



Research Paper

Unlocking Performance Through Motivation: The Impact of Job Transformation in the Ministry of Migrant Workers Protection

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Abstract

Job transformation is integral to bureaucratic reform initiatives aimed at enhancing employee efficiency and effectiveness. This study seeks to examine the function of work motivation as a mediator in the relationship between job transformation and employee performance at the Ministry of Indonesian Migrant Workers Protection (KP2MI). The research methodology employed causality with a sample of 251 KP2MI employees. Data analysis was conducted using a structural equation model employing a second-order confirmatory technique to test the hypotheses. The study's findings demonstrate that job transformation and work motivation significantly enhance employee performance. Work motivation mediates the impact of job transformation on employee performance, exerting a more significant effect than direct influence. This study suggests that work motivation significantly mediates the relationship between job transformation and employee performance. This study underscores the necessity of addressing job transformations that are both structural and psychological, particularly in enhancing employee motivation, which is crucial for increasing public sector performance. This study introduces an innovation in the realm of human resource management within the public sector, particularly at KP2MI. This study introduces a novel perspective that the efficacy of job transformation relies not only on structural or administrative factors but also on the capacity of these changes to foster employee motivation. The distinctive institutional framework of KP2MI, which has a specific purpose for the protection of migrant workers, renders this research pertinent and innovative in addressing the challenges posed by contemporary bureaucracy in government agencies that are adaptable and responsive to global employment issues.

Keywords: *Indonesian Migrant Workers, Social Capital, Human Capital, Financial Access, Non-Finance Performance*

INTRODUCTION

Goal-Setting Theory, articulated by [Locke and Latham \(2013\)](#), posits that employee performance is enhanced when individuals are provided with clear and challenging objectives, along with constructive feedback. This idea is pertinent to bureaucratic reform enacted under Regulation Number 7 of 2022 by the Minister of State Apparatus Utilization and Bureaucratic Reform (PANRB). This policy sought to streamline the organizational structure of the Ministry of Indonesian Migrant Workers Protection (KP2MI), formerly the Indonesian Migrant Workers Protection Agency (BP2MI), to enhance responsiveness and adaptability to evolving circumstances and community needs. This bureaucratic simplification entails converting structural positions into functional ones to elucidate employee tasks and duties, thereby enhancing motivation and performance. An efficient and transparent organizational structure facilitates enhanced communication and expedites decision-making, enabling personnel to address community requirements more effectively. The KP2MI anticipates that the implementation of the bureaucratic simplification policy will enable staff to concentrate on essential duties and delineate their jobs more clearly, thus enhancing their performance in delivering services to Indonesian migrant workers.

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The KP2MI annual report indicated that 288 employees improved their performance ratings from good to very good, reflecting a substantial enhancement in their work outcomes. Nevertheless, qualitative data gathered from interviews with the HR department and various employees indicated that this rise continues to present significant issues concerning job satisfaction and motivation following the adoption of Regulation of the Minister of PANRB Number 7 of 2022. Preliminary interviews with employees and executives revealed that numerous individuals perceived their tasks as increasingly challenging following the streamlining of roles without a corresponding enhancement in capacity or appropriate compensation. This situation led numerous employees to perceive that despite an increase in performance metrics, the quality and efficiency of their jobs still required enhancement.

Bureaucratic simplification has been extensively examined in previous research, yielding diverse results. [Taufik and Supriadi \(2022\)](#) assert that bureaucratic simplicity enhances job motivation. The results corroborate the hypothesis that a more streamlined organizational structure accelerates work processes and enhances productivity. However, some studies, including those by [Nisa et al. \(2022\)](#), indicate that bureaucratic simplification may have various adverse effects, such as heightened workload and role uncertainty, ultimately diminishing employee job satisfaction. As firms increasingly acknowledge the significant relationship between job satisfaction and employee performance, implementing measures aimed at enhancing employee job satisfaction can produce superior outcomes ([Rojas et al., 2024](#)). [Mawardi et al. \(2024\)](#) indicate that elevated work motivation enhances civil service (ASN) employee performance, whereas [Tumanggor and Wibowo \(2021\)](#) emphasize that transitions from structural to functional positions necessitate extended adaptation periods, resulting in fluctuating employee motivation. This suggests that motivation may not consistently enhance performance and may be affected by external factors, such as new responsibilities and increased workload.

[Kadjintuni et al. \(2023\)](#) indicate that bureaucratic simplification, which entails transforming structural roles into functional ones, might enhance employee engagement and performance within the Boalemo regional administration. When job transformation is more transparent and supportive, employees generally experience increased motivation due to a greater understanding of their duties and a discernible career growth trajectory. Furthermore, research ([Mawardi et al., 2024](#); [Tumanggor & Wibowo, 2021](#)) indicates that alterations in job transformation through bureaucratic simplicity can incentivize individuals to adapt and enhance their performance. A streamlined framework and well-defined tasks enhance employee empowerment, thereby boosting their motivation. [Taufik and Supriadi \(2022\)](#) discovered that clearer and easier job transformations enhance employee performance by reducing uncertainty regarding tasks and responsibilities. Defined responsibilities and streamlined communication enhance employee efficiency.

