

EMPLOYEE PERFORMANCE IMPROVEMENT STRATEGY THROUGH STRENGTHENING JOB CHARACTERISTICS, TRANSFORMATIONAL LEADERSHIP, AND WORK ATTITUDE AND WORK MOTIVATION

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Abstract

This study aims to find strategies to improve the performance of First Expert Immigration Analysts at the Directorate General of Immigration at Soekarno-Hatta Airport through job characteristics, transformational leadership, and work attitudes, both directly and through the mediation of work motivation. The main focus is to identify the most effective way to develop employee motivation and performance through a multidimensional approach that includes individual factors, leadership, and the work environment. This study uses a mixed methods method, namely a combination of quantitative and qualitative approaches in data collection and analysis. The research location is at the Class I Immigration Office of Soekarno-Hatta Airport, which is administratively located in Banten Province. The focus of the research is on the role of Immigration Officers and First Expert Immigration Analysts. The study population was 406 people, with a sample of 202 people. This study concludes that job characteristics, transformational leadership, work attitudes, and work motivation have a direct and significant effect on employee performance. In addition, job characteristics, transformational leadership, and work attitudes also influence work motivation. Work motivation is proven to indirectly mediate the influence of these three variables on improving employee performance at the Directorate General of Immigration at Soekarno-Hatta Airport.

Keywords: *Employee Performance, Job Characteristics, Transformational Leadership, Work Motivation, Work Attitude.*

INTRODUCTION

Human Resources (HR) are the primary driving force in achieving organizational performance. Quality HR, possessing skills, knowledge, positive attitudes, and commitment, are key to organizational success. Employee performance significantly determines overall organizational performance (Robbins & Judge, 2023). Therefore, integration and harmonious collaboration between the organization and its employees are crucial. Organizations need to provide training, recognition, and clear communication, while employees must actively improve their performance and seek assistance when needed. If obstacles arise, constructive approaches such as constructive feedback and additional training are necessary to overcome challenges and effectively achieve shared goals. This research was conducted within the Indonesian Directorate General of Immigration, specifically at the Immigration Checkpoints (TPI) at airports. This directorate originated as the Office of the Secretary of the Immigration Commission in 1913 during the Dutch East Indies era and became the Immigration Service in 1921. At that time, the "open door" policy allowed foreigners to enter and settle in the Dutch East Indies. Today, the Directorate General of Immigration serves as an Echelon I Unit of the Indonesian Ministry of Law and Human Rights, tasked with formulating and implementing immigration policies (Minister of Law and Human Rights Regulation No. 41 of 2021). The research focused on five of the 37 airport TPIs, which are highly active, high-risk, serve international flights, and have numerous First-Time Expert Immigration Analysts. This research focused on the Soekarno-Hatta Class I Special Immigration Office (TPI), which has the largest number of First Expert Immigration Analysts, namely 406. The main function of the TPI is to conduct inspections and supervision of entry and exit of Indonesian Territory by Immigration Analysts (Article 66 paragraph 2 letter a). This inspection involves two approaches: service and supervision, as well as law enforcement if violations are found. The substance of the inspection includes identity, visa, purpose, and travel history. Challenges for officers include limited time (90–120 seconds per passenger), long queues, and high frequency of arrivals. Experience and increased flight hours are key to improving

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understanding of the substance of the interview and the speed of immigration inspections. Entering 2023, immigration inspection times continued to increase, from an average of 137.50 seconds in the first semester to 139.00 seconds in the second semester. This trend continued in 2024, with an average of 141.7 seconds in the first semester and 142 seconds in the second semester—the highest in the past three years. This increase could be due to inspection complexity, policy changes, or suboptimal use of technology. While reflecting improved security standards, this challenges efficiency and customer satisfaction. A thorough evaluation is needed. Employee performance management encompasses four stages: planning, implementation and monitoring, assessment, and follow-up in the form of rewards or sanctions. A March 2024 survey of 30 Immigration Officers and First Expert Immigration Analysts at the Directorate General of Immigration's Immigration Processing Unit (TPI), found that an average of 34% of employees faced challenges across five indicators: efficiency, effectiveness, quality, quantity, and work productivity. For example, "35% of employees had difficulty allocating work time effectively," and "32% had difficulty completing tasks on time and according to standards." These results indicate that employee performance at TPI still needs to be improved to optimally achieve organizational standards.

