

LEADING THE BORDERLINE: TRANSFORMATIONAL LEADERSHIP AND PERFORMANCE REFORM IN IMMIGRATION BUREAUCRACY

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ABSTRACT: This study investigates the transformation of employee performance within Indonesia's immigration sector, focusing on the Riau Islands Province, Indonesia. It examines how transformational leadership, organizational culture, and innovation interact within bureaucratic settings to inform evolving models of public-sector performance. A mixed-method Sequential Explanatory Design is employed, integrating structural equation modelling (LISREL; $n = 247$) with qualitative analysis via NVivo 12 Plus. Results reveal that transformational leadership and digital innovation exert a significant positive influence on employee performance, while motivational and trust-related factors enhance service effectiveness. These findings contribute to the evolving discourse on leadership and performance in high-stakes bureaucratic contexts, particularly within border governance. The study underscores the critical role of leadership in driving adaptive capabilities and cultural alignment within complex government institutions. For policy makers and public-sector managers, the results offer actionable insight into developing more responsive, accountable, and innovation-ready immigration services in peripheral and strategic regions.

Keywords: Transformational Leadership; Employee Performance; Governance; Innovation; Organization Culture

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INTRODUCTION

Rapidly growing globalization has driven improvements in immigration services, making it a key pillar in maintaining national security and improving the efficiency of public services. In Indonesia, especially in Riau Islands Province, the role of immigration has become even more crucial given that the region is a strategic point for international crossings (Tirtosudarmo, 1990). As an archipelago directly bordering neighboring countries, Riau Islands is the main gate for the movement of individuals in and out of Indonesia (Munir, Yudilla, & Syafrini, 2023). This geographical advantage provides a great opportunity to increase global connectivity and economic growth. However, on the other hand, the high intensity of crossings also brings significant operational challenges, especially in ensuring quality, efficient immigration services that comply with applicable security standards (Arifin, Zulfa, Hanita, & Runturambi, 2024).

Initial research conducted at the Regional Office of the Ministry of Law and Human Rights of Riau Islands Province revealed *several* fundamental problems related to the performance of immigration officers. Reports indicate weaknesses in work quality, productivity, and inter-departmental coordination. In addition, integrity issues and a lack of accountability mechanisms also worsen service conditions, impacting overall operational effectiveness (Munir, 2020). As the frontline of border control and implementation of immigration regulations, the performance of immigration officers has a direct impact on national security and public trust in the government (Hadiyan & Maharani, 2024). Therefore, structured interventions are needed to address these challenges and ensure that immigration services are running optimally.

This research aims to investigate strategies to improve the performance of immigration officers in Riau Islands Province by emphasizing the integration of various key factors, such as organizational culture, personality, trust, innovative work behavior, and motivation. By understanding and optimizing these factors, it is expected that a comprehensive framework can be built to improve the efficiency and effectiveness of immigration officers' performance. Ultimately, this effort will not only contribute to improving the quality of immigration services, but also encourage the implementation of better governance in the immigration sector.

The selection of the case study in this research is based on several strategic considerations that support its relevance and significance in improving the performance of immigration employees in Riau Islands Province. One of the main factors is the specific context of this region, which has unique geographical and social conditions. As a border region that is a major entry and exit point for individuals traveling internationally, Riau Islands faces different challenges compared to the rest of Indonesia. These differences include the high intensity of interstate crossings, border security risks, and the complexity of immigration regulations that must be strictly enforced. This case study provides an opportunity for researchers to explore in depth the various factors that influence the performance of immigration officials in a distinctive local context.

Some of the main factors that influence employee performance include organizational culture, individual personality, trust, innovative work behavior, and motivation (Jufrizen & Hutasuhut, 2022). A strong organizational culture creates a work environment conducive to increased productivity and employee commitment. Personality and trust play an important role in building effective collaboration, while innovative work behavior is needed to face challenges in the dynamic public service sector (Butarbutar, Yusnita, & Herdiyana, 2022). In the immigration context, employee performance must reflect professionalism in service, integrity in law enforcement, and the ability to adapt to policy and technological developments in the immigration system (Ugheoke, 2019). Therefore, improving the performance of immigration employees in Riau Islands requires a comprehensive and evidence-based strategy to achieve more effective governance.

This case study also provides an opportunity to link theoretical concepts in human resource management and organizational behavior with real conditions in the field. By applying existing theories to an empirical study, this research can evaluate the extent to which modern management principles can be applied in a public service context, particularly in the immigration sector. This approach allows the research to not only produce valuable academic findings, but also make a real contribution to human resource management in government agencies.

The relevance of this research to government policy in realizing good governance is an important reason for selecting the case study. The government continues to improve bureaucratic effectiveness and accountability in public services, including in the immigration sector. Through

this research, it is expected to produce concrete strategic recommendations for policy makers in designing more effective policies to improve the performance of immigration employees. Thus, this research not only contributes to improving the quality of immigration services but also provides greater insight into the development of human resource management theory and practice in the context of government.

In addition, previous studies tend to highlight aspects of organizational structure, work culture, and employee discipline in improving bureaucratic performance (Fadli et al., 2020). However, no study has specifically linked these factors to the geographical challenges of the archipelago, where accessibility, infrastructure, and employee supervision are barriers to performance optimization. Thus, this research could fill the academic void by examining how transformation strategies can improve the work effectiveness of immigration employees in complex geographical conditions.

One aspect that has been less explored in previous research is the role of technology in governance in the immigration sector. Studies related to the implementation of Electronic-Based Government Systems (EBS), such as the implementation of SRIKANDI in the governance of government archives (Khadija, Jayanti, Kartikasari, & Nimah, 2024), show that the use of technology can increase efficiency and transparency in the bureaucracy. However, there is no research that specifically highlights how digitalization can be applied in the administrative system and human resource management in the immigration sector, especially in handling population mobility in border areas and islands.

