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Analysis of Human Resource Management in Enhancing Public Service Productivity at the Immigration Office Class I TPI Samarinda

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ABSTRACT

This study aims to analyze the Human Resource Management (HRM) strategies in enhancing public service productivity at the Class I Immigration Office TPI Samarinda. The research employs a descriptive qualitative approach utilizing secondary data sources. The analysis focuses on six main dimensions of HRM: employee training and development, discipline and attendance, employee performance, service productivity, community satisfaction, and HR innovation with the implementation of a reward system.

Data were collected from official institutional reports such as Performance Reports, community satisfaction survey results, employee training recapitulations, and innovation reports for 2024–2025. The results indicate a consistent increase in the number of passport applications, and a significant improvement in the quality of service and employee professionalism. This is demonstrated by a decrease in the level of errors during the service process, ensuring services are completed within the stipulated time, and an increase in the consistently "Very Good" category Index of Community Satisfaction and anti-corruption perception scores.

The implementation of routine internal briefings, digital-based innovations such as M-Paspor, GO-BAP, and PORSIDA, and the implementation of an exemplary employee reward system every quarter, have further strengthened employee motivation, accountability, and sense of responsibility. Theoretically, this study refers to Human Capital Theory (Becker, 1993), Performance-Based Management (Armstrong, 2020), and Public Service Motivation (Perry & Wise, 1990), which emphasize that training, motivation, and reward systems are key to improving public organization performance. The findings conclude that effective human resource management, supported by digital innovation and a disciplined work culture, plays a crucial role in maintaining the quality of public service and increasing public trust in the immigration institution.

I. INTRODUCTION

Public service is one of the primary functions of government bureaucracy, oriented towards meeting community needs. Within the context of bureaucratic reform in Indonesia, improving the quality of public services is a top priority for realizing effective, efficient, and accountable governance. In accordance with the Minister of State Apparatus Utilization and Bureaucratic Reform Regulation No. 15 of 2025 concerning the Establishment of Service Standards, Chapter IV states that the success of public services is determined by the commitment and consistency of the implementers.

Human Resources (HR) are a strategic element in driving the performance of public sector organizations. According to Dessler (2020), effective HRM includes workforce planning, recruitment, training, career development, and a results-oriented performance evaluation system. In government organizations, HR management aims not only to enhance employee competence but also to build a work culture of integrity and service excellence. Robbins and Coulter (2018) also state that organizational productivity heavily relies on the effectiveness of the HRM system implemented by the leadership.

The Class I Immigration Office TPI Samarinda is a government agency tasked with public service in the field of immigration, providing services such as passport issuance, stay permits, and monitoring of foreign nationals, where human resources serve as the main driving force of the organization. The quality, competence, and integrity of employees are determining factors in achieving service that is excellent, professional, and full of integrity for the community. With the increasing volume and complexity of public service requests, the Samarinda Immigration Office faces the challenge of maintaining service quality to be fast, accurate, and transparent.

Given the rapid development of information and technology, the Directorate General of Immigration continues to transform to provide faster, more transparent, and more efficient services to the public. Various digital-based innovations have been created and implemented, such as M-Paspor, Molina, SIMKIM, and other innovations. This transformation demands HR that is adaptive to technological changes.

Besides technology, another challenge in increasing public service productivity lies in motivation and work culture. Many studies explain the positive relationship between motivation and work reward, such as the research by Yustitie Evelina Sitorus (2022). Based on the results of the study, it is known that there is a positive effect of rewards on employee work motivation. Rewards given by the organization in the form of gifts, compensation, souvenirs, or others to employees who have high work achievements make employees feel noticed and valued, thus making them more enthusiastic and motivated to work towards the highest possible achievements in line with the organization's goals. Based on this, it can be concluded that giving rewards affects employee work motivation. At the Samarinda Immigration Office, this is reflected in efforts to improve employee discipline through rewards and punishments.

However, the effectiveness of HRM in boosting public service productivity is measured not only by the increase in the number of services but also by time efficiency, the reduction in public complaints, and the increase in user satisfaction. This research is important because empirical studies analyzing the relationship between HRM and public service productivity in the immigration sector are still limited, especially in the East Kalimantan work area. This analysis is expected to provide a comprehensive overview of the extent to which HR management at the Samarinda Immigration Office contributes to enhancing public service productivity and serve as a model for other government agencies

II. LITERATURE REVIEW

2.1. Concept of Human Resource Management (HRM)

Human Resource Management (HRM) is a strategic process within an organization that focuses on managing individuals to enable them to contribute optimally to organizational goals. According to Dessler (2020), HRM encompasses core functions such as workforce planning, recruitment, training, development, performance appraisal, compensation, and labor relations. In the context of public organizations, HRM aims to create an apparatus that is professional, integrated, and public service-oriented.

Robbins and Coulter (2018) assert that organizational success depends on the managerial capacity to manage employee potential. The effective implementation of HRM will directly impact the increase in productivity, efficiency, and job satisfaction. In the public sector, this is realized through the implementation of a merit system, continuous training, and the cultivation of work discipline among civil servants. Furthermore, Hasibuan (2019) states that HR management is not only administrative but also strategic, as it involves shaping organizational culture and strengthening work motivation. Continuous HR development yields employees who are adaptive to environmental changes, including the demands of public service digitalization.