Various studies show that employee performance is influenced by several important factors. Anwar & Abrar (2023) emphasize that "work motivation has a significant impact on employee performance," particularly through recognition, career opportunities, and a positive work environment. Sapitri & Mahayasa (2022) highlight the importance of meaningful and structured work characteristics. Basalamah (2023) found that a transformational leadership style has a positive impact through inspiration, individual attention, and intellectual stimulation. Badar et al. (2023) state that work climate mediates work ethics on organizational performance. Work attitudes are also important, as expressed by Cabrera & Estacio (2022), where "work motivation and commitment have a very significant impact." Putri & Martanti (2023) show that a positive work environment increases productivity. Sibarani et al. (2023) emphasize the role of training in improving skills and motivation. Work communication is also significant according to Agung Dwi Nugroho & Wahjoedi (2023), because it strengthens collaboration. Onyango et al. (2023) stated that rewards increase motivation and dedication. Finally, Suryantini et al. (2022) stated that information technology has a significant impact on transferable knowledge, which ultimately affects employee performance.

Job competition can affect employee performance. "Healthy competition can improve employee motivation and performance" (Supriyanto & Weripeh, 2019). However, unhealthy competition can have negative impacts. The four dominant factors influencing the performance of First Expert Immigration Analysts at the Directorate General of Immigration are job characteristics, transformational leadership, work attitudes, and motivation. "Work motivation is the drive that drives someone to do something" (Robbins & Judge, 2023), and mediates the relationship between rewards and performance (Manzoor et al., 2021). A positive work attitude also improves performance (Selviani et al., 2024). "Transformational leadership has a significant influence on employee performance" (Eliyana et al., 2019). There have been no similar studies in a national vertical context such as the Directorate General of Immigration TPI Soekarno-Hatta, so this research fills a contextual gap. This study aims to fill the research gap by presenting an integrative framework that empirically tests the influence of job characteristics, transformational leadership, work attitudes, and work motivation on employee performance. Focusing on a complex central government vertical unit, the Directorate General of Immigration, it provides contextual and practical contributions to the development of HR strategies. This study responds to the gap in previous studies that have not examined the context of national vertical agencies. Therefore, the researcher is interested in raising the topic: "Strategies for Improving Employee Performance through Strengthening Job Characteristics, Transformational Leadership, Work Attitudes, and Work Motivation."

LITERATURE REVIEW

Employee Performance

Employee performance is the result of individual work in carrying out tasks assigned by the organization, including effectiveness, efficiency, quality, and productivity (Kinicki & Fugate, 2018; Robbins & Judge, 2023). Optimal performance is crucial in achieving organizational goals and increasing competitiveness (Dessler, 2020; Luthans et al., 2021). Colquitt et al. (2019) emphasize the importance of quality standards in assessing work results, while Walston & Johnson (2022) assess performance based on target achievement. Armstrong & Taylor (2023) and DuBrin (2019) refer to performance as a benchmark for individual achievement. Performance can be measured through five main indicators: efficiency, effectiveness, quality, quantity, and productivity.

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Work motivation

Work motivation is an internal or external drive that drives individuals to optimally achieve work goals. Bassett-Jones (2023) refers to it as an internal state that influences work behavior; Armstrong & Taylor (2023) emphasize the processes that trigger and direct voluntary behavior; Ghosh et al. (2023) state that motivation stems from intrinsic and extrinsic factors. Cogenli (2023) emphasizes that motivation originates from internal forces, while DuBrin (2019) refers to it as a psychological force related to needs and satisfaction. Motivation is influenced by basic needs, self-actualization, recognition, autonomy, fair treatment, and career development. High motivation increases productivity, loyalty, and job satisfaction (Griep & Hansen, 2020; Ross, 2021; Scandura, 2018; Champoux, 2016; Schein, 2016).

Job Characteristics

Work plays a crucial role in an individual's life, with job characteristics influencing employee satisfaction, motivation, and performance. Armstrong & Taylor (2023) state that job characteristics include tasks, responsibilities, autonomy, feedback, and development opportunities, which influence employee effectiveness and engagement. Robbins & Judge (2023) call them elements that enhance intrinsic motivation and performance. Walston & Johnson (2022) emphasize intrinsic satisfaction in addition to external rewards. Noe et al. (2022) and Colquitt et al. (2019) view characteristics as job features that influence work experiences and outcomes. Key indicators include skill variety, task identity, task significance, autonomy, and feedback (Kinicki & Fugate, 2018; Luthans et al., 2021).

