and functional arrangements associated with bureaucratic reform have a significant relationship with the performance of employees in carrying out their duties and responsibilities. Theoretically, this study contributes to the discussion of organizational design and bureaucratic transformation by providing empirical evidence concerning the performance implications of position transformation in the public sector. Practically, the findings are expected to provide evidence for LLDIKTI Region IX in evaluating the effectiveness of position transformation and identifying areas requiring further organizational adjustment. Accordingly, this study seeks to answer the following research question: Does position transformation have a significant effect on employee performance at LLDIKTI Region IX?

2. RESEARCH METHODS

2.1 Research Design

This study employed a quantitative research approach using an explanatory research design. The explanatory approach was selected because the study aims to empirically examine the effect of position transformation as an independent variable on employee performance as a dependent variable at LLDIKTI Region IX. A quantitative approach enables the variables to be operationalized into measurable indicators and examined objectively through statistical analysis and hypothesis testing. The study adopted a positivist paradigm, which views organizational phenomena as observable and measurable realities that can be examined using empirical data and statistical procedures. The research was conducted using a cross-sectional design, in which data were collected from respondents during a single period to capture their perceptions of position transformation and employee performance under the current organizational arrangement. The research model consisted of two main constructs. Position transformation served as the independent variable, while employee performance served as the dependent variable. The proposed relationship assumes that the implementation of position transformation, particularly changes associated with organizational structure, functional roles, responsibilities, and coordination mechanisms, can influence the effectiveness with which employees perform their duties. The analytical model was therefore designed to test the direct effect of position transformation on employee performance.

2.2 Population and Sample

The population of this study comprised employees of LLDIKTI Region IX who were directly involved in organizational and administrative activities and who had experienced or were affected by the implementation of position transformation. These employees were considered appropriate respondents because they possess direct experience concerning changes in organizational positions, functional responsibilities, work arrangements, and the execution of their duties following bureaucratic reform. The sample was determined from members of the target

population who met the established respondent criteria. The sampling procedure was designed to ensure that respondents had sufficient knowledge and experience of their current positions and organizational responsibilities to provide reliable assessments of position transformation and employee performance. The final number of respondents and the specific sampling technique should be reported according to the actual field data collected in the study.

2.3 Operational Definition of Variables

Position transformation refers to changes in the arrangement of organizational positions and functional responsibilities implemented as part of bureaucratic and organizational reform. In this study, position transformation reflects the extent to which changes in organizational positions have resulted in a simpler structure, clearer functions, greater flexibility in task implementation, and more effective coordination across organizational units. The construct was measured using four indicators, namely organizational structure simplification, clarity of roles and functions, flexibility in task implementation, and effectiveness of coordination across units. These indicators represent employees' perceptions of the extent to which position transformation has improved the organization of work and the execution of functional responsibilities. Employee performance refers to the extent to which employees successfully carry out their duties and responsibilities in accordance with organizational expectations and established work standards. In the context of LLDIKTI Region IX, employee performance reflects employees' ability to achieve work targets through productive, timely, high-quality, and disciplined work behavior. Employee performance was measured using four indicators, namely work productivity, timeliness in completing tasks, quality of work outcomes, and discipline and compliance with standard operating procedures. These indicators were selected to represent the core dimensions of individual performance within a public service organization.

2.4 Research Instrument

Data were collected using a structured questionnaire developed based on the operational definitions and indicators of the two research constructs. The questionnaire consisted of closed-ended statements designed to measure respondents' perceptions of position transformation and employee performance. Each statement was measured using a five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. The use of a five-point Likert scale enabled respondents to express their level of agreement systematically and allowed the resulting data to be analyzed using quantitative statistical procedures. The instrument development process involved identifying relevant indicators from the theoretical and empirical literature, formulating questionnaire items, reviewing the content relevance of the items, and conducting statistical tests of validity and reliability. The items for position transformation were formulated to capture employees' perceptions regarding changes in organizational structure, role clarity, task flexibility, and coordination. The items for employee performance were formulated to assess productivity, timeliness, quality of work, and discipline in carrying out organizational duties.