In addition to technology, the transformational leadership factor is also a key element in the success of bureaucratic reform in the government sector. Previous studies have proven that transformational leadership can increase employee motivation, commitment, and productivity (Rivai, 2017). However, there is no study that examines how this leadership can encourage changes in work culture and innovation in the immigration staffing system in areas that have special geographical characteristics. Therefore, this study will examine how transformational leadership can overcome challenges in transforming the performance of immigration employees in the archipelago, resulting in a more adaptive and effective governance strategy.

This research offers contribution in several key aspects. First, its specific focus on immigration officials in the Riau Islands will fill a gap in the literature that has so far mostly highlighted other government sectors. Second, the analysis of the influence of geographical conditions on the effectiveness of governance will provide new insights into policy formulation in the archipelago. Third, this research will explore the integration of digital technology in the administration and management of immigration staff, which has rarely been discussed in previous studies. Finally, it will examine the role of transformational leadership as a key factor in driving organizational culture change and improving employee performance, which can serve as a model for bureaucratic reform in other sectors.

This research is expected to make a significant contribution to the development of bureaucratic reform policies in the immigration sector, especially in improving the efficiency and effectiveness of employee work in areas with complex geographical challenges. The findings of this research can also serve as a reference for the government in designing a more innovative, technology-based, governance strategy that is oriented towards improving the quality of public services.

THEORETICAL REVIEW

Organizational Culture Theory

Organizational culture refers to the shared values, beliefs, rituals, and unwritten rules within an organization that shape employees' perceptions, actions, and social interactions. It serves as a system of meaning that provides guidance and identity to organizational members. A strong organizational culture is characterized by clarity of purpose, alignment with strategic goals, and reinforcement of desired behaviors. In the public sector, especially in bureaucratic settings such as immigration offices, culture plays a central role in determining how employees internalize policy directions and service orientation. Rohim & Budhiasa (2019) and Butarbutar et al. (2022) found that organizational culture indirectly affects employee performance through enhanced commitment, internal cohesion, and motivation mechanisms. In dynamic governance

environments, adaptive and performance-oriented cultures can also facilitate innovation and responsiveness.

H1: Organizational culture has a direct effect on the performance of immigration employees.

Personality Theory

Personality traits reflect relatively enduring patterns of thoughts, emotions, and behaviors that individuals bring into their workplaces. Traits such as conscientiousness, openness to experience, and agreeableness are especially relevant in public service settings where integrity, collaboration, and adaptability are vital. Conscientious individuals tend to be organized, responsible, and achievement-oriented, while openness fosters creativity and responsiveness to change. Gustiah et al. (2024) found that these traits shape proactive attitudes, facilitate completion of complex tasks, and improve workplace harmony. Personality has shown consistent positive impacts on both Organizational Citizenship Behavior (OCB) and individual performance, especially in service delivery institutions.

H2: Personality has a direct effect on the performance of immigration employees.

Organizational Citizenship Behavior (OCB)

OCB refers to discretionary behaviors exhibited by employees that go beyond formal job duties to support coworkers and the organization. These include helping behaviors, civic virtue, sportsmanship, and conscientiousness. In public organizations, where rigid bureaucratic procedures often prevail, OCB enables flexible responses to stakeholder needs and complements formal processes. Jufrizen & Hutasuhut (2022) and Maidelis et al. (2022) emphasize that OCB strengthens teamwork, reduces operational friction, and directly enhances employee and organizational performance. OCB is particularly crucial in immigration offices, where high public interaction and case complexity demand proactive and responsible employee attitudes.

H3: OCB has a direct effect on the performance of immigration employees.

Trust Theory

Trust within organizations is defined as the willingness of individuals to be vulnerable to the actions of others based on the expectation that those actions will be beneficial or at least not detrimental. Trust toward leaders, colleagues, and institutions facilitates open communication, reduces conflict, and improves job satisfaction. Surtpto (2011) and Arbaan & Addury (2022) demonstrate that trust fosters organizational cohesion, builds morale, and encourages discretionary effort. In high-stakes environments such as border control and immigration enforcement, trust is essential in promoting compliance, psychological safety, and aligned goal pursuit.

H4: Trust has a direct effect on the performance of immigration employees.

Innovative Work Behavior

Innovative work behavior involves the generation, promotion, and realization of novel ideas within a role or group, aimed at improving service delivery or internal processes. It includes three key dimensions: idea generation, idea championing, and idea implementation. According to Koroglu & Ozmen (2022), innovative behavior is critical in dynamic and uncertain environments such as public administration, where demands for responsiveness and modernization are growing. In immigration offices, such behavior is vital for adapting to regulatory changes, utilizing digital technologies, and solving case-based challenges.

H5: Innovative work behavior has a direct effect on the performance of immigration employees.

Motivation Theory

Motivation refers to the internal and external forces that initiate, direct, and sustain goal-oriented behavior. Intrinsic motivation stems from personal satisfaction, sense of purpose, and meaningfulness of the task, while extrinsic motivation includes recognition, career advancement, and rewards. Fatemi et al. (2022) suggest that both forms are essential in maintaining consistent

performance levels in complex and regulated environments. In public institutions like immigration services, motivational factors affect not only productivity but also quality of interactions with the public.

H6: Motivation has a direct effect on the performance of immigration employees.

Employee Performance

Employee performance is a key element in organizational effectiveness, especially in the public sector (Nilasari, Nisfiannoor, & Pongoh, 2024). According to Odetunde and Ufodiana (2017) employee performance can be measured based on individual achievements in carrying out their duties and responsibilities in accordance with organizational standards. In the government sector, employee performance reflects not only individual competence, but also the effectiveness of the governance system and policies implemented (Nazpi, Ali, & Rosadi, 2023)

H7: Organizational culture has a direct effect on OCB of immigration employees.

H8: Personality has a direct effect on OCB of immigration employees.

H9: Trust has a direct effect on immigration employee motivation.

H10: Innovative work behavior has a direct effect on the motivation of immigration employees.

H11: Organizational culture has an indirect effect on employee performance through OCB.