Transformational Leadership

Transformational leadership focuses on inspiring and motivating teams to achieve shared goals in innovative and high-quality ways (Colquitt et al., 2021). These leaders create an environment that supports personal and professional development, builds strong relationships, and encourages creativity to overcome obstacles (Robbins & Judge, 2023). This leadership improves a company's adaptability to market changes, product innovation, and employee productivity and engagement (Walston & Johnson, 2022). Key indicators include: idealized influence (role model), inspirational motivation (motivation and clear goals), intellectual stimulation (development of creative ideas), and individualized consideration (personal attention) (Kinicki & Fugate, 2018). Transformational leadership plays a crucial role in driving high performance and long-term organizational growth (Elsbach et al., 2016).

Work Attitude

Work attitude is an individual's evaluation or assessment of work, which can be positive or negative. Robbins & Judge (2023) state that work attitude reflects feelings toward something. Luthans et al. (2021) refer to it as an emotional disposition encompassing beliefs, feelings, and behavioral tendencies. McShane & Von Glinow (2019) and Scandura (2018) emphasize that work attitude is an individual's psychological evaluation of a particular job or entity. Kinicki & Fugate (2018) add that work attitude relates to responses to aspects of the job, organization, or coworkers. Work attitude indicators consist of cognitive (beliefs/opinions), affective (feelings), and behavioral (actions based on beliefs and emotions). Work attitude influences work quality, efficiency, and effectiveness (Walston, 2017).

Framework of Thinking

The research framework focuses on the direct and indirect influence of job characteristics, transformational leadership, work attitudes, and work motivation on the performance of Immigration Officers and First Expert Immigration Analysts at the Directorate General of Immigration at Soekarno-Hatta Airport. Job characteristics, transformational leadership, and work attitudes are believed to directly influence employee performance by increasing productivity, work quality, and employee engagement in carrying out tasks. In addition, these three variables are also suspected to have a significant influence on work motivation, which acts as an internal driver in achieving optimal performance. Furthermore, this study examines the indirect influence of job characteristics, transformational leadership, and work attitudes on employee performance through work motivation as a mediating variable. Work motivation is considered an important mechanism linking the influence of job aspects and leadership style on employee performance. By understanding these direct and indirect relationships, this research is expected to provide a strategic contribution to improving employee performance by strengthening key factors that

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influence motivation and work effectiveness within the Directorate General of Immigration at Soekarno-Hatta Airport.

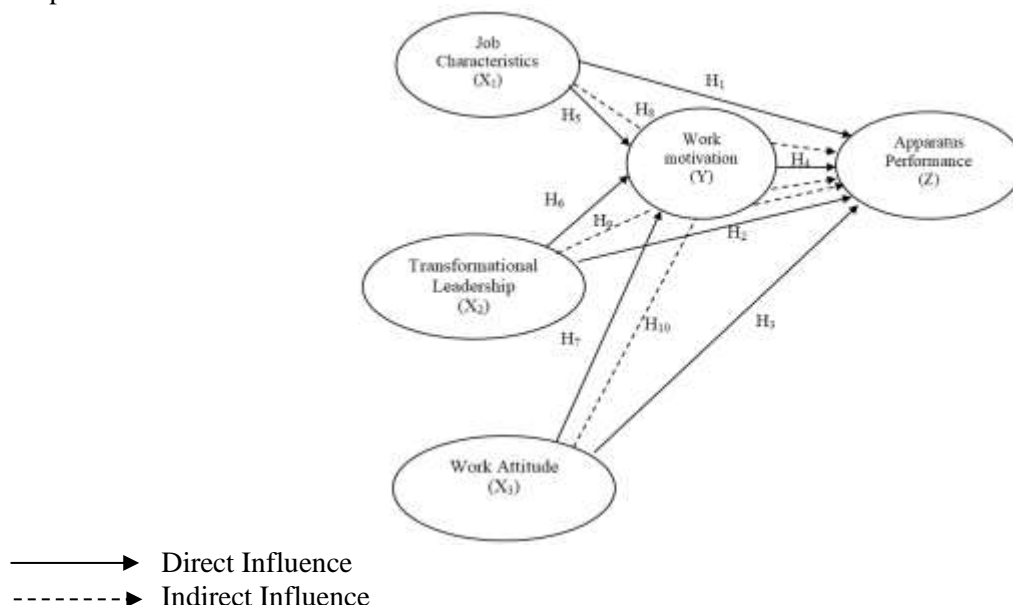


Figure 1 Thinking Framework

RESEARCH METHODS

Research Design

This research was designed to address the stated problems and objectives and test the existing hypotheses. The research design is a structured investigation designed to provide answers to the research questions. The study employed a quantitative approach with descriptive and analytical methods, processing data from a questionnaire distributed to a sample population. The goal was to identify significant influences between variables using inferential statistics, thus categorizing this research as explanatory.