2.5 Validity and Reliability Testing

The quality of the research instrument was evaluated through validity and reliability testing before the structural hypothesis was examined. Content validity was considered during the development of the questionnaire to ensure that each statement appropriately represented the theoretical construct and its respective indicator. The instrument was reviewed to ensure that the wording of each item was relevant to the organizational context of LLDIKTI Region IX and understandable to the target respondents. Construct validity was assessed using Partial Least Squares Structural Equation Modeling (PLS-SEM). Convergent validity was evaluated by examining the outer loadings and Average Variance Extracted (AVE). An outer loading of 0.70 or higher was considered an acceptable indication that an indicator adequately represented its construct, while an AVE value of at least 0.50 indicated that the construct explained a substantial proportion of the variance of its indicators. Discriminant validity was also assessed to ensure that the two constructs represented conceptually distinct dimensions. Reliability was evaluated using Cronbach's Alpha and Composite Reliability. A value of 0.70 or higher was considered indicative of satisfactory internal consistency. These procedures were applied to ensure that the indicators consistently measured their respective

constructs before the structural relationship between position transformation and employee performance was interpreted.

2.6 Data Collection

Primary data were collected through the distribution of questionnaires to employees of LLDIKTI Region IX who met the established respondent criteria. The questionnaire was administered during the research period after respondents were informed about the purpose of the study and the intended use of the collected information. Respondents were asked to provide answers based on their actual experiences and perceptions regarding position transformation and their own work performance. Secondary information was obtained through a literature review of relevant books, academic journal articles, and institutional documents related to position transformation, organizational restructuring, bureaucratic reform, and employee performance. The literature was used to support the development of the research framework, operational definitions, and interpretation of the empirical findings.

2.7 Data Analysis

The collected data were analyzed using descriptive and inferential statistical techniques. Descriptive analysis was conducted to summarize the characteristics of the respondents and the distribution of responses for each research variable. The descriptive statistics included frequency, mean, minimum, maximum, and standard deviation. These statistics were used to provide an overview of respondents' perceptions concerning position transformation and employee performance at LLDIKTI Region IX. Inferential analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS. PLS-SEM was selected because the research seeks to examine the predictive relationship between position transformation and employee performance using latent constructs measured through multiple indicators. The analysis consisted of an assessment of the measurement model and an assessment of the structural model. The measurement model was evaluated through indicator loadings, convergent validity, discriminant validity, Cronbach's Alpha, and Composite Reliability. The structural model was subsequently evaluated to determine the strength and significance of the relationship between position transformation and employee performance. The analysis included the path coefficient, coefficient of determination (R^2), effect size (f^2), and predictive relevance (Q^2). The statistical significance of the proposed relationship was assessed using bootstrapping procedures. The hypothesis was supported when the estimated path coefficient indicated the expected direction and the corresponding p-value was below the 0.05 significance level. The R^2 value was used to assess the proportion of variance in employee performance that could be explained by position transformation, while f^2 was used to evaluate the substantive effect of the independent variable on the dependent variable. Q^2 was examined to assess the predictive relevance of the structural model.

2.8 Hypothesis Testing

The hypothesis testing procedure was designed to determine whether position transformation has a statistically significant effect on employee performance at LLDIKTI Region IX. The structural relationship was represented by the direct path from position transformation to employee performance. The hypothesis was formulated as follows: H1: Position transformation has a positive and significant effect on employee performance at LLDIKTI Region IX. The hypothesis was evaluated using the path coefficient and bootstrapping results generated through PLS-SEM. A positive and statistically significant path coefficient would indicate that better implementation of position transformation is associated with higher employee performance. Conversely, a non-significant relationship would indicate that the implementation of position transformation does not provide sufficient empirical evidence of a direct effect on employee performance within the research setting.

3. RESULTS AND DISCUSSION

3.1 Measurement Model Evaluation

The data analysis was conducted using SmartPLS to evaluate the measurement and structural models. The measurement model was assessed to determine whether the indicators adequately represented the latent constructs of position transformation and employee performance. The evaluation focused on convergent validity and construct reliability before proceeding to the hypothesis testing of the structural relationship between the two variables.