H12: Personality has an indirect effect on employee performance through OCB.

H13: Trust has an indirect effect on employee performance through motivation.

H14: Innovative work behavior has an indirect effect on employee performance through motivation.

Contextual Framework

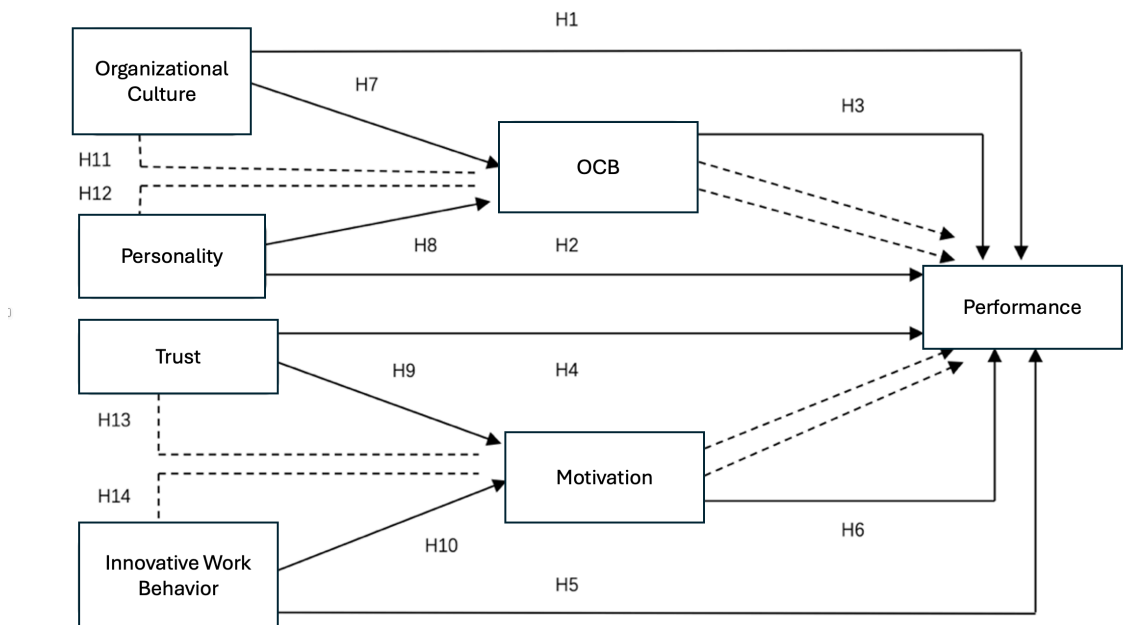


Figure 1. Conceptual Framework

RESEARCH METHOD

This research adopts a mixed method approach with a Sequential Explanatory design, which starts with quantitative analysis followed by qualitative analysis. This approach aims to test whether the results of quantitative research related to variables such as performance, Organizational Citizenship Behavior (OCB), motivation, organizational culture, personality, trust, and innovative work behavior show similarities or differences with the results obtained through a qualitative approach. Quantitative research is carried out first to get an overview of the relationship

between variables, then complemented by qualitative analysis to gain a deeper understanding of the dynamics that occur (Nadirah, Pramana, & Zari, 2022; Zohrabi, 2013).

In the early stages of quantitative research, data analysis is carried out using inferential analysis techniques (hypothesis testing), after going through the analysis requirements test. This study uses Structural Equation Modeling (SEM) with Lisrel software to test the hypothesis. Data quality was tested through Confirmatory Factor Analysis (CFA) and Goodness of Fit (Agung & Yuesti, 2019). CFA was evaluated based on three main criteria: chi-square value divided by degree of freedom < 2 , probability > 0.05 , and RMSEA value < 0.07 . Goodness of Fit involves several indices to assess the fit of the model, including: X^2 (the smaller the chi-square value, the better the model), RMSEA (values ≤ 0.08 indicate an acceptable model), GFI (values close to 1 indicate a good model), AGFI (values ≥ 0.90 are considered good), CMIN/DF (values < 2 or 3 indicate model fit), TLI (values ≥ 0.95 are considered excellent), and CFI (values ≥ 0.95 indicate high fit) (Hertzberg, 2024). All these indices are used to determine whether the tested model is accepted or rejected based on the available data.

In the qualitative stage, data was collected using two main techniques, namely Focus Group Discussion (FGD) and Delphi Technique. FGDs were conducted by forming discussion groups consisting of five employees representing each technical implementation unit. This group was asked to discuss the dimensions and indicators relevant to the variables studied. In addition, the Delphi technique was used to systematically collect opinions from respondents, with the aim of reaching consensus on research results. The data obtained from both techniques were then analyzed using Nvivo 12 Plus, a software for qualitative data analysis that enables efficient organization and coding of data (Sadayi & Suswanta, 2022). This analysis aimed to identify and interpret patterns that emerged in the data. To increase the validity of the findings, data triangulation was conducted to compare results from quantitative and qualitative data to assess similarities or differences between the two (Allsop, Chelladurai, Kimball, Marks, & Hendricks, 2022). In addition, comparative analysis was used to compare the results of the two types of data, especially on the variables of immigration employee performance, OCB, motivation, organizational culture, personality, trust, and innovative work behavior.

By integrating quantitative and qualitative analysis techniques, this research aims to provide a more comprehensive understanding of the factors that influence immigration employee performance. The findings obtained are expected to provide deeper insights into organizational dynamics and provide strategic recommendations to improve employee performance and support more effective governance at the Riau Islands Regional Office of the Ministry of Law and Human Rights (see Table 1).