Location and Time of Research

The research was conducted at the Class I Immigration Office of Soekarno-Hatta Airport, geographically located in DKI Jakarta but administratively in Banten Province. The focus of the research was on Immigration Officers and First Expert Immigration Analysts at the Directorate General of Immigration at Soekarno-Hatta Airport. The technical immigration duties carried out by these officers are regulated by Law Number 6 of 2011 and Government Regulation Number 31 of 2013. Due to the limited number of Immigration Officers, some authority was transferred to First Expert Immigration Analysts in accordance with Ministerial Regulation of PANRB Number 1 of 2023.

Research methods

The research used a mixed methods approach, combining quantitative and qualitative methods simultaneously. According to Creswell & Plano Clark (2011), this method provides a better understanding than using either method alone. Quantitative data was used to measure the influence of variables, while qualitative data served to deepen and validate quantitative findings. Data analysis was conducted using path analysis, which allows for testing of direct and indirect influences between variables.

Data Types and Sources

The data used consists of two types: quantitative data in the form of numbers and statistical analysis, and qualitative data in the form of interpretations of respondents' responses. The primary data source comes from Immigration Officers/First Expert Immigration Analysts at Soekarno-Hatta Airport. Secondary data is obtained from documents, journals, and other relevant sources, in accordance with Arikunto's (2019) guidelines.

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Population and Sample

The research population was 406 Immigration Apparatus/First Expert Immigration Analysts according to Sugiyono's definition (2017). To determine the number of samples in this study, the author used the Slovin formula.

$$n = \frac{N}{1 + Ne^2}$$

So the number of samples the author needs is:

$$n = \frac{406}{1 + (406) \times (0,05)^2} = 201.5 \text{ (rounded to 202)}$$

The sample was determined using the proportionate stratified random sampling method, which involves taking samples in stages from homogeneous population strata. Based on the Slovin formula, the required sample size is 202 individuals for the research results to be valid and representative.

Quantitative Research Design

This study uses an ex post facto design, which re-examines the factors suspected to be the cause of a phenomenon based on existing facts without intervening on other variables. The main objective is to uncover patterns of interaction between variables that are believed to be theoretically interrelated. In this case, the analysis of the direct and indirect influence between the variables of Job Characteristics, Transformational Leadership, Work Motivation, and Employee Performance was conducted using path analysis. The Employee Performance variable acts as the endogenous (dependent) variable, while the other variables are exogenous (independent). The path model used is a mediation path model, which focuses on analyzing the influence of variables through the intermediary of other variables.

Structural Equation Modeling(SEM)

This study applies Partial Least Squares Structural Equation Modeling (PLS-SEM) as per Hair et al. (2017) because it is capable of analyzing the influence of variables in a complex and simultaneous manner, both directly and indirectly. PLS-SEM is used for hypothesis testing, structural model development, and managing highly complex data. Model evaluation includes:

1. Measurement model (outer model) with indicator reliability (outer loading >0.7), construct reliability (Cronbach's Alpha >0.7), convergent validity (AVE >0.5), and discriminant validity (Fornell-Larcker Criterion).
2. Structural model (inner model) with the coefficient of determination (R^2), path coefficient significance (bootstrapping, t-value >1.96), effect size (f^2), and multicollinearity (VIF <5) tests. Mediation/moderation analysis was also performed where relevant. Model visualization was performed using SmartPLS software to facilitate interpretation.

SEM stages according to Hair et al. (2009) include the formation of a theoretical model, the construction of a path diagram, the division of measurement and structural models, the selection of input data matrices, model identification, as well as the interpretation of results and model revision. A sample of 202 respondents was taken from the Immigration Apparatus of Soekarno-Hatta Airport using a questionnaire with a five-point Likert scale (Malhotra, 2007; Sekaran, 2001) to measure attitudes and perceptions.

Qualitative Analysis (Delphi Technique)

Qualitative methods are used to interpret data in the form of narratives, images, or stories (Sugiyono, 2018). This research is sequential explanatory, meaning quantitative data is analyzed first, then supplemented with qualitative data to deepen and validate the quantitative results. For example, if quantitative results indicate high employee performance, qualitative analysis is conducted to verify the consistency of these results.

Statistical Hypothesis

Hypothesis testing is carried out statistically with the following criteria:

1. If the t-statistic >1.96 and $p < 0.05$, then H_0 is rejected and H_a is accepted.
2. If the t-statistic is <1.96 and $p > 0.05$, then H_0 is accepted and H_a is rejected.