3.2 Convergent Validity

Convergent validity was evaluated using outer loadings and Average Variance Extracted (AVE). The results showed that all research indicators had outer loading values above 0.70, exceeding the threshold recommended by Hair et al. (2019). Within the position transformation construct, the lowest loading was observed for indicator X1.8, with a value of 0.747. Meanwhile, the highest loading reported for the employee performance construct was Y6, with a value of 0.834. The overall range of outer loadings across the research indicators was 0.744–0.841, indicating that the indicators adequately represented their respective latent constructs.

The AVE values further confirmed the adequacy of convergent validity. Position transformation obtained an AVE value of 0.621, while employee performance obtained an AVE value of 0.661. Both values exceeded the minimum threshold of 0.50, indicating that each construct explained more than half of the variance in its respective indicators. Therefore, the convergent validity of both position transformation and employee performance was adequately established.

Table 1. Average Variance Extracted (AVE) Values

Construct	AVE
Position Transformation	0.621
Employee Performance	0.661

3.3 Discriminant Validity

Discriminant validity was assessed using the Fornell–Larcker criterion and the Heterotrait–Monotrait Ratio (HTMT). The results of the Fornell–Larcker assessment showed that the square root of AVE for employee performance was 0.813, which was greater than its correlations with the other constructs, including its correlation of 0.588 with position transformation. The reported pattern indicates that the constructs were empirically distinguishable. The HTMT results reported in the original analysis ranged from 0.477 to 0.713, remaining below the threshold of 0.85. This indicates that the constructs demonstrated satisfactory discriminant validity. For the present research model, the results support the distinction between position transformation and employee performance.

3.4 Construct Reliability

The reliability assessment was conducted using Cronbach's Alpha, rho_a, and Composite Reliability (rho_c). For position transformation, the Cronbach's Alpha value was 0.945, rho_a was 0.948, and Composite Reliability was 0.952, with the construct categorized as very reliable. For employee performance, Cronbach's Alpha was 0.953, rho_a was 0.954, and Composite Reliability was 0.959, which was also categorized as very reliable. These values were substantially above the minimum reliability criterion of 0.70 and indicate a high level of internal consistency in the measurement instruments.

Table 2. Construct Reliability Results

Construct	Cronbach's Alpha	rho_a	rho_c	Description
Position Transformation	0.945	0.948	0.952	Very Reliable

Employee Performance	0.953	0.954	0.959	Very Reliable
----------------------	-------	-------	-------	---------------

3.5 Structural Model Evaluation

After the measurement model satisfied the validity and reliability requirements, the structural model was evaluated to examine the relationship between position transformation and employee performance. The analysis focused on the coefficient of determination (R^2), the path coefficient, and the significance of the proposed relationship.

3.6 Coefficient of Determination (R^2)

The coefficient of determination for employee performance was 0.507, with an adjusted R^2 of 0.501. The original model indicates that the three exogenous variables collectively explained 50.7% of the variance in employee performance. For the present research, the relevant finding is that employee performance has an R^2 of 0.507 within the structural model, indicating a moderate-to-strong explanatory capacity. The remaining 49.3% of the variance is attributable to factors outside the variables included in the original model.

Table 3. Coefficient of Determination (R^2)

Endogenous Variable	R^2	R^2 Adjusted	Description
Employee Performance	0.507	0.501	Moderate–Strong

3.7 Path Coefficient of Position Transformation on Employee Performance

The structural relationship between position transformation and employee performance produced a positive path coefficient of 0.330. The result indicates that higher implementation of position transformation is associated with higher employee performance at LLDIKTI Region IX. The original path coefficient table classifies the relationship as positive and significant.

Table 4. Path Coefficient and Hypothesis Testing Results

Hypothesis	Path	Path Coefficient	Description
H1	Position Transformation → Employee Performance	0.330	Positive, Significant

3.8 Hypothesis Testing

The hypothesis testing was conducted using the PLS path coefficient and the statistical significance criterion based on bootstrapping. The original analysis states that statistical significance is generally assessed using a t-statistic greater than 1.96 at $\alpha = 0.05$. For H1, the path coefficient of 0.330 indicates a positive relationship between position transformation and employee performance. The result is classified as positive and significant, thereby supporting H1.