This study examines the influence of job transformation on work motivation and its effect on the performance of KP2MI employees following the enactment of the Regulation of the Minister of PANRB Number 7 of 2022, both directly and indirectly. The research questions were as follows: (1) Does job transformation influence work motivation? (2) Does job transformation influence employee performance? (3) Does job motivation influence employee performance? (4) Does work motivation mediate the relationship between job transformation and employee performance?

This study rectifies the deficiencies of previous research by introducing a novel concept. [Taufik and Supriadi \(2022\)](#) and [Kadjintuni et al. \(2023\)](#) exclusively investigated the influence of bureaucratic simplification on employee performance. [Mawardi et al. \(2024\)](#) focused solely on performance motivation as a catalyst for performance enhancement. [Tumanggor and Wibowo \(2021\)](#) emphasized that transitioning from structural to functional roles necessitates an extended adaptation period, leading to variable employee motivation. [Pratama et al. \(2022\)](#) demonstrated

that bureaucratic simplification enhances job satisfaction, positively affecting employee performance. This study uniquely assesses the effects of the employment transformation program via bureaucratic simplification at the Ministry of Protection of Indonesian Migrant Workers (KP2MI), which has national responsibilities and engages Indonesian migrant workers directly. This study addresses a deficiency in existing research ([Kadjintuni et al., 2023](#); [Mawardi et al., 2024](#); [Nisa et al., 2022](#); [Rusliandy, 2022](#); [Taufik & Supriadi, 2022](#); [Tumanggor & Wibowo, 2021](#)), which has predominantly focused on educational institutions and regional policies, and investigates the concept of job transformation regarding work motivation and performance independently. This study examines the effects of job transformation on work motivation and employee performance, both directly and indirectly, within the framework of national policy concerning bureaucratic simplification in KP2MI/BP2MI, as stipulated by the Minister of PANRB Regulation Number 7 of 2022. The background of KP2MI has not been examined previously, thus offering a novel addition to the understanding of policy execution inside institutions endowed with a specific national public service mandate.

The findings of this study are expected to enhance the literature on the effects of job transformation on employee motivation and performance, especially within the realm of ministerial government bureaucracy. These findings are expected to inform the Indonesian Ministry of Migrant Workers in formulating employment management policies that can sustainably enhance employee engagement and performance.

LITERATURE REVIEW

Alterations in organizational structure, including job transformation, are regarded as reactions to an organization's need for enhanced adaptability and efficacy. [Robbins and Judge \(2013\)](#) assert that successful structural change necessitates proficient communication management, employee engagement in the change process, and the provision of sufficient support to facilitate employee adaptation to new responsibilities. The theories used to underlie the variables in this study are goal-setting theory ([Locke & Latham, 2013](#)) and Herzberg's Two-Factor Theory ([Herzberg, 1965](#)).

The Effect of Job Transformation on Work Motivation

Job transformation is a structural shift within an organization that alters the roles, responsibilities, and working relationships of employees to enhance corporate objectives. A literature review of job transformation encompasses diverse theories and viewpoints to understand its influence on employee motivation and performance. Herzberg's Two-Factor Theory (1965) posits that work transformation can serve as a motivating element, provided it offers employees opportunities for development, recognition, and increased responsibility. Herzberg asserted that motivators enhance job happiness, whereas "hygiene" aspects, such as working environment and job security, must be preserved to prevent a decline in job satisfaction.

Within the KP2MI framework, the execution of Regulation of the Minister of PANRB Number 7 of 2022 facilitates a streamlined structure that grants employees greater autonomy and accountability in their positions, potentially enhancing their intrinsic motivation. A clearer structure enhances employees' comprehension of their jobs and obligations, thereby motivating them to achieve their corporate objectives. Simplifying bureaucracy facilitates career advancement through functional roles, thereby enhancing employees' motivation to strive to elevate their career tiers. [Razak \(2022\)](#) detailed study findings indicating that a shrinking organizational structure significantly affects work motivation. The findings of this study align with prior research indicating that job transformation via bureaucratic simplicity may enhance employee motivation. ([Hanafi et al., 2019](#); [Kadjintuni et al., 2023](#); [Tumanggor & Wibowo, 2021](#)). Drawing from prior theories and

research, the initial hypotheses are as follows:

H1: Job transformation implemented through bureaucratic simplification has a positive effect on work motivation.

The Effect of Job Transformation on Employee Performance

Goal-setting theory (Locke & Latham, 2013) posits that alterations in organizational structure, processes, and policies, including job transformation, can influence individual behavior and overall organizational performance. Job transformation is a structural alteration that may involve role repositioning, delegation of authority, work redesign, and task and responsibility realignments. Within the framework of KP2MI, the execution of Regulation of the Minister of PANRB Number 7 of 2022 aims to enhance efficiency and effectiveness through streamlined and more efficient job transformation, thereby improving employee performance. Multiple studies have indicated that modifications in organizational structure significantly enhance employee performance (Hanafi et al., 2019; Heriyanto et al., 2020).