Table 1. Population and Sample

Location	Employees	Calculations	Sample
Immigration Division	19	$(19/642) \times 247$	7
Batam Immigration Office	279	$(279/642) \times 247$	107
Tanjung Immigration Office Pinang	75	$(75/642) \times 247$	29
Tanjung Immigration Office Turban	51	$(51/642) \times 247$	20
Rear Immigration Office Padang	35	$(35/642) \times 247$	13
Tanjung Immigration Office Balai Karimun	37	$(37/642) \times 247$	14
Immigration Office Dabosingkep	21	$(21/642) \times 247$	8
Tarempa Immigration Office	21	$(21/642) \times 247$	8
Ranai Immigration Office	18	$(18/642) \times 247$	7
Immigration Detention Center Tanjung Pinang Center	86	$(86/642) \times 247$	33
Total Employees	642	Total Sample	247

Sampling in each field is carried out by proportional random sampling by determining the number of samples based on the Slovin formula. Based on the calculations in table 1, the sample size is 247 respondents. The way to determine the respondent is by looking at the list of employee

names for each research location and then selecting them randomly. Then employees who have been determined to be respondents are invited to be asked to fill in the questionnaire link by google form.

RESULTS

This study aims to analyze the factors that influence the performance of immigration employees at the Riau Islands Regional Office of the Ministry of Law and Human Rights. The performance of immigration employees is the focus of this study, considering various variables that are believed to affect performance results. The variables studied include organizational culture, personality, Organizational Citizenship Behavior (OCB), trust, innovative work behavior, motivation, and immigration employee performance. Organizational culture refers to the values, norms, and beliefs that exist in the organization that can shape employee behavior in carrying out their duties. Personality traits, such as discipline and responsibility, also play an important role in influencing how employees work and interact with colleagues and the community. Meanwhile, OCB includes voluntary behavior and employee initiatives that support the achievement of organizational goals, which can strengthen team collaboration and improve work efficiency. Trust in leaders and the organization is expected to motivate employees to be more committed to their duties, while innovative work behavior is expected to improve service quality by finding new solutions at work. Employee motivation, which is a driving factor in achieving organizational goals, also plays a role in improving their performance.

This research uses a mixed method, which combines quantitative and qualitative approaches. Respondents in this study consisted of employees working in the Riau Islands Regional Office of the Ministry of Law and Human Rights, which includes 8 Immigration Offices and 1 Immigration Detention Center in the region. With a total population of 642 employees, consisting of structural and functional employees, this study used proportional random sampling method to select 247 respondents.

Measurement Model Result

Before testing the structural model, first test the level of fit of the data with the overall model in Lisrel called Goodness of Fit (GOF). This is done with the aim of knowing whether the model built based on the theory has a good match with the empirical data collected through questionnaire instruments in the field. The results of testing the organizational culture, personality, OCB and performance variables are presented in the table 2.

Table 2. Model Fit Test 1

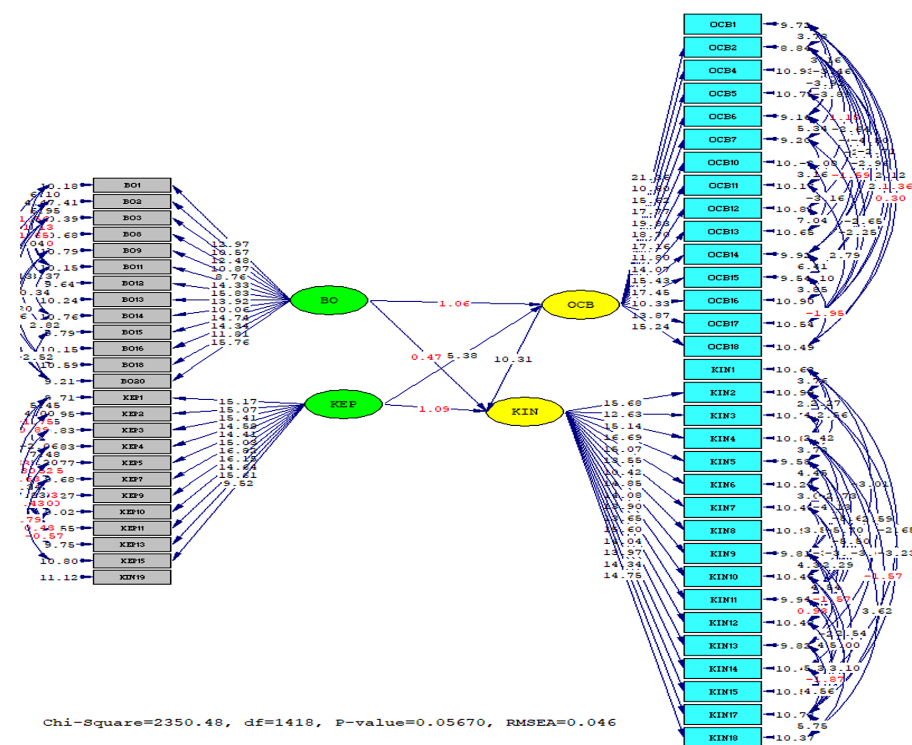
Criteria	Reference Value	Result Value	Description
Normed Fit Index (NFI)	>0.9	0.97	Good Fit
Comparative Fit Index (CFI)	>0.9	0.99	Good Fit
Goodness of Fit Indices (GFI)	>0.9	0.82	Moderate Fit
Adjusted Goodness of Fit (AGFI)	>0.9	0.87	Moderate Fit
Non-Normed Fit Index (PNFI)	>0.9	0.98	Good Fit
Parsimony Normed Fit Index (NNFI)	>0.9	0.86	Moderate Fit
Incremental Fit Index (IFI)	>0.9	0.99	Good Fit
Relative Fit Index (RFI)	>0.9	0.97	Good Fit

From the data results in table 2, most of the model fit results are declared good (good fit), except for the AGFI and PNFI test results where the results of both are at the marginal fit. It can be concluded that the model in this study has a good level of model fit. Furthermore, the model 2 fit test which is the result of testing the trust variables, innovative work behavior, motivation and performance can be presented in the table 3.