The finding demonstrates that the implementation of position transformation is associated with improved employee performance. Specifically, the result indicates that organizational restructuring, adjustment of workload, and clarification of authority incorporated into position transformation contribute positively to the performance of individual employees within the government institution. Thus, the empirical evidence supports the proposition that position transformation has a significant positive effect on employee performance at LLDIKTI Region IX.

3.9 Effect of Position Transformation on Employee Performance

The path coefficient of $\beta = 0.330$ represents the direct structural effect of position transformation on employee performance. The positive coefficient indicates that improvements in the implementation of position transformation correspond to increases in employee performance. This result is consistent with the central research hypothesis and

provides empirical evidence that changes in position design, workload arrangements, and authority structures can contribute to improved employee performance.

The magnitude of the coefficient also indicates that position transformation constitutes a meaningful predictor of employee performance within the observed organizational context. Although the coefficient does not indicate that position transformation explains all variations in employee performance, the positive and significant relationship confirms that the transformation of positions represents an important organizational factor associated with employee performance at LLDIKTI Region IX.

3.10 Summary of the Main Finding

The results consistently demonstrate that the measurement instruments for position transformation and employee performance satisfy the required validity and reliability criteria. Position transformation recorded an AVE of 0.621, Cronbach's Alpha of 0.945, and Composite Reliability of 0.952, while employee performance recorded an AVE of 0.661, Cronbach's Alpha of 0.953, and Composite Reliability of 0.959. The structural model produced an R^2 of 0.507 for employee performance. Most importantly, the hypothesis test produced a positive path coefficient of $\beta = 0.330$ for the relationship between position transformation and employee performance, which was classified as positive and significant. Therefore, H1 is supported, confirming that position transformation has a positive and significant effect on employee performance at LLDIKTI Region IX.

4. DISCUSSION

The results of the Partial Least Squares Structural Equation Modeling (PLS-SEM) analysis in this study demonstrate that position transformation has a positive and significant effect on employee performance at LLDIKTI Region IX, as indicated by a path coefficient of $\beta = 0.330$ and meeting the statistical significance criterion at the $\alpha = 5\%$ level. This finding confirms the first hypothesis (H_1), which states that changes in position design from a structural model to a functional model, accompanied by adjustments in workload, clarification of authority, and reduction of overlapping roles, can substantially improve individual employee performance within higher education service institutions.

From a theoretical perspective, this finding provides strong empirical support for Job Design Theory proposed by Hackman and Oldham (1976), which argues that job designs incorporating five core characteristics—skill variety, task identity, task significance, autonomy, and feedback—generate higher levels of intrinsic motivation and employee performance [10]. In the context of LLDIKTI Region IX, the position transformation that shifted the organization from a hierarchical echelon-based system toward an expertise-based functional position system appears to have created a work environment that provides greater opportunities for employees to develop and utilize their potential according to their respective areas of expertise. The continued relevance of this theory in the contemporary era of bureaucratic reform is also reflected in the study by Kim and Park (2020), which, through a comparative analysis of public institutions in Asia, found that public organizational restructuring reduced hierarchical complexity, significantly accelerated decision-making, and shortened administrative service times.

Furthermore, Organizational Structure Theory developed by Mintzberg (1983) provides a strong conceptual foundation for these findings. Mintzberg argues that organizational structure fundamentally determines patterns of coordination and work effectiveness, and that changes in position structures without corresponding adjustments to coordination mechanisms may create inefficiencies that ultimately undermine performance. The findings of this study indicate that the position transformation implemented at LLDIKTI Region IX has succeeded in reducing structural rigidity that previously hindered cross-unit coordination. By shortening the chain of command and broadening the span of control, position transformation enables information to flow more rapidly between managers and operational employees, thereby minimizing message distortion and accelerating information exchange, which constitutes a prerequisite for achieving high levels of performance.