Kadjintuni et al. (2023) indicate that bureaucratic simplification, particularly the conversion of structural roles into functional roles, positively influences employee performance. A streamlined organizational structure enables employees to concentrate on their primary tasks, thereby enhancing productivity and job quality. Taufik and Supriadi (2022) indicated that clearer and simpler work transformations enhance employee performance by minimizing uncertainty in duties and responsibilities. Defined responsibilities and streamlined communication enhance employee efficiency. Drawing on prior theories and research, the subsequent hypothesis that might be formulated is

H2: Job transformation implemented through bureaucratic simplification has a positive effect on employee performance.

The Effect of Work Motivation on Employee Performance

Herzberg (1959) showed that intrinsic motivation, including success and acknowledgment, significantly influences employee performance and leads to superior outcomes. Highly motivated employees are generally more focused on work objectives and exert greater effort to achieve them. The implementation of the Regulation of the Minister of PANRB Number 7 of 2022 within the KP2MI framework is anticipated to promote alterations in the work system that may enhance employee motivation. Employees who experience motivation, whether through defined roles, increased responsibilities, or acknowledgment of their achievements, typically exhibit enhanced diligence and productivity, thereby elevating their performance.

Kadjintuni et al. (2023) indicated that the enhancement of work motivation due to the transition from structural to functional positions positively influences employee performance. This finding is corroborated by Lasiny et al. (2021), who found that job motivation is a critical determinant of employee performance. Hanafi et al. (2019) demonstrated that organizational restructuring significantly affects employee motivation and performance, with motivation enhancing employee performance. Nasir et al. (2024) conducted a study that demonstrated that both intrinsic and extrinsic motivation significantly enhance employee performance in public sector businesses. This further corroborates the assertion that intrinsic and extrinsic motivations can enhance employee performance, including effectiveness, efficiency, teamwork, initiative, responsibility, and adaptability. Elevated work motivation directly enhances the performance of KP2MI employees, particularly in light of the structural modifications stemming from bureaucratic streamlining. Employees with strong ambitions for success enhance their attainment of company objectives and elevate their productivity. Drawing on prior theories and research, the third hypothesis that may be formulated is as follows:

H3: Work motivation has a positive effect on employee performance.

The Role of Work Motivation in Mediating the Effect of Job Transformation on Employee Performance

The two-factor theory ([Herzberg, 1965](#)) posits that work motivation is affected by motivational factors, including responsibility, achievement, and recognition. High work motivation among employees correlates with enhanced performance, increased effort, and stronger commitment to organizational objectives. The implementation of the Regulation of the Minister of PANRB Number 7 of 2022 within KP2MI aims to enhance employee work motivation through job transformation, thereby improving KP2MI employees' performance. Effective performance is attained when employees are highly motivated, which enhances productivity, efficiency, and quality of work.

Research conducted by [Kadjintuni et al. \(2023\)](#) and [Tumanggor and Wibowo \(2021\)](#) indicates that bureaucratic simplification, characterized by the conversion of structural roles into functional roles, enhances work motivation, subsequently leading to improved employee performance. Motivated employees demonstrate greater commitment to organizational goals, resulting in enhanced productivity and improved work quality. Research by [Razak \(2022\)](#) indicates that work motivation mediates the relationship between downsizing the organizational structure and employee performance. Drawing from existing theories and research, the fourth hypothesis that may be formulated is as follows:

H4: Work motivation mediates the influence of job transformation on employee performance.

METHODOLOGY

This study employed a causal methodology using a survey administered to KP2MI employees in Indonesia. The study population comprised 865 civil servants employed at KP2MI. Data from the respondents were gathered using an online questionnaire and random sampling. This study employed the method of Hair et al. ([Wati, 2021](#)), which requires a minimum sample size of 5-10 times the number of research indicators, resulting in a minimum sample size of 165 (5×33). The sample consisted of 251 participants. Data were collected from April to June 2025. The analysis employed a Structural Equation Model (SEM) utilizing a second-order confirmatory approach for the research variables, which included job transformation (independent), work motivation (intervening), and employee performance (dependent construct).

Job transformation encompasses four dimensions: role and responsibility clarity, career development, structural efficiency, and task adaptation ([Hanafi et al., 2019](#); [Heriyanto et al., 2020](#); [Kadjintuni et al., 2023](#); [Taufik & Supriadi, 2021](#)). Motivation encompasses three dimensions: intrinsic, extrinsic, and career development ([Kadjintuni et al., 2023](#); [Lasiny, 2021](#); [Razak, 2022](#); [Tumanggor & Wibowo, 2021](#)). Employee performance is assessed using five dimensions: effectiveness, efficiency, collaboration, initiative, responsibility, and adaptability ([Kadjintuni et al., 2023](#); [Lestari et al., 2023](#); [Ramilan et al., 2024](#); [Taufik & Supriadi, 2021](#); [Yanti et al., 2024](#)).