Table 3. Model Fit Test 2

Criteria	Reference Value	Result Value	Description
Normed Fit Index (NFI)	>0.9	0.88	Moderate Fit
Comparative Fit Index (CFI)	>0.9	0.96	Good Fit
Goodness of Fit Indices (GFI)	>0.9	0.80	Moderate Fit
Adjusted Goodness of Fit (AGFI)	>0.9	0.76	Moderate Fit
Non-Normed Fit Index (PNFI)	>0.9	0.95	Good Fit
Parsimony Normed Fit Index (NNFI)	>0.9	0.74	Moderate Fit
Incremental Fit Index (IFI)	>0.9	0.96	Good Fit
Relative Fit Index (RFI)	>0.9	0.86	Moderate Fit

From the data results in table 3. most of the model fit results are declared good (good fit), except for the GFI, AGFI and PNFI test results where the results of the three are at a marginal fit. It can be concluded that the model in this study has a good level of model fit.



The results of testing the research hypothesis using the lisrel statistical tool to see the direct influence between the Organizational Culture variable, the Personality variable, the OCB variable and the Performance variable can be seen in the table 4.

Table 4. Direct Hypothesis Results

Paths	Path Coefficients	t-value	Decision
Organizational Culture -> OCB	0.13	1.06	Rejected
Personality -> OCB	0.69	5.38	Accepted
Organizational Culture -> Performance	0.04	0.47	Rejected
Personality -> Performance	0.11	1.49	Rejected
Organizational Citizenship Behavior -> performance	0.79	10.31	Accepted

Based on the test results in the table 4, the equation for the path analysis model in this study can be made as follows:

$$Y1 = 0.13 BO + 0.69 KEP + e \quad (1)$$

Organizational culture has a direct influence on organizational citizenship behavior (OCB). Based on the results of hypothesis testing in this study, the value of $t\text{-statistics} < t\text{-table}$ ($1.06 < 1.96$) was obtained at a significance level of 5%. This means that organizational culture has a positive but insignificant effect directly on organizational citizenship behavior of Immigration employees at the Riau Islands Provincial Regional Office. Therefore, Hypothesis 7 (H7) is not proven or rejected. The effect of organizational culture can be seen from the path coefficient value of 0.13, which indicates that increasing organizational culture only has a relatively low effect, which is 13% of increasing OCB.

Meanwhile, personality has a significant direct effect on organizational citizenship behavior. The results of hypothesis testing show $t\text{-statistic} > t\text{-table}$ ($5.38 > 1.96$) at a significance level of 5%. This means that personality has a positive and significant effect on organizational citizenship behavior of Immigration employees at the Regional Office of Riau Islands Province, so Hypothesis 8 (H8) is proven or accepted. The influence of personality can be seen from the path coefficient value of 0.69, which means that increasing personality has a considerable effect, namely 69%, on increasing organizational citizenship behavior. From the statistical test results above, it can be concluded that personality has a more significant and greater influence on organizational citizenship behavior than organizational culture. Furthermore, the second structural equation will be used to see the direct effect between the variables of organizational culture, personality, organizational citizenship behavior, and performance.

$$Y2 = 0.79 OCB + 0.041 BO + 0.11 KEP + e \quad (2)$$

Organizational culture has a direct effect on performance. Based on the results of hypothesis testing in this study, the value of $t\text{-statistics} < t\text{-table}$ ($0.47 < 1.96$) was obtained at a significance level of 5%. This means that organizational culture has a positive but insignificant effect directly on the performance of Immigration employees at the Riau Islands Provincial Regional Office. Thus, Hypothesis 1 (H1) is not proven or rejected. The effect of organizational culture on performance can be seen in the path coefficient value of 0.04, which shows that an increase in organizational culture only has a low effect, which is 4% on improving performance.

Personality also has a direct effect on performance. Based on the results of hypothesis testing, the value of $t\text{-statistic} < t\text{-table}$ is obtained ($1.49 < 1.96$) at a significance level of 5%. This means that personality has a positive but insignificant effect directly on the performance of Immigration employees at the Riau Islands Provincial Regional Office. Therefore, Hypothesis 2 (H2) is not proven or rejected. The amount of influence can be seen in the path coefficient value of 0.11, which means that increasing personality has an influence of 11% on improving performance.

Meanwhile, organizational citizenship behavior (OCB) has a direct effect on performance. Based on the results of hypothesis testing, the value of $t\text{-statistics} > t\text{-table}$ ($10.31 > 1.96$) was obtained at a significance level of 5%. This means that OCB has a positive and significant effect directly on the performance of Immigration employees at the Riau Islands Provincial Regional Office, so Hypothesis 3 (H3) is proven or accepted. The effect of OCB on performance can be seen in the path coefficient value of 0.79, which indicates that increasing OCB has a very large effect, which is 79% of improving performance. On the other hand, based on the results of hypothesis testing using the LISREL statistical tool, the direct influence between the variables of Trust, Innovative Work Behavior, Motivation, and Performance can be seen in the figure 3 and table 5.