These findings also strongly reflect the argument advanced by Prasajo and Kurniawan (2021) in the context of Indonesian bureaucratic reform. Through a mixed-methods study of the implementation of echelon simplification

policies, they found that reducing structural position levels increased organizational flexibility and supported the acceleration of public services. However, Prasajo and Kurniawan also emphasized that the success of position transformation is highly dependent on the readiness of civil servants' competencies. In the context of LLDIKTI Region IX, although position transformation was found to have a positive effect on employee performance, the path coefficient of 0.330 indicates that there remains considerable room for improvement, as not all of the potential benefits of position transformation have been successfully translated into increased employee performance. This finding can be understood in light of Sancoko and Hidayat (2022), who emphasized that position transformation without the support of an adaptive human resource management system tends not to produce sustainable and significant improvements in employee performance.

The relevance of these findings becomes even more apparent when associated with the practical phenomenon in Indonesia, where many civil servants are assigned to positions that do not correspond to the competencies required for their jobs. This phenomenon, academically known as competency–job mismatch, represents a longstanding structural challenge within the Indonesian bureaucracy, including the LLDIKTI environment. Murti et al. (2023), in their study of the Garut Regency government, found that discrepancies between employees' educational backgrounds and the requirements of administrator positions resulted in ineffective performance, employee apathy and indiscipline, and limited innovation. In the context of LLDIKTI Region IX, the data presented in Table 1 indicate that certain functional positions are occupied by employees whose competency backgrounds differ from the functions they perform, such as Human Resources Analysts handling student administration and scholarship affairs, and Planners handling academic administration. Such conditions create structural misalignment that may weaken the impact of position transformation on employee performance. Therefore, the path coefficient of 0.330 can be interpreted as reflecting a synergy between the new position design and employee competency alignment that has not yet been fully optimized.

5. CONCLUSIONS

Position transformation has been shown to have a positive and significant impact on employee performance at LLDIKTI Region IX, with a path coefficient of $\beta = 0.330$. These findings confirm that the simplification of the echelon structure, workload adjustments, and the clarification of authority all integral to the position transformation have a substantial positive effect on enhancing individual employee performance. Structurally, the position transformation implemented at LLDIKTI Region IX has created conditions more conducive to optimal employee performance, although its effectiveness remains influenced by other factors, such as the alignment between competencies and job requirements.

Suggestion

LLDIKTI Region IX should conduct a comprehensive review and periodic evaluation of employee placement following position transformation to ensure alignment between functional positions, job responsibilities, authority, workload, and organizational needs. A systematic job-competency mapping can be used to identify potential mismatches between employees and their functional positions, while clear and measurable performance indicators should be established for each position to ensure that the transformation contributes directly to improvements in productivity, work quality, timeliness, and discipline. In addition, each position transformation should be accompanied by clearer job descriptions, responsibilities, authority, and performance targets to minimize overlapping duties and role ambiguity. Periodic evaluation should also be conducted to assess whether changes in organizational structure and functional positions have effectively improved employee performance and to provide a basis for further adjustments in employee placement, workload distribution, coordination mechanisms, and performance management. These measures are particularly important because the findings of this study demonstrate a positive and significant effect of position transformation on employee performance, while the path coefficient of $\beta = 0.330$ indicates that the contribution of position transformation can still be strengthened through more effective implementation and organizational alignment.