The hypotheses tested include the direct influence of Job Characteristics, Transformational Leadership, Work Attitude, and Work Motivation on Employee Performance. The direct influence of these variables on Work Motivation and the indirect influence of these variables on Employee Performance through Work Motivation as a mediating variable were also tested (Ghozali, 2021). Hypothesis testing used the bootstrapping technique in SEM-PLS, which does not require normal data distribution.

RESEARCH RESULTS AND DISCUSSION

Quantitative Research Results

Data Analysis Requirements Testing

Partial Least Squares Structural Equation Modeling (PLS-SEM) is a statistical method for analyzing the influence of variables in complex models with multiple latent constructs and indicators. PLS-SEM prioritizes validity (accuracy of construct measurement) and reliability (consistency of results). This method is effective with adequate sample sizes and can be used on non-normally distributed data. However, researchers need to be aware of outliers and multicollinearity, which can influence the results. By meeting these requirements, PLS-SEM provides a deep understanding of the relationships between research variables.

1. Reflective Construct Measurement Model Test Results (Outer Model)

The outer model measurement model in PLS-SEM serves to ensure the relationship between abstract constructs and indicators that represent their specific aspects, especially in reflective models where indicators are manifestations of the construct. The success of this model is measured through the validity and reliability of the indicators to ensure that the tested constructs truly reflect the phenomenon being studied. Evaluation of the outer model is crucial as a foundation before proceeding to the analysis of relationships between constructs in the structural model, especially in social and management research with non-normal data and small samples.

2. Convergent Validity Test

Convergent validity tests the extent to which indicators within a construct have a high and consistent correlation, reflecting the same latent construct. In other words, this validity ensures that the indicators truly measure the intended aspects and are able to significantly explain the construct's variance. Convergent validity testing is crucial for assessing the quality and reliability of the PLS-SEM model in capturing the relationships between research variables.

a. Convergent Validity Test with Outer Loading

Outer loading indicates the strength of an indicator in representing a construct. All indicators had values ≥ 0.70 , indicating strong convergent validity. This means each indicator consistently reflects its construct, making the model accurate and suitable for further analysis.

b. Convergent Validity Test with Average Variance Extracted (AVE)

AVE measures how much of the indicator variance a construct explains. An AVE value of >0.50 for all constructs indicates that the constructs in this study have good convergent validity, meaning the constructs consistently reflect their indicators and are suitable for use in model interpretation.

3. Discriminant Validity Test

Discriminant validity ensures that each construct in the PLS-SEM model is unique and does not overlap with other constructs, with general testing using three main methods, namely cross loading, Fornell-Larcker Criterion, and HTMT. Cross loading assesses whether an indicator has the highest loading on its original construct, Fornell-Larcker compares the root of the construct's AVE with the correlation between constructs, and HTMT measures the correlation ratio between indicators of different constructs with indicators in the same construct, where the HTMT value below 0.90 indicates good discriminant validity.

a. Discriminant Validity Test with Cross Loading

Cross-loading tests whether indicators are higher on the original construct than on other constructs. Results indicate that Transformational Leadership and Work Attitudes are discriminatively valid. Motivation and Performance are strong despite cross-correlations, while Job Characteristics are weak because some indicators are higher on other constructs.

b. Discriminant Validity Test with Fornell-Larcker Criterion

Fornell-Larcker verifies discriminant validity if the square root of the AVE is greater than the correlation between constructs. All constructs meet this criterion. Employee Performance and Job Attitudes show high correlations with other constructs, while Transformational Leadership has a moderate correlation, particularly with Job Characteristics.

c. Discriminant Validity Test with HTMT

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HTMT measures the correlation ratio between constructs, with a threshold of 0.90. All constructs showed values below this threshold, indicating adequate discriminant validity. Work Attitude had a high correlation with Employee Performance and Work Motivation, but still within acceptable limits.

4. Reliability Test

Reliability testing in PLS-SEM is conducted to ensure that the indicators in the latent construct have consistency and stability in measurement, so that the results obtained are reliable. High reliability indicates that the indicators are able to produce consistent results when used repeatedly. The two main methods used in PLS-SEM to test reliability are Cronbach's Alpha and Composite Reliability (CR), which evaluate the internal consistency and overall reliability of the construct, respectively. Adequate values for both methods are essential for the construct to be used in further analysis.

a. Reliability Test using Cronbach's Alpha method

This test measures internal consistency between indicators within a single construct. A value of ≥ 0.70 indicates reliability. All constructs in this study had values above 0.80, indicating the indicators are consistent and suitable as research measurement tools.

b. Reliability Test using the Composite Reliability (CR) method

CR assesses construct reliability by considering the weight of each indicator. A CR value above 0.88 indicates high internal consistency. Employee Performance and Work Motivation had the highest value (0.929), proving that the indicators are able to represent the latent construct stably and accurately.