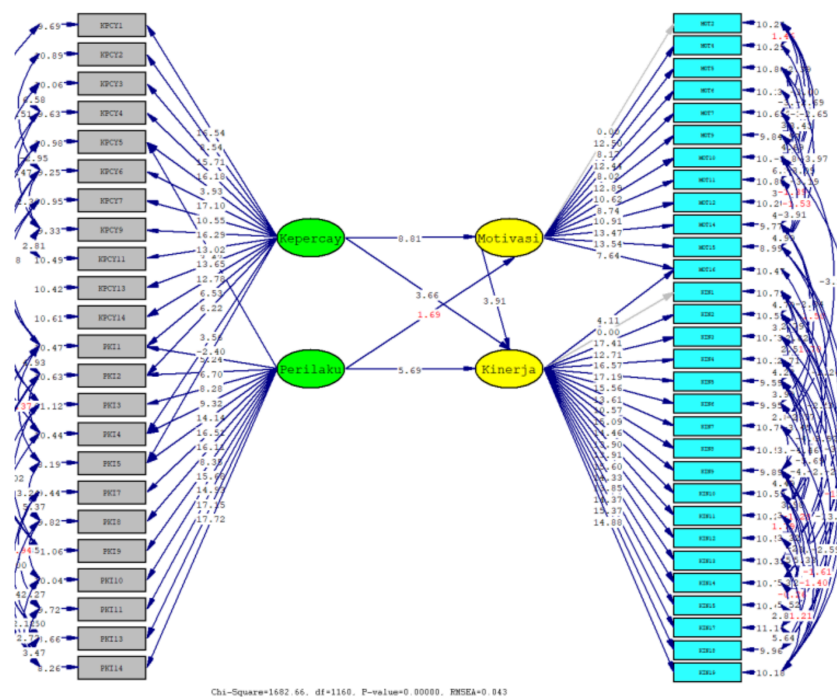


Figure 3. Hypothesis Test 2

Table 5. Direct Hypothesis Results

Construct	Effects	t-value	Decision
Trust in motivation	0.76	8.81	Accepted
Innovative Performance Behavior on Motivation	0.11	1.69	Rejected
Trust to Performance	0.31	3.66	Accepted
Innovative Performance Behavior to Performance	0.35	5.69	Accepted
motivation to performance	0.29	3.91	Accepted

Based on the test results in the table 5, the equation for the path analysis model in this study can be made as follows:

$$Y = 0.76 \text{ KPCY} + 0.11 \text{ PKI} + e \quad (3)$$

Trust has a direct effect on motivation. Based on the results of hypothesis testing in this study, the value of t-statistics > t-value (8.81 > 1.96) was obtained at a significance level of 5%. This means that trust has a positive and significant effect directly on the motivation of Immigration employees at the Riau Islands Provincial Regional Office. Therefore, Hypothesis 9 (H9) is proven or accepted. The effect of trust on motivation can be seen in the path coefficient value of 0.76, which indicates that an increase in trust has a high enough influence on increasing motivation by 76%.

On the other hand, innovative work behavior has no significant direct effect on motivation. Based on the results of hypothesis testing, the value of t-statistics < t-table (1.69 < 1.96) at a significance level of 5% is obtained. This means that innovative work behavior has a positive but insignificant effect directly on the motivation of Immigration employees at the Riau Islands Provincial Regional Office, so Hypothesis 10 (H10) is not proven or rejected. The magnitude of the effect can be seen in the path coefficient value of 0.11, which indicates that increasing innovative work behavior only has a low effect on increasing motivation by 11%. From the statistical test results above, it can be concluded that trust has a more significant and higher influence on motivation than innovative work behavior. Furthermore, the second structural

equation will be used to see the direct effect between the variables of trust, innovative work behavior, motivation, and performance.

$$Y = 0.29 \text{ MOT} + 0.31 \text{ KPCY} + 0.35 \text{ PKI} + e \quad (4)$$

Trust has a direct effect on performance. Based on the results of hypothesis testing in this study, the value of $t\text{-statistics} > T\text{-table}$ ($3.66 > 1.96$) was obtained at a significance level of 5%. This means that trust has a positive and significant effect directly on the performance of Immigration employees at the Riau Islands Provincial Regional Office. Thus, Hypothesis 4 (H4) is proven or accepted. The effect of trust on performance can be seen in the path coefficient value of 0.31, which indicates that an increase in trust has a significant effect on improving performance by 31%.

Innovative work behavior also has a direct effect on performance. Based on the results of hypothesis testing, the value of $T\text{-statistics} > T\text{-table}$ is obtained ($5.69 > 1.96$) at a significance level of 5%. This means that innovative work behavior has a positive and significant effect directly on the performance of Immigration employees at the Regional Office of Riau Islands Province. Therefore, Hypothesis 5 (H5) is proven or accepted. The effect of innovative work behavior on performance can be seen in the path coefficient value of 0.35, which indicates that an increase in innovative work behavior has a considerable effect on improving performance by 35%.

Motivation also has a direct effect on performance. Based on the results of hypothesis testing, the value of $T\text{-statistics} > T\text{-table}$ is obtained ($3.91 > 1.96$) at a significance level of 5%. This means that motivation has a positive and significant effect directly on the performance of Immigration employees at the Riau Islands Provincial Regional Office. Thus, Hypothesis 6 (H6) is proven or accepted. The effect of motivation on performance can be seen in the path coefficient value of 0.29, which indicates that increasing motivation influences improving performance by 29% (See Table 6 and 7).

Table 6. Indirect Test for Path 1

Construct	Path Coefficient
<i>Organizational Culture -> Organizational Citizenship Behavior -> Performance</i>	
Organizational Culture on Organizational Citizenship Behavior	0.13
Organizational Citizenship Behavior - on Performance	0.79
Organizational Culture on Performance	0.04
<i>Personality-> Organizational Citizenship Behavior -> Performance</i>	
Personality on Organizational Citizenship Behavior	0.69
Organizational Citizenship Behavior on Performance	0.79
Personality to Performance	0.11

Based on the results of indirect hypothesis testing at stage 1, it shows that organizational culture has an indirect effect on performance through organizational citizenship behavior (OCB). Based on the available table, it can be seen that the path coefficient value between organizational culture and OCB is 0.13, while the path coefficient value between OCB and performance is 0.79. If the two path coefficient values are multiplied, the result is $0.13 \times 0.79 = 0.10$. Because the result of this multiplication is greater than the direct path coefficient value between organizational culture and performance ($0.10 > 0.04$), it can be concluded that organizational culture has an indirect effect on performance through OCB, although this effect is not significant. Therefore, Hypothesis 11 (H11) is not proven or rejected.

Personality also has an indirect effect on performance through organizational citizenship behavior (OCB). Based on the table above, it can be seen that the path coefficient value between personality and OCB is 0.69, while the path coefficient value between OCB and performance is 0.79. If the two values are multiplied, the result is $0.69 \times 0.79 = 0.54$. Since the result of this multiplication is greater than the direct path coefficient value between personality and performance ($0.54 > 0.11$), it can be concluded that personality has an indirect effect on performance through OCB, although this effect is also insignificant. Thus, Hypothesis 12 (H12) is not proven or rejected.