The research data were gathered by a survey that employed a questionnaire utilizing a Likert scale, ranging from strongly disagree to strongly agree, with a score ranging from 1 to 4 (1=strongly disagree; 2=disagree; 3=agree; 4=strongly agree). This study employed Smart Partial Least Squares (Smart PLS) software version 4.1.1.4 for data analysis. The assessment of the measurement model (outer model) and structural model (inner model) represents the evaluation of the models using Partial Least Squares analysis. The validity of the model was assessed using a measurement framework referred to as the outer model. The convergent validity of the measuring model with reflecting indicators was determined by the correlation between the item and construct scores. A correlation coefficient of 0.70 signifies its validity, but Hair et al. (2019) posited that outer

loading values ranging from 0.50 to 0.60 are regarded as acceptable when the reliability test is considered to be sufficient. In this study, a minimum outer loading value of 0.5 was used for validity testing. Reliability testing was conducted by analyzing Cronbach's alpha and composite reliability coefficients. Dependability is indicated when the value exceeds 0.70 (Wati, 2021).

The following model was used to test the research hypotheses:

$$\text{MOT} = \beta_1 \text{JT} + \varepsilon_1 \dots (\text{Motivation Model})$$

$$\text{EP} = \beta_2 \text{JT} + \beta_3 \text{MOT} + \beta_4 \text{JT}_{\text{MOT}} + \varepsilon_2 \dots (\text{Performance Model})$$

The structural model of the study, using the second-order confirmatory approach, is shown in Figure 1.

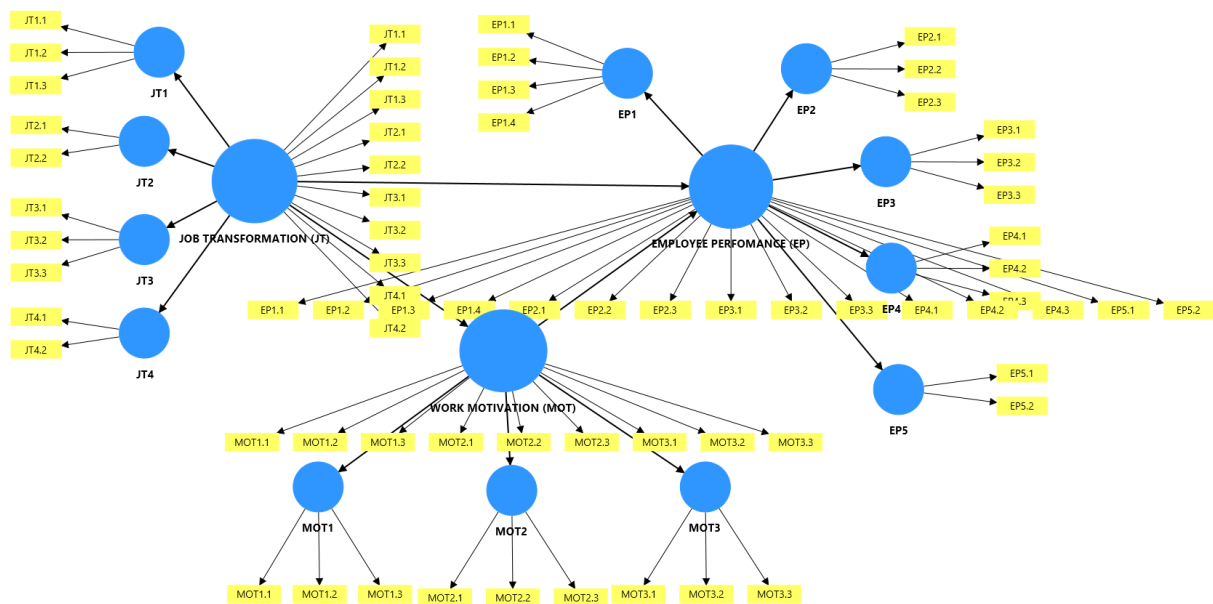


Figure 1. SEM Model of KP2MI Employee Performance

Source: Author's elaboration, 2025

FINDINGS AND DISCUSSION

Respondent Description

The distribution of the questionnaire data was conducted by filling it out manually online using Google Forms for KP2MI employees. Based on the results of the questionnaires administered to KP2MI employees, 251 were completed and processed for further data analysis. Based on the results of the questionnaire, an analysis of the respondents' characteristics was conducted, including gender, length of service, last education, and position.

Table 1. Gender Characteristics

Gender	Amount	Percentage
Man	108	43%
Women	143	57%
Total	251	100%

Source: Author's calculation, 2025

Based on the data received during the research, it can be seen that the respondents who dominated this research were women, with a percentage of 57 % from 251 respondents.