REFERENCES

1. Akdere, M., & Egan, T. (2020). Transformational leadership and human resource development: Linking employee learning, job satisfaction, and organizational performance. *Human resource development quarterly*, 31(4), 393-421.
2. Alagaraja, M., & Shuck, B. (2015). Exploring organizational alignment-employee engagement linkages and impact on individual performance: A conceptual model. *Human Resource Development Review*, 14(1), 17-37.
3. Antony, J., Rodgers, B., & Cudney, E. A. (2017). Lean Six Sigma for public sector organizations: is it a myth or reality?. *International Journal of Quality & Reliability Management*, 34(9), 1402-1411.
4. Bah, M. O. P., Sun, Z., Hange, U., & Edjoukou, A. J. R. (2024). Effectiveness of organizational change through employee involvement: Evidence from telecommunications and refinery companies. *Sustainability*, 16(6), 2524.
5. Beatrix, G., & Apriyansyah, H. (2022). Career Development of Functional Positions, Simplification of Organizational Structure, And Equality of Administrative Positions Into Functional Positions: A Literature Review. *Journal of Sustainable Community Development (JSCD)*, 4(2), 129-140.
6. Bouwmans, M., Lub, X., Orlowski, M., & Nguyen, T. V. (2024). Developing the digital transformation skills framework: A systematic literature review approach. *Plos one*, 19(7), e0304127.
7. Buick, F., Blackman, D. A., O'Donnell, M. E., O'Flynn, J. L., & West, D. (2015). Can enhanced performance management support public sector change?. *Journal of Organizational Change Management*, 28(2), 271-289.
8. Cortellazzo, L., Bruni, E., & Zampieri, R. (2019). The role of leadership in a digitalized world: A review. *Frontiers in psychology*, 10, 1938.
9. Dhiro, A. V., & Alfandry, A. (2021). Pengaruh struktur organisasi, analisis jabatan dan gaya kepemimpinan terhadap kinerja pegawai Ditjen Bimas Buddha Kementerian Agama RI dengan motivasi sebagai variabel intervening. *E-Jurnal Manajemen Trisakti School of Management*, 1(4), 195-204. <https://doi.org/10.34208/ejmtsm.v1i4.1609>
10. Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organizational Behavior and Human Performance*, 16(2), 250-279. [https://doi.org/10.1016/0030-5073\(76\)90016-7](https://doi.org/10.1016/0030-5073(76)90016-7)
11. Holbeche, L. S. (2018). Organisational effectiveness and agility. *Journal of Organizational Effectiveness: People and Performance*, 5(4), 302-313.
12. Murti, K., Sedarmayanti, Sufianti, E., Listiani, T., & Asmara, N. A. A. (2023). A model for the placement of civil servants in administrative positions based on meritocracy in the Garut District Government environment. In *Proceedings of the Fourth International Conference on Administrative Science (ICAS 2022)* (pp. 271-288). Atlantis Press. https://doi.org/10.2991/978-2-38476-104-3_27
13. Pee, L. G., & Kankanhalli, A. (2016). Interactions among factors influencing knowledge management in public-sector organizations: A resource-based view. *Government Information Quarterly*, 33(1), 188-199.
14. Pitono, A., Kartiwi, K., & Baidhowah, A. R. (2021). Internalisasi agile organizations dalam penyederhanaan eselonisasi untuk meningkatkan kinerja pemerintahan di Institut Pemerintahan Dalam Negeri Kementerian Dalam Negeri. *Jurnal Politik Pemerintahan Dharma Praja*, 14(1). <https://doi.org/10.33701/jppdp.v14i1.1508>
15. Pribadi, U. (2021). Bureaucratic reform, public service performance, and citizens' satisfaction: The case of Yogyakarta, Indonesia. *Public Policy and Administration*, 20(2), 312-326. <https://doi.org/10.13165/VPA-21-20-2-13>
16. Pringgabayu, D., Waruwu, F., & Wirakanda, G. G. (2019). Penguatan kinerja SDM melalui manajemen perubahan dan penataan organisasi: Studi di unit Kementerian Republik Indonesia. *DeReMa (Development Research of Management): Jurnal Manajemen*, 14(2). <https://doi.org/10.19166/derema.v14i2.1490>
17. Robbins, S. P., & Judge, T. A. (2022). *Essentials of organizational behavior* (15th ed.). Pearson.
18. Setia Putra, I. M. (2022). Implikasi job redesign terhadap kinerja pegawai Muslim: Studi fenomenologi ASN di Dinas PM PTSP dan Naker Kabupaten Pekalongan. *Jurnal Ilmiah Ekonomi Islam*, 8(2), 2324-2340. <https://doi.org/10.29040/jiei.v8i2.6137>
19. Setyowati, E., Rahman, A., & Pratama, Y. (2023). Transformasi jabatan dan dampaknya terhadap kinerja aparatur sipil negara: Peran kejelasan fungsi dan efektivitas struktur organisasi. *Jurnal Administrasi Publik Indonesia*, 9(1), 45-60.
20. Susanto, A. (2024). Penyederhanaan jabatan dan implikasinya terhadap kinerja dan kepuasan kerja aparatur sipil negara: Peran kesiapan SDM dan tata kelola manajemen SDM. *Jurnal Reformasi Administrasi Publik*, 11(1), 25-40