Table 7. Indirect Test for Path 2

Path	Path Coefficient
<i>Trust -> Motivation -> Performance</i>	
Trust to Motivation	0.76
Motivation to performance	0.29
Trust to Performance	0.31
<i>Innovative Performance Behavior->Motivation -> Performance</i>	
Innovative Performance Behavior on Motivation	0.11

Trust has an indirect effect on performance through motivation. Based on the table above, the path coefficient value between trust and motivation is 0.76, while the path coefficient value between motivation and performance is 0.29. If these two values are multiplied, the result is $0.76 \times 0.29 = 0.22$. Because the result of this multiplication is smaller than the direct path coefficient value between trust and performance ($0.22 < 0.31$), it can be concluded that trust has an indirect and significant effect on performance through motivation. Thus, Hypothesis 13 (H13) is proven or accepted.

Innovative work behavior also has an indirect effect on performance through motivation. Based on the table above, the path coefficient value between innovative work behavior and motivation is 0.11, while the path coefficient value between motivation and performance is 0.29. If the two values are multiplied, the result is $0.11 \times 0.29 = 0.03$. Because the result of this multiplication is smaller than the direct path coefficient value between innovative work behavior and performance ($0.03 < 0.31$), it can be concluded that innovative work behavior has an indirect and significant effect on performance through motivation. Therefore, Hypothesis 14 (H14) is proven or accepted.

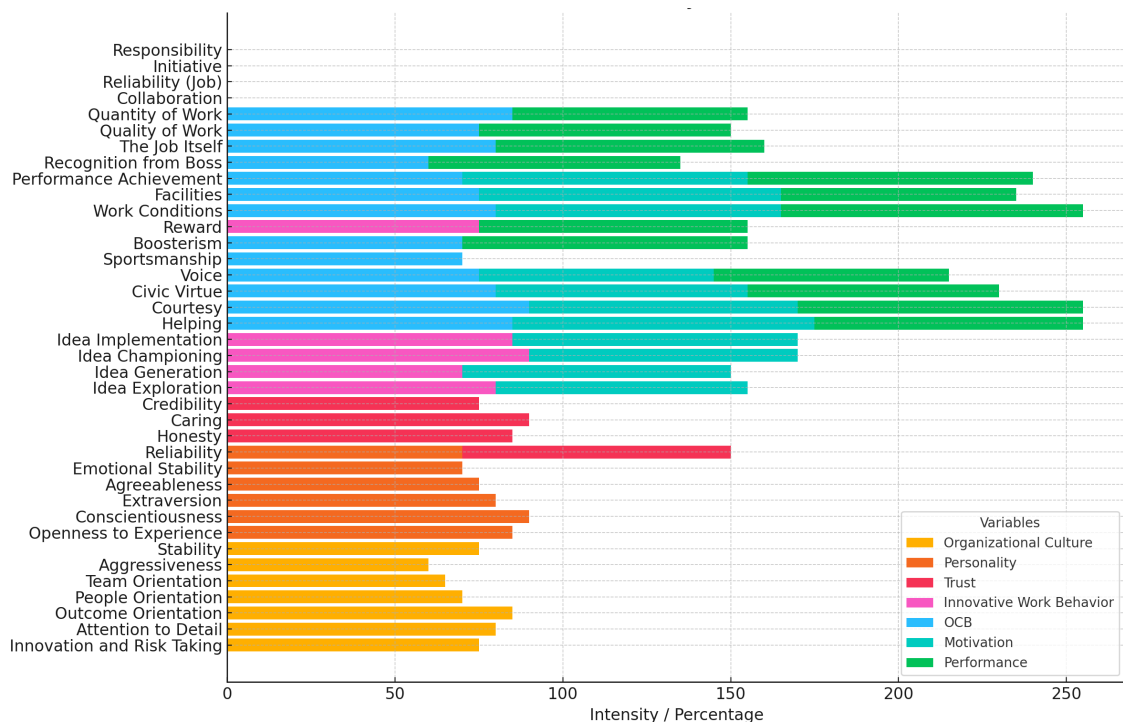


Figure 4. Dimensional Intensity

Figure 4 is related to the intensity of various dimensions in various variables in qualitative research, which shows that each variable in this study has dimensions that influence each other and shape organizational characteristics and employee performance. Organizational culture reflects an emphasis on innovation and risk-taking, as well as attention to detail and results orientation. This shows that the organization highly values innovation that is brought together with mature risk management. In addition, results orientation and achievement of performance targets are also highly regarded, reflecting a culture that is oriented towards achieving clear goals.

However, other dimensions such as team orientation and stability also play an important role in maintaining harmony and continuity within the organization.

On the other hand, employees' personalities show the importance of openness to new experiences and a high sense of responsibility. Informants emphasized that flexibility, adaptability to new situations, and thoroughness in work are traits that are highly valued. This personality trait, which shows openness, responsibility and discipline, is the main support in carrying out the assigned tasks. Trust in the organization also has a significant impact on performance. Dimensions such as reliability, honesty and credibility are very important aspects, where informants agree that professionalism and integrity in work are very supportive of creating a harmonious and productive work atmosphere. In addition, trust in leaders and coworkers also affects team dynamics and overall performance.

In the context of innovative work behavior, organizations show seriousness in encouraging the exploration of new ideas and technological development. Dimensions such as idea exploration and new idea generation are in focus, although challenges such as lack of appropriate approaches in communicating with team members and limited resources are obstacles faced. In addition, Organizational Citizenship Behavior (OCB) also plays an important role in shaping attitudes of dedication and collaboration among employees. Informants show a willingness to go the extra mile, such as working beyond the specified working hours, and are always ready to help new coworkers. Dimensions such as courtesy, civic virtue, and sportsmanship show that even though the work challenges are quite tough, employees still show high work enthusiasm and a sense of responsibility for the organization.