2.2. Public Service Productivity

Public service productivity describes the extent to which a government agency can use existing resources to produce service outputs effectively and efficiently. According to Osborne and Gaebler (2017), the productivity of modern bureaucracy must be measured not only by the quantity of output but also by the quality of results and the satisfaction of the community as service users. In the context of immigration services, productivity can be viewed from indicators such as service speed, the level of community satisfaction, the volume of applications processed, and the number of complaints successfully followed up.

Siagian (2018) adds that the productivity of the apparatus is heavily influenced by motivation, discipline, technical capability, and working environment conditions. Several studies show that the implementation of digital-based performance management systems and public service competency training positively affects service time efficiency and user satisfaction. As a study conducted by Depi Rossa Siregar, Rinda Sandayani Karhab, Vera Anitra (2025) found that continuous digital skills training and the implementation of digital transformation are key to enhancing bureaucratic effectiveness and efficiency in government environments. This proves that HR effectiveness is a key factor in increasing public service productivity in the era of digital transformation.

2.3. Relationship between HRM and Productivity

The link between HRM and public service productivity can be explained through performance management theory. Armstrong and Taylor (2020) explain that an integrated performance management system can align organizational goals with individual performance through planning, training, assessment, and reward processes. When every employee clearly understands their role, the overall organizational productivity increases. In government organizations, this relationship is more evident when HR policies are directed towards improving competence, time efficiency, and service innovation.

Research conducted by Ismi Rojayanti, Erwin Syahputra, Heru Sutapa (2025) emphasizes the importance of integrating efforts to increase engagement, continuous digital skill development, and the implementation of a fair reward system to boost the productivity of government organizations or agencies. Based on this theory, it can be concluded that HRM acts as the main driver in achieving public service productivity. Training, performance evaluation, motivation, and digitalization are four important pillars in the cause-and-effect relationship between HR quality and improved service performance.

2.4. Digital Transformation and Public Service Innovation

The development of information technology has shifted the paradigm of bureaucracy toward being more open and efficient. The digitalization of public services is part of bureaucratic reform aimed at improving the quality and speed of service to the community. According to Dwiyanto (2020), the success of public service digitalization is highly dependent on the ability of HR to adapt to new technologies and changes in work systems. The Samarinda Immigration Office is one of the agencies that have implemented digital-based service innovations, such as the M-Paspor system, SIMKIM, GO-BAP, PORSIDA, SIPERKASA, non-cash payments, and electronic complaint services. The implementation of these innovations requires HR that is not only technically competent but also possesses a high service awareness.

Research by Sari and Indrawati (2022) shows that technology-based public service innovation can increase efficiency by up to 30% and significantly reduce the level of community complaints. Findings from Muhammad Salman Jabbar Sangaji and Jusuf Irianto (2025) indicate that the successful implementation of service digitalization largely depends on effective coordination among stakeholders, infrastructure readiness, human resource capacity, and the institution's courage to undertake procedural reforms. Furthermore, this research also affirms that a deep understanding of public administration principles (transparency, participation, and accountability) must run in harmony with adaptive capacity for digital technology to create modern, integrated, and community-oriented public services. Thus, digital transformation supported by effective HRM proves to be a crucial strategy for enhancing public service productivity.

2.5. Conceptual Framework

Based on the theoretical review and previous research findings, the relationship between HRM and public service productivity can be illustrated in the following framework:

HRM → Employee Competence → Work Efficiency → Public Service Productivity

This means that the better the HR management (through training, motivation, performance evaluation, and implementation of digital systems), the higher the resulting public service productivity. In the context of the Samarinda Immigration Office, this relationship is manifested through the strengthening of apparatus capacity, the implementation of a reward system, and digital transformation that supports fast and transparent services.

III. METHODS

3.1. Type and Research Approach

This research uses a descriptive qualitative approach utilizing secondary data. The qualitative approach was chosen because the study focuses on an in-depth understanding of Human Resource Management (HRM) and its impact on public service productivity at the Class I Immigration Office TPI Samarinda. The descriptive method is used to systematically and factually describe the conditions, policies, and practices of HR management that have been implemented, including training programs, work discipline, reward systems, and employee performance based on official institutional data.

3.2. Location and Time

The research was conducted at the Class I Immigration Office TPI Samarinda, which is under the Ministry of Immigration and Corrections of the Republic of Indonesia, the Regional Office of the Directorate General of Immigration for East Kalimantan. The research period was from January to August 2025, concurrently with the collection of secondary data and the analysis of performance documents and internal reports.

3.3. Data Sources and Types

The data used in this study are secondary data, which are data already available in the form of official documents, institutional reports, and previous public service survey results. The main data sources come from:

- Government Agency Performance Accountability Reports (LKjIP) of the Samarinda Immigration Office for 2024 and 2025.
- Risk Evaluation and Monitoring Reports for 2025.
- E-Monev and Public Service Monitoring and Evaluation Reports for 2025.
- HR Training and Development Data.
- Employee Attendance and Discipline Data (Recapitulation of Structural Officials' Attendance and Daily Journal 2025).
- Employee Performance Target (SKP) Achievement Matrix for 2024.
- Reports on perception surveys of service quality, community satisfaction, and anti-corruption perception for 2024 and 2025.
- Reports on Public Service Innovation and the Exemplary Employee Reward System Program for 2025.
- Internal documentation, official publications of the Ministry of Law and Human Rights, and informal interviews with structural officials within the Samarinda Immigration Office.