c. Structural Model Test Results (Inner Model)

The inner model test assesses the causal relationships between constructs in a PLS-SEM model. The evaluation uses path coefficients, p-values, t-statistics, R-square, and effect sizes. The goal is to test the hypothesis to determine the strength and significance of the influence between variables in the research model.

d. Significance Test

Significance testing using bootstrapping showed that all paths between constructs had a p-value < 0.05 . This means all influences were statistically significant. Job characteristics, transformational leadership, and work attitudes were shown to influence performance, both directly and through work motivation.

e. R-square Value Test

R-square measures how much an independent variable explains a dependent variable. The R^2 values for Employee Performance were 0.834 and Work Motivation 0.767, indicating the model performed very well in predicting these variables, making it valid in explaining the phenomenon under study.

f. Effect Size Test (f^2)

Effect size indicates the strength of each construct's influence. Transformational leadership has a significant impact on performance ($f^2 = 0.354$), while work attitude has a moderate impact. Job characteristics and motivation have a small impact. This is important in determining performance improvement priorities.

5. Direct Influence between Constructs

The direct influence between constructs in PLS-SEM (Partial Least Squares Structural Equation Modeling) describes the causal relationship that occurs directly between exogenous (independent) constructs and endogenous (dependent) constructs without any intermediary. This relationship is measured using a path coefficient that indicates the magnitude and direction of the influence. The coefficient value ranges from -1 to +1, where the greater the absolute value, the stronger the influence. Positive values indicate a unidirectional relationship, while negative values indicate a relationship in the opposite direction. With this approach, researchers can evaluate the strength and significance of each relationship between variables in the model simultaneously and comprehensively, which is very useful for strategic decision-making.

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Table 1 Direct Influence Values between Constructs

No	Construct	Original sample (O)	T statistics (O/STDEV)	P values
1	Job Characteristics -> Employee Performance	0.162	3,225	0.001
2	Job Characteristics -> Work Motivation	0.376	6,450	0.000
3	Transformational Leadership -> Employee Performance	0.318	6,221	0.000
4	Transformational Leadership -> Work Motivation	0.112	3,042	0.002
5	Work Motivation -> Employee Performance	0.248	3,661	0.000
6	Work Attitude -> Employee Performance	0.329	4,395	0.000
7	Work Attitude -> Work Motivation	0.489	8,360	0.000

Data Source: processed by the author (2025)

Based on the table above, all relationships between constructs show a positive and significant influence. The influence of job characteristics on employee performance is positive but relatively weak ($O = 0.162$; $P = 0.001$), while the influence on work motivation is stronger ($O = 0.376$; $P = 0.000$), indicating the importance of job design in shaping motivation. Transformational leadership has a significant influence on performance ($O = 0.318$; $P = 0.000$) and motivation ($O = 0.112$; $P = 0.002$), although the influence on motivation is smaller. Work motivation itself significantly influences performance ($O = 0.248$; $P = 0.000$). Work attitude has a strong impact on performance ($O = 0.329$; $P = 0.000$) and is the construct with the greatest influence on work motivation ($O = 0.489$; $P = 0.000$). Thus, work attitude and motivation are two key variables in improving employee performance.

6. Indirect Influence between Constructs

The indirect influence between constructs in PLS-SEM reflects the influence that occurs through an intermediary variable, in this case, work motivation. Analysis of indirect influence is important to understand the extent to which an independent variable can indirectly influence a dependent variable through relevant mediation. In this context, the indirect path coefficient is calculated by multiplying two or more direct coefficients that form the mediation path. The results allow researchers to identify the mediating roles that contribute to the causal process in the model, providing a more comprehensive understanding of the mechanisms of relationships between constructs.

Table 2 Indirect Influence Values between Constructs

No	Construct	Original sample (O)	T statistics (O/STDEV)	P values
1	Job Characteristics -> Work Motivation -> Employee Performance	0.142	2,853	0.004
2	Transformational Leadership -> Work Motivation -> Employee Performance	0.215	4.127	0.000
3	Work Attitude -> Work Motivation -> Employee Performance	0.144	2,335	0.020

Data Source: processed by the author (2025)

The table shows that all three indirect effects are statistically significant. Job characteristics indirectly influence performance through work motivation with a moderately positive effect ($O = 0.142$; $P = 0.004$), indicating that good job design can enhance motivation and ultimately impact performance. Transformational leadership has the strongest indirect effect on employee performance through work motivation ($O = 0.215$; $P = 0.000$), confirming the importance of leadership style in building motivation that drives productivity. Meanwhile, work attitude also has a significant indirect effect ($O = 0.144$; $P = 0.020$), although smaller than leadership. Overall, these results indicate that work motivation functions as an effective mediator, and strategies to improve

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employee performance should consider approaches that can build motivation through interventions on job characteristics, leadership, and work attitudes.