Table 2. Length of Work

Length of Work	Amount	Percentage
0 - 5 years	131	52%
6 - 10 years	33	13%
11 - 15 years	40	16%
16 - 20 years	19	8%
20 - 25 years	4	2%
>25 years	24	10%
Total	251	100%

Source: Author's calculation, 2025

The data presented in Table 2 indicate that the length of service category with the highest number of respondents falls within the 0-5 years range, comprising 131 respondents or 52% of the total sample. The category with the fewest respondents is the length of service of 20-25 years, comprising four respondents or 2% of the total.

Table 3. Last education

last education	Amount	Percentage
D3	15	6%
D4/S1	184	73%
S2	49	20%
S3	1	0%
High School	2	1%
Total	251	100%

Source: Author's calculation, 2025

According to Table 3, most respondents possessed a D4/S1 level of education, comprising 184 individuals (73% of the total sample). In contrast, the S3 educational level had the lowest number of respondents, with only one individual or 0% participation.

Table 4. Position

Department	Amount	Percentage
Echelon 3/4	15	6%
Pure Functional	124	49%
Functional Equalization	48	19%
Middle JPT/ First JPT	5	2%
Executor	59	24%
Total	251	100%

Source: Author's calculation, 2025

Based on Table 4, the position with the largest number of respondents is purely functional, which is 124 respondents or 49% of the total respondents. Meanwhile, the position with the smallest number of respondents is JPT Madya/JPT Pratama, which is filled out by 5 respondents, or 2%).

Evaluation of Measurement Model (Outer Model)

The outer model in Smart PLS 4.1.14 uses the criteria of convergent validity, discriminant validity, composite reliability, and Cronbach's alpha.

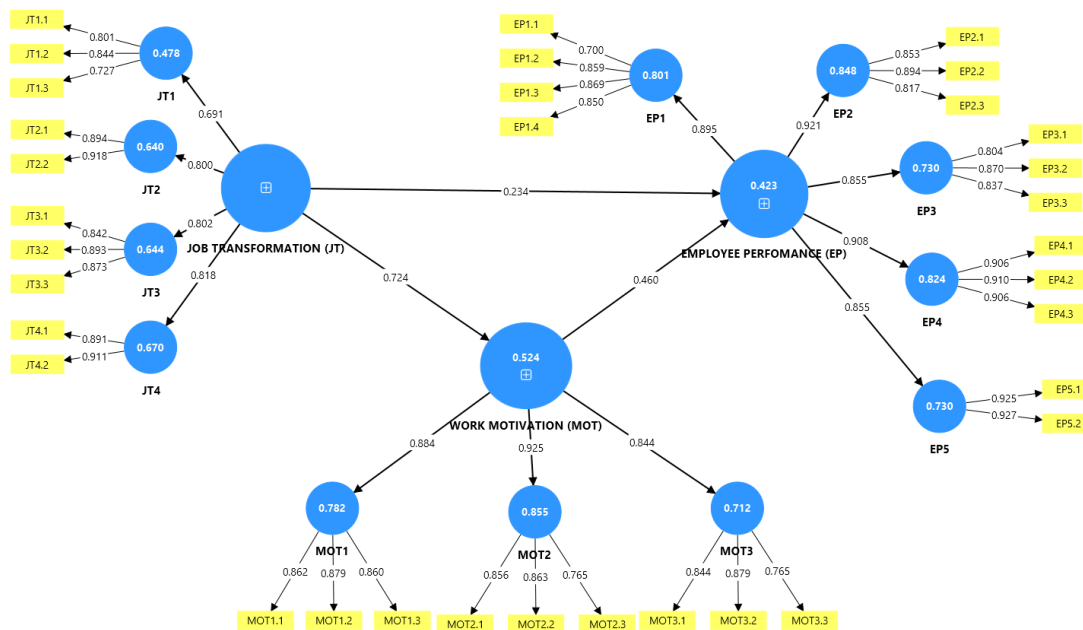


Figure 2. Outer loading

The validity test results for the research indicators, as presented in Figure 2 and Table 5, indicate that all indicators in both the first- and second-order confirmatory tests exhibited outer loading values exceeding 0.5. This suggests that the research indicators were valid. Discriminant validity testing was conducted by examining cross-loading, which was based on the outer loading value, and the correlation between each dimension and variable was greater than that between the other dimensions and variables. The results indicate that all second-order constructs are valid for measuring job transformation, work motivation, and employee performance and exhibit good convergent validity.