3.4. Data Collection Techniques

Data collection techniques in this study were carried out through:

- Documentation Study, which is the collection of data from official reports and documents issued by the Samarinda Immigration Office, in the form of annual reports, staffing recapitulations, and performance evaluation reports.
- Semi-structured Interviews with several officials and employees familiar with HR management policies at the office, as supporting data to reinforce the descriptive analysis.

3.5. Data Analysis Techniques

Data analysis was performed using a qualitative descriptive analysis method, through the following stages:

- Data Reduction, which is the process of selecting and simplifying data from various documents to focus on HRM aspects relevant to public service productivity.
- Data Presentation, in the form of tables, graphs, and narratives to illustrate the relationship between indicators of HR training, discipline, performance, productivity, community satisfaction, and service innovation.
- Conclusion Drawing, done by identifying patterns and relationships between variables based on empirical findings from secondary data and interview results.

The results of this analysis are expected to provide a comprehensive overview of the effectiveness of HRM in supporting the increase in public service productivity at the Class I Immigration Office TPI Samarinda.

3.6. Analysis Indicators

To measure the effectiveness of HRM on public service productivity, this study uses the following indicators:

Table 3.1. Analysis Indicators

Aspect	Measurement Indicator	Data Source
Training & HR Development	Number of employees attending training and certification	Personnel data and training reports
Discipline & Attendance	Employee attendance and tardiness rate	Electronic attendance data

Employee Performance (SKP)	Average SKP achievement score per year	Personnel data and performance reports
Service Productivity	Number of services completed and completion time	Service data and PNB (Non-Tax State Revenue)
Community Satisfaction	Index of Community Satisfaction (SKM) score	Annual SKM reports
HR Innovation	Implementation of digital systems	Innovation reports

IV. RESULTS

This research analyzes how the implementation of human resource management (HRM) contributes to enhancing public service productivity at the Class I Immigration Office TPI Samarinda. The analysis is conducted thematically based on six key aspects of HRM: training and development, discipline and attendance, employee performance, service productivity, community satisfaction, and HR innovation. The data used originates from official institutional documents from 2024–2025, such as LKJIP (Government Agency Performance Report), Recapitulation of Performance and Service Results, and Community Satisfaction Survey Results.

4.1. General Overview of HR at the Samarinda Immigration Office

As of June 2025, the Class I Immigration Office TPI Samarinda has 105 employees, consisting of 68 permanent civil servants (PNS) and 37 prospective civil servants (CPNS), distributed across generations: Generation X (20.5%), Generation Y (53.8%), and Generation Z (25.7%). The dominance of Generations Y and Z indicates significant potential for technology adaptation and public service innovation, although the difference in work characteristics between generations necessitates a flexible leadership approach. The organizational structure comprises five functional sections: Administration, TIKIM (Immigration Information Technology), LANTASKIM (Immigration Traffic), INTALTUSKIM (Stay Permit and Status), and INTELDAKIM (Intelligence and Enforcement), which are involved in public service, immigration monitoring, and technology and information management. Despite the relatively limited number of employees, the workload distribution is optimized through a rotation system and competency-based task assignments.

4.2. Training and HR Development

Based on the data in the Employee Competency Development Recapitulation Report of the Class I Immigration Office TPI Samarinda 2024-2025, training and HR development activities have been a strategic part of supporting the increase in public service productivity. Throughout 2024, there were 11 types of training and certification activities followed by employees, with a total of 92 training participations. Of the 78 employees, 72 employees, or 92.3%, were recorded as having participated in at least one training activity during the year. This shows that almost all employees at the Samarinda Immigration Office have had the opportunity to enhance their competence through both internal and external training. The training activities cover various aspects of employee competence, ranging from technical immigration, public service, digital transformation, to strengthening integrity and bureaucratic ethics. The details of the training activities conducted throughout 2024 are shown in the following table:

Table 4.1. Details of Training Activities Conducted During 2024

No.	Type of Training / Competency Development Activity	Number of Participants	Percentage of Total Employees (78)	Organizer / Description
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1	Technical Immigration Training	21	26.9%	Immigration Training Center – Directorate General of Immigration
2	Public Service & Professional Ethics Training	18	23.1%	Regional Office of Law and Human Rights Kaltim
3	Application Training	15	19.2%	Internal and TIKIM Section
4	Anti-Gratification Training	12	15.4%	Samarinda Immigration Office
5	Official Correspondence & Administration Training	10	12.8%	Personnel and Administration Section
6	Public Service Innovation Workshop	6	7.7%	Public Relations Bureau & Directorate General of Immigration
7	Digital Transformation & Data Security Training	7	9.0%	Regional Office of Law and Human Rights Kaltim
8	Digital HR Coaching Clinic	8	10.3%	Internal (Collaboration between employee generations)
9	Immigration Monitoring and Law Enforcement Training	5	6.4%	Directorate General of Immigration
10	Supervisory Leadership Training (PKP)	5	6.4%	HR Development Agency for Law and Human Rights
11	Immigration Application Operator Certification	4	5.1%	Directorate General of Immigration / TIKIM Section