Qualitative Research Results

1. Employee Performance

Interview results indicate that employee performance is characterized by productivity, work quality, timely task completion, and commitment to organizational targets. Employees who feel their work is meaningful and supported by a positive work environment tend to show better performance. Factors such as good job characteristics, supportive leadership, positive work attitudes, and high motivation play a synergistic role in improving overall employee work performance. This finding is consistent with the quantitative results which show an R-square value of 0.834, indicating that 83.4% of the variation in employee performance can be explained by the variables of job characteristics, transformational leadership, work attitudes, and work motivation. This strengthens the conclusion that improving employee performance is greatly influenced by strengthening these four variables simultaneously.

2. Job Characteristics

From interviews and observations, employees stated that task variety, autonomy, and meaningful work are important factors that increase their sense of responsibility and job satisfaction. Work that is designed to be challenging but tailored to each individual's abilities is considered capable of stimulating enthusiasm and productivity. Clear and meaningful work arrangements for employees make them feel valued and contribute more effectively. This aligns with quantitative results showing that job characteristics significantly influence employee motivation and performance, confirming that good job design can improve work outcomes.

3. Transformational Leadership

Employees revealed that inspirational and supportive leadership plays a significant role in building loyalty and boosting work morale. Leaders who provide individualized attention and encourage innovation create a conducive work climate and support employee personal development. Furthermore, leadership that clearly communicates vision and direction helps employees stay focused on the organization's shared goals. These qualitative findings corroborate the quantitative results, which confirm that transformational leadership has a significant and significant influence on employee motivation and performance.

4. Work Attitude

According to interviews, a proactive, disciplined, and responsible work attitude is the main factor in achieving optimal work results. Employees with a positive attitude tend to be more proactive in carrying out tasks and completing work effectively. An organizational culture that supports a positive work attitude also helps build employee commitment and loyalty. These qualitative results are consistent with quantitative data showing that work attitude significantly influences employee performance and motivation, underscoring the importance of attitude in improving work performance.

5. Work motivation

Intrinsic motivation, such as satisfaction and self-recognition, is a key driver for employees to improve their performance. Furthermore, rewards and incentives, as forms of extrinsic motivation, also play a role in strengthening work morale. Qualitative data show that work motivation acts as a bridge, strengthening the relationship between job characteristics, transformational leadership, and work attitudes and employee performance. This aligns with quantitative findings, which demonstrate the important role of work motivation as a mediator in improving employee performance.

Discussion

1. The Direct Influence of Job Characteristics on Employee Performance

Job characteristics have a positive and significant effect on employee performance at the Directorate General of Immigration at Soekarno-Hatta Airport. The statistical results show a P-value of 0.001 and a T-statistic of 3.225, indicating a significant effect even though the original sample value was only 0.162. This indicates that although its direct contribution is not dominant, clear, varied, and autonomous job design still has an impact on improving performance. Other studies, such as those by Neneng Mardiah et al. (2024), Setyawan & Harahap (2019), and Okrabeni et al. (2024), support this finding. All three emphasize that job characteristics play a significant role in performance through motivation and job satisfaction. Good job design stimulates work enthusiasm and increases productivity, making it important to implement in human resource management.

2. The Direct Influence of Transformational Leadership on Employee Performance

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Transformational leadership has a highly significant effect on employee performance, with a P-value of 0.000, a T-statistic of 6.221, and an original sample of 0.318. This indicates a fairly strong positive relationship. A visionary, inspirational, and supportive leadership style encourages employees to perform better, be more innovative, and be highly committed. Leaders who provide a clear vision and pay attention to the development of their subordinates create a work climate conducive to high performance. Research by Bustomi et al. (2022), Niutami & Suwarsi (2023), and Suryati et al. (2023) supports this conclusion, showing that transformational leadership can influence performance across generations and sectors. This leadership approach is important for organizations seeking to drive positive change, innovation, and achieve strategic goals through improved employee performance.