Table 5. Outer Loading Indicators

Variables	Dimensions	Indicator	Outer Loading		Result
			First Order	Second Order	
Job Transformation (JT)	Roles & Responsibilities (JT1)	JT1.1	0.5	0.801	Valid
		JT1.2	0.519	0.844	Valid
		JT1.3	0.633	0.727	Valid
	Career Development (JT2)	JT2.1	0.679	0.894	Valid
		JT2.2	0.767	0.918	Valid
		JT2.3			

Variables	Dimensions	Indicator	Outer Loading		Result
			First Order	Second Order	
	Structural	JT3.1	0.688	0.842	Valid
	Efficiency	JT3.2	0.728	0.893	Valid
	(JT3)	JT3.3	0.675	0.873	Valid
	Department	UN4.1	0.701	0.89	Valid
	Organization	UN4.2		0.911	Valid
	Adaptation (JT4)		0.77		
Motivation for Work (MOT)	Intrinsic	MOT1.1	0.764	0.862	Valid
	Motivation	MOT1.2	0.813	0.879	Valid
	(MOT1)	MOT1.3	0.718	0.86	Valid
	Extrinsic	MOT2.1	0.808	0.856	Valid
	Motivation	MOT2.2	0.778	0.863	Valid
	(MOT2)	MOT2.3	0.712	0.765	Valid
	Career	MOT3.1	0.769	0.844	Valid
	Development	MOT3.2	0.705	0.879	Valid
	Motivation (MOT3)	MOT3.3	0.618	0.765	Valid
Employee Performance (EP)	Effectiveness (EP1)	EP1.1	0.587	0.7	Valid
		EP1.2	0.722	0.859	Valid
		EP1.3	0.772	0.869	Valid
		EP1.4	0.835	0.85	Valid
	Efficiency (EP2)	EP2.1	0.798	0.853	Valid
		EP2.2	0.816	0.894	Valid
		EP2.3	0.747	0.817	Valid
	Collaboration (EP3)	EP3.1	0.773	0.804	Valid
		EP3.2	0.696	0.870	Valid
		EP3.3	0.664	0.837	Valid
	Initiative and Responsibility (EP4)	EP4.1	0.801	0.906	Valid
		EP4.2	0.849	0.91	Valid
		EP4.3	0.819	0.906	Valid
	Adaptability (EP5)	EP5.1	0.785	0.925	Valid
		EP5.2	0.798	0.927	Valid

Source: Author's calculation, 2025

Reliability testing was conducted by examining the composite reliability values. Cronbach's alpha indicates that a construct is deemed reliable if the composite reliability value exceeds 0.70 (Wati, 2021). Table 6 presents the reliability test results for each dimension and research variable.

Table 6. Composite Reliability and Cronbach's Alpha

Variables & Dimensions	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Result
Job Transformation (JT)	0.858	0.868	0.887	Reliable
Roles & Responsibilities (JT1)	0.707	0.702	0.834	Reliable

Variables & Dimensions	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Result
Career Development (JT2)	0.784	0.792	0.902	Reliable
Structural Efficiency (JT3)	0.838	0.84	0.903	Reliable
Department Change Adaptation (JT4)	0.768	0.773	0.896	Reliable
Work Motivation (MOT)	0.899	0.902	0.918	Reliable
Intrinsic Motivation (MOT1)	0.835	0.838	0.901	Reliable
Extrinsic Motivation (MOT2)	0.772	0.777	0.868	Reliable
Career Development Motivation (MOT3)	0.775	0.785	0.869	Reliable
Employee Performance (EP)	0.949	0.952	0.955	Reliable
Effectiveness (EP1)	0.839	0.855	0.892	Reliable
Efficiency (EP2)	0.816	0.819	0.891	Reliable
Collaboration (EP3)	0.787	0.788	0.876	Reliable
Initiative and Responsibility (EP4)	0.892	0.893	0.933	Reliable
Adaptability (EP5)	0.834	0.835	0.924	Reliable

Source: Author's calculation, 2025

Table 6 shows that the composite reliability values for each construct exceeded 0.7. This suggests that all research constructs, dependent (employee performance), intervening (work motivation), and independent (job transformation), demonstrated adequate reliability, as they fulfilled the established value criteria. Cronbach's alpha was a value. The Average Variance Extracted (AVE) exceeded 0.5. This indicates that the indicators employed in each dimension and variable demonstrated strong reliability and effectively measured the constructs. The Average Variance Extracted (AVE) values for the constructs of job transformation, work motivation, and employee performance exceeded 0.5 for each dimension and its variables. Therefore, it can be concluded that these constructs exhibit high discriminant validity across both dimensions and research constructs.

Structural Model Evaluation Inner Model

The coefficient of determination (R^2) is the portion of total variation in the dependent variable explained by the variation in the independent variable. According to Chin (1998) in Wati (2021), the R^2 value is considered weak, moderate, and strong if they are approximately 0.19, 0.33, and 0.67, respectively. Table 7 presents the results of the determination coefficient analysis for the dimensions and research variables.