From the table, the most followed training activities are Technical Immigration Training (26.9%), followed by Public Service & Professional Ethics Training (23.1%), and Application Training (19.2%). This indicates the Samarinda Immigration Office's primary focus on enhancing technical and digital-based service competencies relevant to current operational needs and public service transformation. Furthermore, non-technical training such as anti-gratification, official correspondence, and leadership also received attention as part of character development for an integrated apparatus. Overall, the analysis shows that 65% of training activities focus on technical competency development, while 35% are directed towards enhancing soft skills and strengthening public service values. This composition affirms that the Samarinda Immigration Office aims not only to produce professionally capable employees but also to build an apparatus that is integrated, communicative, and service-oriented toward the community.

The implementation of training at the Samarinda Immigration Office also shows distribution across generations and sections. Generations Y and Z dominate in technology and digital application-based training, while Generation X acts as mentors in internal coaching clinics. Activities such as the Digital HR Coaching Clinic serve as an effective collaborative platform between generations to reinforce a knowledge-sharing work culture and accelerate technology adaptation in the workplace. From the perspective of work units, the TIKIM and LANTASKIM sections have the highest participation due to their direct involvement in the implementation of digital public services.

The impact of these training activities can be directly observed in the improvement of organizational performance indicators. Based on the 2024 Performance Report (LKjIP) data, the average Employee Performance Target (SKP) score increased to 91.7 (Very Good category), while service productivity increased by 14% compared to the previous year. In addition, the results of the Service Quality Perception Survey (SPKP) show a community satisfaction level of 93.7, and the Anti-Corruption Perception Survey (SPAK) reached a score of 94.2, both falling into the "Very Good" category. This demonstrates that increasing employee capacity through training has a positive influence on efficiency, service quality, and public trust.

Conceptually, this analysis aligns with the Human Capital Theory (Becker, 1993) and Competency-Based HRM (Armstrong, 2020) , which emphasize that organizational investment in HR development is a key factor in achieving public organization performance. The Samarinda Immigration Office has successfully implemented this approach through a training strategy that is focused, inclusive, and adaptive to technological developments. Training activities also serve as a foundation for forming a learning organization culture, where every employee plays an active role in innovation and improving the quality of public service. Thus, it can be concluded that the training and HR development activities at the Class I Immigration Office TPI Samarinda in 2024 were effective and significantly impacted the enhancement of public service productivity. The high employee participation, the relevance of training materials to organizational needs, and positive performance results prove that HR management at the Samarinda Immigration Office has been appropriately directed towards increasing professionalism, integrity, and the competitiveness of modern public service.

4.3. Employee Discipline and Attendance

The attendance data for structural officials at the Class I Immigration Office TPI Samarinda during the January–June 2025 period shows a high level of discipline among officials and implementing staff. Based on the recapitulation of electronic attendance and daily journal reports, the average employee attendance rate reached 98.7% with minimal unauthorized absences (less than 1% of the total effective working days). Employee attendance is measured based on entry and exit times recorded through the electronic attendance system (STAR ASN) applicable nationally within the Ministry of Immigration and Corrections.

Observations show that the average employee arrives at work between 06.00–07.15 and leaves between 16.00–17.30, with an effective working duration of between 9 to 11 hours per day. Most structural officials were even recorded as working beyond normal working hours, especially in sections directly related to public services and information technology. This reflects a high dedication and commitment to completing immigration service tasks. From the attendance data of structural officials for 2025, the average daily working duration for structural officials is 10 hours and 35 minutes.

able 4.2. Attendance Data of Structural Officials 2025

No.	Job Title / Structural Official	Average Entry Time	Average Exit Time	Average Work Duration per Day	Discipline Information (Present / Official Travel / Leave)
1	Head of Office	05.45	16.40	10 hours 55 minutes	100% Present
2	Head of Stay Permit and Immigration Status Section	06.15	16.30	10 hours 15 minutes	98% Present, 2% Official Travel
3	Head of Immigration Information Technology Section	06.30	17.00	10 hours 30 minutes	100% Present
4	Head of Immigration Traffic Section	06.10	16.20	10 hours 10 minutes	99% Present, 1% Official Travel
5	Head of Immigration Intelligence and Enforcement Section	05.55	16.45	10 hours 50 minutes	100% Present

6	Head of Administration Sub-section	06.25	16.50	10 hours 25 minutes	98% Present, 2% Official Travel
7	Head of Personnel Affairs	06.10	17.00	10 hours 40 minutes	100% Present
8	Head of Immigration Enforcement Sub-section	06.25	16.45	10 hours 20 minutes	97% Present, 3% Official Travel
9	Head of Immigration Inspection Sub-section	06.15	16.30	10 hours 15 minutes	98% Present, 1% Leave, 1% Official Travel
10	Head of Information and Communication Sub-section	06.05	16.50	10 hours 45 minutes	99% Present, 1% Official Travel

Based on the table, the average work duration for structural officials exceeds the normative civil servant working hours (7.5 hours). This condition indicates a high level of work engagement, where officials show the initiative to work longer to complete public service responsibilities. The section with the longest average work duration is the Immigration Intelligence and Enforcement Section and the Information and Communication Sub-section, averaging more than 10 hours and 45 minutes per day, due to the nature of their work requiring readiness for sudden requests, field monitoring, and digital system operations.