Motivation in this study is influenced by various factors, both intrinsic and extrinsic. Merit pays and recognition from superiors are important external factors in motivating employees. However, intrinsic motivation such as a sense of responsibility and contribution to the country is also very influential on employee morale. Employee performance is also influenced by dimensions such as quality and quantity of work, teamwork, and responsibility in completing tasks. Informants emphasized that discipline, punctuality, and commitment to work are important factors that determine overall performance success.

Overall, the results of the analysis show that each dimension in the variables studied is interconnected and affects employee performance. An organizational culture that supports innovation and risk-taking, coupled with a responsible and professional personality, along with a high level of trust, encourages employees to behave more proactively and result oriented. Innovative work behavior, OCB, motivation, and employee performance become important indicators in measuring organizational effectiveness and productivity.

DISCUSSION

This study reveals that organizational culture while having a generally positive tendency, does not significantly influence immigration employee performance within the Regional Office of the Ministry of Law and Human Rights in the Riau Islands. This result highlights a recurring theme in public sector research: organizational values like innovation and results orientation may not automatically translate into measurable performance improvements without strong reinforcing systems. This aligns with earlier studies indicating that the impact of culture on performance may vary depending on contextual factors such as bureaucratic rigidity and leadership support Ugheoke (2019).

Similarly, personality traits of employees, despite reflecting positive behavioral attributes such as responsibility and adaptability, were not found to be strong predictors of performance outcomes in this context. This implies that individual dispositions alone may not be sufficient to overcome structural or systemic limitations within public institutions. It confirms prior findings (Gustiah, Saluy, Kasmir, & Nawangsari, 2024), that personality-based contributions often require institutional support and conducive organizational climates to manifest in real performance gains.

In contrast, this research underscores the significant role of Organizational Citizenship Behavior (OCB) in enhancing employee performance. Positive behavioral tendencies such as altruism, civic participation, and collegiality were consistently associated with stronger individual and collective outputs. Qualitative insights from FGDs further reinforced this pattern, suggesting that organizational effectiveness is substantially bolstered when employees willingly engage

beyond their formal duties. These findings resonate with previous literature (Maidelis, Budiyo, & Agustedi, 2022), affirming OCB as a critical behavioral driver in public service environments.

Trust emerged as another influential factor in driving employee performance. Employees who perceived high honesty, reliability, and ethical leadership demonstrated greater work commitment and output quality. Trust-building mechanisms through transparent communication and ethical managerial conduct are essential in nurturing a performance-oriented workforce. This finding aligns with Surtanto (2011) and Addury (2022) who emphasize trust as both a direct and mediated enabler of organizational outcomes.

Furthermore, innovative work behavior was found to contribute to performance improvement meaningfully. When employees engage in creative problem-solving, idea-sharing, and experimentation, they enhance work processes and service delivery. Nonetheless, qualitative findings also revealed specific organizational, cultural, and interpersonal barriers to innovation. These insights reflect a growing consensus in innovation literature Koroglu and Ozmen (2022), which suggests that while innovation drives performance, its success hinges on supportive environments and collaborative communication styles.

Intrinsic and extrinsic motivation also played a substantial role in improving employee effectiveness. Recognition, task meaningfulness, and a sense of contribution to national service were among the motivational factors cited as energizing performance. This supports earlier findings by Fatemi et al. (2022), who argue that motivation is a core psychological mechanism for activating productivity in government institutions.

In examining indirect effects, the study finds that neither organizational culture nor personality significantly enhances performance unless mediated by OCB. This suggests that individual and structural attributes must translate into voluntary, cooperative behaviors to have tangible impacts. Conversely, trust and innovative behavior influenced performance more effectively when motivation acted as a mediator, underscoring the central role of employee drive and purpose in realizing organizational goals.

Collectively, these findings advance theoretical understanding by demonstrating that performance transformation in the immigration sector is not merely a matter of structural reform or individual capability. Instead, it requires cultivating behavioral enablers such as trust, OCB, and motivation through culturally aligned, innovation-oriented leadership strategies. The research, therefore, reinforces the importance of behavioral perspectives in public human resource management and offers practical insights for designing governance frameworks in complex geographical contexts such as the Riau Islands.

CONCLUSION AND FURTHER STUDY

This study confirms that transformational leadership, motivation, trust, and digitalisation are key drivers of improved employee performance within Indonesia's immigration services, particularly in the geographically fragmented Riau Islands Province. Among these, motivation and trust emerge as the most influential factors, surpassing even innovative work behaviour in shaping outcomes. The integration of digital technology into HR administration is also shown to enhance efficiency and responsiveness, underscoring the importance of modern infrastructure in public-sector performance. These findings contribute to a more nuanced understanding of leadership and performance within decentralised bureaucracies, especially in settings marked by logistical and administrative complexity.

Nonetheless, the study is limited by its regional focus and cross-sectional design, which may constrain generalisability and causal interpretation. Future research should adopt longitudinal or multi-site approaches to capture temporal dynamics and institutional variance. For public-sector leaders and policy makers, the practical implications are clear: prioritise relational leadership, cultivate trust-rich environments, and embed digital tools in HR processes to enable a more accountable, adaptive, and service-oriented immigration workforce.

ETHICAL DISCLOSURE

This study was conducted in accordance with established ethical guidelines to ensure the protection of participants' rights, privacy, and confidentiality. All participants involved in the research voluntarily provided written informed consent after being clearly informed about the

objectives of the study, their right to withdraw at any time without any consequences, and the confidentiality of the information they provided. The data collected were anonymized and used solely for academic purposes. No personal identifiers were recorded or disclosed.

CONFLICT OF INTEREST

The authors declare that there is no conflict of interest regarding the publication of this article. All authors have contributed significantly to the research and preparation of the manuscript, and there is no financial, institutional, or personal relationship that might influence the content or outcome of this study.

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