Table 7. R-Square

Variables & Dimensions	R-square	R-square adjusted	Result
Roles & Responsibilities (JT1)	0.478	0.476	Moderate
Career Development (JT2)	0.64	0.639	Moderate

Variables & Dimensions	R-square	R-square adjusted	Result
Structural Efficiency (JT3)	0.644	0.642	Moderate
Department Change Adaptation (JT4)	0.67	0.67	Strong
WORK MOTIVATION (MOT)	0.524	0.522	Moderate
Intrinsic Motivation (MOT1)	0.782	0.781	Strong
Extrinsic Motivation (MOT2)	0.855	0.855	Strong
Career Development Motivation (MOT3)	0.712	0.711	Strong
EMPLOYEE PERFORMANCE (EP)	0.423	0.418	Moderate
Effectiveness (EP1)	0.801	0.801	Strong
Efficiency (EP2)	0.848	0.847	Strong
Collaboration (EP3)	0.73	0.729	Strong
Initiative and Responsibility (EP4)	0.824	0.823	Strong
Adaptability (EP5)	0.73	0.729	Strong

Source: Author's Calculation, 2025

The R-square test indicated that the R-square value for work motivation was 0.524, suggesting that job transformation accounted for 52.4% of the variance in work motivation, while the remaining 47.6% was attributed to other variables not included in the research model. The R-squared value for employee performance was 0.423, indicating that 42.3% of employee performance was influenced by job transformation and work motivation, while the remaining 57.7% was affected by other variables not included in this research model. The work motivation and employee performance model was characterized as moderate, indicated by an R-squared value ranging from 0.33 to 0.67.

Geisser Q-square test (Q^2)

Evaluation techniques for model determination are essential before hypothesis testing (Goodness of Fit). In the model determination test, the Test Q-square Stone-Geisser was utilized to analyze the R^2 dependent variables while also considering the magnitude of the structural path coefficient. Wati (2021) indicated that the optimal outcome for endogenous latent variables in a structural model was an R^2 value of 0.67 or greater. Values ranging from 0.19 to 0.33 are classified as weak, whereas those between 0.33 and 0.67 are deemed moderate. Assessment of model adequacy, considering all coefficients of determination (R^2) from the two equations.

The calculation results from the Q-Square were as follows:

$$Q^2 = 1 - (1 - R^2_1) (1 - R^2_2)$$

$$Q^2 = 1 - (1 - 0.524) (1 - 0.423)$$

$$Q^2 = 1 - (0.476) (0.577)$$

$$Q^2 = 1 - (0.275)$$

$$Q^2 = 0.725$$

The model accuracy measurement result (Q^2) was 0.725, indicating that the model explained 72.5% of the total variance in the structural relationships among the three variables

studied. This research model demonstrated significant strength, as indicated by a Q-squared value exceeding 0.67. The predictive relevance of 72.5% suggests that the research model has strong predictive value. The predictive relevance value indicates that the KP2MI employee performance model explains 72.5% of the data diversity, whereas the remaining 27.5% is attributed to variables outside the research model.

Hypothesis Testing

This study employs T-statistics and t-values to test the hypothesis; if the p-value is less than 0.05, the hypothesis can be considered acceptable. The outcomes of the hypothesis test performed using the inner model are as follows.

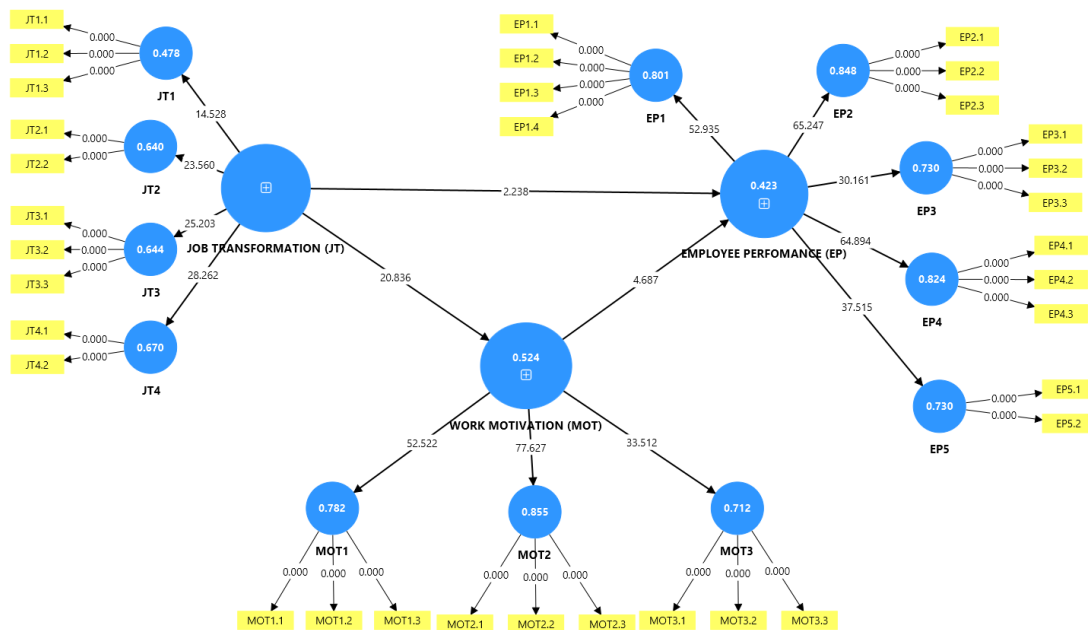


Figure 3. Hypothesis Testing Model

Table 8. Hypothesis Test Results

Variables	Dimensions	Coefficient Parameter	T statistics	P values	Information
Job Transformation (JT)	Roles & Responsibilities (JT1)	0.691	14.528	0.000	Significant***
	Career Development (JT2)	0.8	23.56	0.000	Significant***
	Structural Efficiency (JT3)	0.802	25.203	0.000	Significant***
	Department Change Adaptation (JT4)	0.818	28.262	0.000	Significant***
The Influence of Job Transformation on Work Motivation (H1)		0.724	20.836	0.000	Accepted***
Work motivation	Intrinsic Motivation (MOT1)	0.884	52.522	0.000	Significant***