Besides working hours, discipline is also reflected in the minimal tardiness and unauthorized absence. Based on the first-quarter records, the tardiness rate was only 0.8% of the total monthly attendance, while official travel (DL) averaged 3.5% and leave was 1.2%. No severe violations of working time discipline were found, and all structural employees reported daily activity journals. This indicates the effective implementation of a supervision and discipline system through direct control by the Head of the Office and the Administration Sub-section.

When linked to organizational behavior theory and public HRM, the high attendance and discipline rate reflect the application of the "Public Service Motivation" principle (Perry & Wise, 1990), where the apparatus works not only out of formal obligation but also because of a commitment to public service values. Another factor reinforcing this disciplinary behavior is the existence of an organizational culture based on role modeling and participatory supervision. In the context of the Samarinda Immigration Office, the head of the office and the leadership demonstrate role modeling in discipline, which is followed by all employees.

From this data analysis, it can be concluded that employee discipline and attendance at the Class I Immigration Office TPI Samarinda are in the "Very Good" category, with very high work time effectiveness and attendance rates. This condition positively impacts public service productivity, as consistency in attendance and punctuality directly contributes to the smooth flow of services, efficiency in document completion, and increased community satisfaction. Therefore, the aspect of employee discipline and attendance at the Samarinda Immigration Office can be said to support the implementation of effective and results-oriented HR management, in line with the spirit of bureaucratic reform.

4.4. Employee Performance (Employee Performance Target – SKP)

Analysis of employee performance at the Class I Immigration Office TPI Samarinda was conducted by referencing the 2024 Individual Performance Result Matrix document, which is derived from the organizational performance agreement and institutional key performance indicators (IKU). Based on the recapitulation of the Employee Performance Target (SKP) scores, the average individual performance achievement, especially for managerial officials, stands at 91.7, which falls into the "Very Good" category in accordance with the Minister of State Apparatus Utilization and Bureaucratic Reform Regulation No. 8 of 2021 concerning

the Civil Servant Performance Management System. This score indicates that most employees are able to exceed the set performance targets and show consistency in task execution and the achievement of measurable work results.

In general, the highest performance achievements are found in the functional and implementing positions in the Immigration Information Technology (TIKIM) and Immigration Traffic (LANTASKIM) sectors, with an average performance score of 93–95, because these two sections have direct indicators related to the speed and accuracy of public service. In the Stay Permit and Immigration Status (INTALTUSKIM) sector, the performance achievement is also at the Very Good level (92.4), indicating effective coordination between sections and the implementation of digital stay permit service systems. Meanwhile, the Intelligence and Immigration Enforcement (INTALDAKIM) sector recorded an average performance score of 90.8, slightly lower than the service sector, because some result indicators depend on the number of situational law enforcement activities.

The following table summarizes the average SKP achievement scores based on the work section:

Table 4.3. Summary of Average Employee Performance Target (SKP) Scores by Work Section

No.	Sector / Section	Average SKP Score 2024	Category
1	Immigration Information Technology Section (TIKIM)	94.6	Very Good
2	Immigration Traffic Section (LANTASKIM)	93.9	Very Good
3	Stay Permit and Immigration Status Section (INTALTUSKIM)	92.4	Very Good
4	Intelligence and Immigration Enforcement Section (INTALDAKIM)	90.8	Very Good
5	Administration Sub-section	91.2	Very Good
	Overall Employee Average	91.7	Very Good

This performance achievement reflects the effectiveness of the HR management implemented by the organizational leadership, especially in terms of task division, supervision, and the integration between individual performance indicators and organizational key performance indicators. Employee performance is also supported by the implementation of periodic evaluations through coaching and one-on-one reviews between structural officials and implementing employees.

As supplementary secondary data, the researcher conducted focused interviews with several structural officials at the Class I Immigration Office TPI Samarinda, consisting of the Heads of Sections and Sub-sections. These interviews aimed to obtain a direct overview of the strategies and efforts to improve employee performance in each work unit. The interview results indicate that each section routinely conducts internal meetings or briefings as a form of strengthening performance management and team coordination. These meetings are usually held at the beginning of the week, or after new policies or directives from the leadership.

The increase in the SKP score also correlates positively with the results of the public service performance survey. Interview results with structural officials and internal report analysis show an increase in the quality of the service process.

This is reflected in the decrease in the error rate during passport processing and printing, both in data input and document verification. This achievement indicates a direct link between improved employee performance and the efficiency of public service time, as mandated in the principles of performance-based bureaucracy.

Furthermore, assessed work behavior indicators covering aspects of service orientation, commitment, integrity, teamwork, and leadership also show positive results. From the evaluation of work behavior, the average employee behavior score is 92.1, with the highest score in the commitment and integrity aspect (94.5). This demonstrates that the work culture at the Samarinda Immigration Office has transformed to be more professional, open to innovation, and responsive to community needs.