3. The Direct Influence of Work Attitude on Employee Performance

Work attitude has a significant positive effect on performance, with a P-value of 0.000, a T-statistic of 4.395, and an original sample of 0.329. Positive work attitudes, such as responsibility, loyalty, and goal orientation, encourage employees to work more disciplined and effectively. High work morale and commitment to results make employees more productive and make a real contribution to organizational goals. Research by Selviani et al. (2024), Marpaung & Siregar (2023), and Cabrera & Estacio (2022) supports these results. All three concluded that a strong work attitude will create a healthy and conducive work environment, increase motivation, and directly impact performance. Therefore, organizations need to encourage the development of positive work attitudes through training, rewards, and effective communication.

4. The Direct Influence of Work Motivation on Employee Performance

Work motivation shows a significant positive influence on employee performance, with a P-value of 0.000, a T-statistic of 3.661, and an original sample of 0.248. Employees who are motivated, both intrinsically and extrinsically, show higher dedication, greater productivity, and better work engagement. Motivation is a driving force for effective and efficient work behavior. This finding is in line with the results of research by Kosala et al. (2023), Haekel Awwali et al. (2024), and Wahyuni & Maretasari (2022), which show that work motivation has a direct and significant impact on individual performance. Therefore, it is important for organizations to create a fair incentive system, recognition of achievements, and a supportive work environment to maintain and improve employee motivation.

5. The Direct Influence of Job Characteristics on Work Motivation

Job characteristics have a very significant effect on work motivation, as evidenced by a P-value of 0.000, a T-statistic of 6.450, and an original sample of 0.376. This indicates that when jobs are well-designed, including role clarity, task variety, autonomy, and meaningfulness, work motivation will increase substantially. Employees who perceive their work as meaningful and challenging tend to have a greater drive to perform well. Research by Setyawan & Harahap (2019), Ambri et al. (2021), and Suryati et al. (2023) shows similar results. Supportive job characteristics, especially when accompanied by balanced compensation and workload, can increase satisfaction and motivation. This emphasizes the importance of a strategic work design approach in supporting employee motivation and performance sustainably.

6. The Direct Influence of Transformational Leadership on Work Motivation

The analysis results show that transformational leadership has a positive and significant effect on work motivation ($P = 0.002$; $T = 3.042$), but with a coefficient value of 0.112, the effect is relatively weak. This indicates that although visionary and inspirational leaders can increase employee morale, the impact is not as strong as the influence of other variables such as work attitudes. Transformational leaders motivate employees by setting an example, providing support, and encouraging self-development. However, in the context of TPI Soekarno-Hatta, this effect is likely not significant because other aspects such as operational pressure or working conditions are more dominant. Previous research also supports this finding, such as by Kartawidjaja (2021), Mahadewi & Netra (2020), and Praditya & Sudibya (2019), which showed a positive effect of transformational leadership on motivation and performance, although the organizational context can influence the magnitude of this effect.

7. The Direct Influence of Work Attitude on Work Motivation

The analysis shows that work attitude has the strongest influence on work motivation ($O = 0.489$; $T = 8.360$; $P = 0.000$). This confirms that positive work attitudes, such as commitment, enthusiasm, and responsibility, significantly increase employee work motivation. Employees who have positive perceptions and feelings about their work tend to be more motivated to deliver maximum performance. These results align with research by Wijayanti et al. (2022) and Lohela-Karlsson et al. (2022), which highlights that work attitude significantly influences employee motivation and even performance. A supportive work environment, open

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communication, and the role of superiors in building good relationships can strengthen positive work attitudes. Therefore, developing a positive work attitude is a key strategy in increasing employee motivation, which has a direct impact on individual and collective performance within the organization.

CONCLUSION

This study concludes that the performance improvement of Immigration Officers and First Expert Immigration Analysts at the Directorate General of Immigration at Soekarno-Hatta Airport is influenced by various internal factors, both directly and indirectly. First, job characteristics are proven to have a direct, positive and significant influence on employee performance, indicating that task clarity, job complexity, and job autonomy drive better productivity. Second, transformational leadership also has a significant influence, indicating that an inspirational and visionary leadership style can improve individual performance.

Work attitude has the most dominant direct influence on performance, reflecting that positive employee behavior, commitment, and responsibility are crucial for optimal work results. Work motivation, as an intrinsic factor, also contributes significantly to improved performance, both directly and as a mediator between job characteristics, transformational leadership, and work attitudes on employee performance. Indirectly, the three main variables of job characteristics, transformational leadership, and work attitudes also influence performance through work motivation, which emphasizes the importance of paying attention to internal employee motivating factors. The best performance improvement strategy is obtained through strengthening work attitudes (coefficient 0.329), followed by transformational leadership (0.318), work motivation (0.284), and job characteristics (0.162). Overall, these results emphasize the need for a comprehensive approach in managing human resources to achieve optimal performance.

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