Analyzed based on modern performance management theory, this result reflects the application of the Performance Management System principles (Armstrong, 2020), where performance measurement is focused not only on output but also on outcomes and supporting behaviors relevant to the organizational mission. With the integration of quantitative evaluation (SKP) and qualitative assessment (work behavior), the Class I Immigration Office TPI Samarinda successfully enforces a results-oriented performance management system.

Overall, the average SKP score of 91.7 reinforces the conclusion that the employee performance at the Samarinda Immigration Office is in the very good category and directly contributes to enhancing public service productivity. The implementation of results-based evaluation, openness to coaching, and synergy between sections makes HR performance at the Samarinda Immigration Office one of the key factors in organizational success.

4.5. Public Service Productivity

Based on data from *Imigrasi Samarinda dalam Angka 2024* and *Imigrasi dalam Angka Update 13 Agustus 2025*, public service productivity at the Class I Immigration Office TPI Samarinda shows a significant increase over the last two years. Productivity indicators are measured through the number of services, speed of completion time, and the increase in Non-Tax State Revenue (PNBP) originating from immigration service activities.

Table 4.4. Volume of Immigration Services, 2023–2025

Type of Service	2023	2024	2025 (up to Aug)	Change (%) 2023–2024
Passport Applications (Total)	31,471	34,100	18,324	+8.4%
New Passports	18,290	19,938	10,512	+9.0%
Passport Replacement (Expired / Damaged)	12,546	13,137	7,524	+4.7%
Stay Permits (ITK, ITAS, ITAP)	1,284	1,512	369	+17.7%
Immigration Actions (Violations / Deportations / Prevention)	47	54	32	+14.8%
Number of Foreign Nationals Registered in the Work Area	1,205	1,362	1,420	+12.9%

The table shows that the number of passport services continues to increase year-on-year, in line with the implementation of the digitalization system through the M-Paspor application, which simplifies the queue and payment process. The 8.4% increase in 2024 reflects the public's growing trust in the ease and speed of service. Meanwhile, stay permit services also saw an increase of 17.7%, indicating an increase in the mobility and activities of foreign nationals in the East Kalimantan region. Monitoring and immigration law enforcement activities also increased alongside the rise in the number of foreign workers and cross-regional immigration activities.

Table 4.5. Realization of Non-Tax State Revenue (PNBP) from Immigration Services, 2024–2025

Type of PNBP	Realization 2024 (IDR)	Realization up to August 2025 (IDR)	Percentage of Target (%)	Notes
Passport Issuance	12,318,000,000	12,850,000,000	108.6	Largest PNBP Contribution
Immigration Permits (ITAS/ITAP/ITK)	1,842,000,000	2,000,000,000	108.5	Increasing with foreign investment
Re-Entry Permit	402,000,000	464,000,000	115.4	Airport service effectiveness
Immigration Law Enforcement Services	320,000,000	335,000,000	104.7	Administrative enforcement costs
Total PNBP	27,870,000,000	15,330,000,000	114.72	Achieving >100% target

The PNBP achievement shows a significant increase in financial performance. In 2024, the Samarinda Immigration Office realized PNBP of 147.04% of the annual target, while in the first semester of 2025, it had already reached 114.72% of the semi-annual target. The dominance of revenue comes from passport services, which aligns with the increasing mobility of the community. This achievement affirms that the Samarinda Immigration Office has implemented the principles of public service efficiency and effectiveness.

Meanwhile, efficiency in service time is a strong indicator of increased productivity. The completion time for ordinary and electronic passports has accelerated significantly thanks to the digitalization of the queuing process and online payments. The implementation of the QR code tracking system and the M-Paspor and MOLINA (Online Stay Permit Service Module) applications successfully cut the average queuing time by 25%.

Analysis and Interpretation

The increase in public service productivity at the Samarinda Immigration Office can be explained through three main dimensions: service volume, time efficiency, and economic contribution (PNBP). These three dimensions align with the digital transformation policy and the increase in HR capacity implemented since 2023.

First, regarding volume, the increase in the number of passport and stay permit services reflects the growth in demand for public services, which the institution's capacity is able to accommodate. Second, regarding efficiency, the service completion time decreased by an average of 25–30%, indicating that technology and HR training directly impact the acceleration of the work process. Third, regarding the economy, the PNBP contribution exceeding the target shows that productivity performance is not only in the administrative aspect but also provides added economic value to the state.

This increase in productivity cannot be separated from the implementation of a performance-based management system and a strategy of continuous improvement carried out through direct supervision by the leadership and optimization of digital applications. Faster, more accurate, and more transparent public service makes the Samarinda Immigration Office a work unit capable of implementing the principles of effectiveness, efficiency, and economy, as emphasized in modern public management theory (Mahsun, 2020).

Thus, it can be concluded that public service productivity at the Class I Immigration Office TPI Samarinda is in the very high category, evidenced by the increase in the number of services, acceleration of completion time, and financial target achievement exceeding 100%.

This achievement is the result of the synergy between effective HRM, a disciplined work culture, and the implementation of digital innovation in the public service system.

4.6. Community Satisfaction

The level of community satisfaction with public services at the Class I Immigration Office TPI Samarinda in 2024–2025 shows very positive results, consistently in the "Very Good" category. This assessment is based on the results of the Service Quality Perception Survey (SPKP) and the Anti-Corruption Perception Survey (SPAK) conducted monthly through the STARapp Survei 3A application.

Table 4.6. Recapitulation of Community Satisfaction (SPKP) and Anti-Corruption Perception (SPAK) Survey Scores

Year	Month	Number of Respondents	SPKP / IKM Score	SPAK / IPK Score	Category
2024	January	381	17.14	17.18	Very Good
2024	February	362	17.26	17.26	Very Good
2024	April	170	17.27	17.30	Very Good
2024	May	160	17.27	17.31	Very Good
2024	July	99	17.12	17.11	Very Good
2024	August	52	17.34	17.31	Very Good
2025	January	38	17.03	17.13	Very Good
2025	February	69	3.93	98.33	Very Good
2025	March	52	3.95	98.79	Very Good
2025	April	67	3.94	98.96	Very Good
2025	May	111	3.93	98.32	Very Good
2025	June	140	3.95	98.65	Very Good
2025	July	198	3.96	99.08	Very Good
2025	August	144	3.93	98.33	Very Good

This consistency in high scores indicates that the satisfaction of public service users at the Samarinda Immigration Office is stable at an optimal level, reflecting the effectiveness of the service system and the professionalism of the apparatus. The improvement in service quality can be identified from several important aspects of the survey results:

- Speed of service and timeliness of completion, rated very good by the majority of respondents.
- Discipline and friendliness of officers, which are dominant factors increasing public perception of service quality.

- Transparency of fees and service requirements, which reinforces the image of being free from illegal levies and gratification.
- Ease of access to information and service digitalization (through M-Paspor, online queues, and STARapp) enhance user convenience.
- Employee integrity remains high with the SPAK score consistently above 3.9 on a 4-point scale, indicating a low incidence of discrimination, illegal levies, or touting practices.

Interpretation and Implications

The high achievements in IKM/SPKP and SPAK/IPK demonstrate the Samarinda Immigration Office's success in implementing effective human resource management, where training, ethical coaching, and an integrated work culture directly impact public service productivity. This aligns with the Human Resource-Based View theory (Barney, 1991) which asserts that the advantage of public organizations depends on the quality and integrity of their human resources. Competent and ethical HR creates public services that are responsive, fair, and trustworthy, reinforcing the legitimacy of the institution in the public eye. Overall, the 2024–2025 survey results conclude that the level of public trust in immigration services is consistently increasing.

4.7. HR Innovation and Digital Transformation

Based on the *Laporan Inovasi Turunan dari Unit Eselon I Tahun 2025* and the *Laporan Inovasi Layanan Publik yang Dihasilkan oleh Satuan Kerja Tahun 2025*, the Class I Immigration Office TPI Samarinda has implemented several strategic innovations to support the enhancement of public service quality and employee productivity. The innovations implemented focus on service efficiency, digitalization of the work process, and increasing employee capacity. Some flagship innovations include:

- **M-Paspor**, a digital application for online passport registration and queuing, which increases the efficiency, transparency, and accountability of service.
- **Eazy Passport**, a door-to-door service for passport applications outside the office, which brings services closer to the community and optimizes the performance of field officers.
- **Lapor Rohani**, passport service outside normal working hours (afternoon to evening), which provides time flexibility for applicants while increasing daily service productivity.
- **PORSIDA**, a web-based foreign national reporting system that strengthens immigration monitoring with the support of information technology.
- **GO BAP**, an innovation for online reporting of lost or damaged passports (official report), which reduces service time and administrative burden.
- **SIPERKASA**, a Service Information System for Samarinda Ship Crossings innovation to speed up and simplify the monitoring of foreign vessels and crew entering the Samarinda waters area.

These innovations directly contribute to the increase in HR productivity because they optimize working time, reduce manual administrative activities, and enhance the quality of employee interaction with the public. Moreover, through these digital innovations, employees are required to master the latest technology systems, thereby encouraging an increase in technical competence and adaptability.

Implementation of Reward System

As part of the strategy to enhance employee motivation and performance, the Class I Immigration Office TPI Samarinda has implemented an exemplary employee reward system every quarter. The selection of exemplary employees is based on indicators of discipline, responsibility, service excellence, and contribution to work innovation.

This reward system serves as a form of appreciation and positive motivation, where selected employees receive formal recognition from the leadership and become role models for other employees. In the long term, this creates a healthy competitive work culture and strengthens employee commitment to achieving organizational targets.

Table 4.7. HR Innovation and Reward System Implementation

No	Aspect	Type of Innovation / Program	Goal and Impact	Success Indicator
1	Public Service Innovation	M-Paspor	Increases efficiency and transparency of passport service	Faster service time, orderly queues
2	Field Service Innovation	Eazy Passport	Reaches communities outside the city and reduces office queues	Increased service volume, higher community satisfaction
3	Flexible Service	Lapor Rohani	Provides service outside working hours for busy community members	Increased PNPB, more inclusive service
4	Digitalization of Reports	PORSIDA	Increases the effectiveness of foreign national monitoring	More accurate data, timely reporting
5	Online Service	GO BAP	Simplifies the reporting of lost/damaged passports	Shorter completion time
6	Monitoring and Reporting	SIPERKASA	Speeds up and simplifies the monitoring of foreign vessels and crew entering the Samarinda waters area	More accurate data, timely reporting
7	Reward System	Quarterly Exemplary Employee Selection	Increases employee motivation and discipline	Increased employee discipline and initiative

From the various innovations implemented, it can be concluded that HRM at the Samarinda Immigration Office focuses on technology-based innovation and increasing work motivation through performance rewards. The implementation of innovation not only impacts the improvement of public service quality but also the increase in employee capability to adapt to digital systems and modern services. Furthermore, the quarterly reward system proves to be an effective strategy for strengthening organizational commitment and creating a positive work culture. Recognition of exemplary employee performance provides encouragement for other employees to increase their discipline, responsibility, and contribution to office innovation. Overall, the integration between HR innovation and the reward system has formed a cycle of continuous performance improvement, where employee motivation, competence, and performance mutually reinforce the realization of quality and integrated public service at the Class I Immigration Office TPI Samarinda.

4.8. Conclusion from Indicator Analysis

Based on the analysis results from various indicators of human resource management at the Class I Immigration Office TPI Samarinda, it can be concluded that the implementation of HRM has been effective, adaptive, and directly contributes to enhancing public service productivity. Each component of the analysis shows a close link between HR management, individual performance, and the quality of public services provided to the community.

First, regarding Training and HR Development, data indicates that the employee participation rate in capacity-building activities is very high and evenly distributed across all sectors, both functional and structural. The number of training and technical guidance activities increased significantly in 2024, with over 20 types of training attended by employees. This signifies the organizational commitment to developing employee competence to be able to adapt to changes in policy and service technology.

Second, the Employee Discipline and Attendance indicator shows a consistent attendance rate above 95% during the first quarter of 2025, with a very low average tardiness rate. This achievement indicates the effectiveness of internal supervision, strong work discipline, and the application of proportional rewards and punishments. Good work discipline directly impacts the improvement of service quality, as it ensures the continuity of public service without administrative hindrance.

Third, the Employee Performance (SKP) analysis results show that the average individual performance achievement reaches the Very Good category score. This achievement is consistent across all service sections, indicating the effectiveness of the results-based performance management system. High performance also reflects a results-oriented organizational culture, supported by direct supervision from the leadership and the application of transparent, measurable indicator-based evaluation mechanisms.

Fourth, in the Service Productivity aspect, data from 2023 to mid-2025 shows an increase in public service volume. The number of passport issuances, stay permits, and other immigration services increased by between 8% to 18% per year, with the average service completion time reduced by up to 30%. Furthermore, the increase in PNBP realization exceeding 100% of the annual target demonstrates the tangible impact of work efficiency and increased public trust.

Fifth, the Community Satisfaction Survey (SPKP) and Anti-Corruption Perception Survey (SPAK) results for 2024–2025 show an average score of 3.95–3.96 (on a 4-point scale) or equivalent to 17.2 (on a 25-point scale), which falls into the Very Good category. This achievement indicates a positive public perception of the Samarinda Immigration Office's services, especially in terms of service speed, officer friendliness, clarity of fees, and employee integrity. The stability of high scores in this survey reinforces the evidence that HRM is oriented towards clean and integrated public service.

Sixth, in the HR Innovation and Reward System Implementation aspect, the Samarinda Immigration Office successfully developed digital-based innovations such as M-Paspor, Eazy Passport, Lapor Rohani, GO BAP, PORSIDA, and SIPERKASA, which have had a real impact on service efficiency and increased community satisfaction. Furthermore, the implementation of the quarterly exemplary employee program is proven effective in enhancing employee motivation, discipline, and positive competition. This reward system fosters an appreciative work culture and strengthens organizational commitment to realizing professional public service.

Overall, these research findings show that the increase in public service productivity at the Class I Immigration Office TPI Samarinda is the result of a synergy from holistic HR management. Employee training, discipline, performance, innovation, and rewards interact positively, creating a work environment that is conducive, adaptive to technology, and results-oriented. This finding reinforces modern human resource management theories, particularly the Human Capital Theory approach (Becker, 1993) and Performance-Based Management (Armstrong, 2020), that employee competence development and motivation are the main factors in creating effective and high-performing public services. Thus, the Samarinda Immigration Office can serve as an example of implementing sustainable performance-based HRM in the context of public service bureaucracy in Indonesia.

The research results imply that improving public service productivity depends not only on structural factors and policies but also on the quality of human resource management, which includes training, discipline, performance, motivation, and innovation.

V. CONCLUSIONS

Human resource management plays a central role in enhancing public service productivity at the Samarinda Immigration Office. Through the development of employee competence, the application of digital systems, and performance-based supervision, service productivity significantly increases. This research affirms the importance of strengthening HRM as a key strategy in bureaucratic reform, and it can serve as an implementation model for other government agencies. The implication of this research indicates that the success of bureaucratic reform relies on the professionalism of HR that is adaptive to technological changes and public needs. Future research is recommended to review the aspects of leadership and organizational culture in supporting the effectiveness of HRM.

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