Variables	Dimensions	Coefficient Parameter	T statistics	P values	Information
	Extrinsic Motivation (MOT2)	0.925	77.627	0.000	Significant***
	Career Development Motivation (MOT3)	0.844	33.512	0.000	Significant***
The Influence of Job Transformation on Employee Performance (H2)		0.234	2.238	0.013	Accepted**
Employee Performance	Effectiveness (EP1)	0.895	52.935	0.000	Significant***
	Efficiency (EP2)	0.921	65.247	0.000	Significant***
	Collaboration (EP3)	0.855	30.161	0.000	Significant***
	Initiative and Responsibility (EP4)	0.908	64.894	0.000	Significant***
	Adaptability (EP5)	0.855	37.515	0.000	Significant***
The Influence of Work Motivation on Employee Performance (H3)		0.46	4.687	0.000	Accepted***
The Influence of Job Transformation on Employee Performance Through Work Motivation (H4)		0.333	4.408	0.000	Accepted***

Note: ***Significant at α 1%, **Significant at α 5%, *Significant at α 10%

Source: Author's calculation, 2025

The results presented in Table 8 indicate that all dimensions of the research variables are significant in constructing the job transformation construct. This construct is shaped by the dimensions of roles and responsibilities, career development, structural efficiency, and job change adaptation, each exhibiting a T-statistic value exceeding 1.66 and demonstrating significance. Work motivation comprises intrinsic motivation, extrinsic motivation, and career development motivation. The employee performance construct includes effectiveness, efficiency, collaboration, initiative, responsibility, and adaptability.

The most significant dimension in facilitating job transformation is structural efficiency, which includes indicators such as simplifying workflows, minimizing bureaucratic layers, and accelerating decision-making processes. In contrast, the dimension that exhibited the least construct in facilitating job transformation was the clarity of roles and responsibilities, which included indicators such as understanding tasks and positions, comprehending responsibilities associated with the position, and having clear definitions of roles within the position. The primary factor influencing work motivation is extrinsic motivation, which includes support from superiors, a conducive work environment, and the provision of rewards or incentives. The smallest construct is career development motivation, which includes obtaining training, recognizing promotion opportunities, and receiving encouragement to attain higher positions. The dimension that significantly influences employee performance is efficiency, which encompasses optimal resource utilization, error minimization, and the avoidance of unnecessary costs. In contrast, the least impactful construct was collaboration, which included teamwork, effective communication, and

compliance with standard operating procedures (SOPs).

The findings from the direct and indirect hypothesis testing presented in Table 8 indicate that all the research hypotheses are accepted. Job transformation directly and indirectly influences work motivation and employee performance. Additionally, work motivation significantly and positively affected KP2MI employee performance at the 1% significance level.

Hair's procedure can be employed to detect the presence of a mediation effect (Wati, 2021). This method is deemed more suitable because it does not require assumptions regarding the distribution of variables, allowing for its application to small sample sizes. The initial requirement for this test was that the direct effect must be significant before including the mediating variable in the model. Second, once the mediating variable is incorporated into the model, the indirect effect must be statistically significant. Each path must be significant to satisfy the condition. Third, the Variance Accounted For (VAF) was calculated using the formula for indirect influence divided by total influence.

VAF quantifies the extent to which the mediating variable can account for the previously significant direct effect of the model in the absence of mediation. A VAF value exceeding 80% indicated that the mediating variable functioned as a full mediator. A VAF value between 20% 80% can be categorized as a partial mediator. If the VAF is below 20%, researchers can infer that the mediation effect is negligible (Wati, 2021).

The parameter coefficient values in Table 8 indicate that the direct and indirect influences of product quality on purchasing decisions are significant. Consequently, the VAF value for the research model was calculated as follows:

$$\text{VAF} = \frac{\text{Indirect Effect}}{\text{Total Effect}}$$

$$\text{VAF} = \frac{0.333}{0.234 + 0.333} = 0.587$$

The mediation effect test results indicated that work motivation partially mediates the relationship between job transformation and KP2MI employee performance. The direct effect of job transformation on employee performance is less significant than the indirect effect mediated by motivation, as evidenced by the larger parameter coefficient.

Discussion

The Influence of Job Transformation on Work Motivation of KP2MI Employee (Hypothesis 1)

The findings of the initial hypothesis test indicate that job transformation significantly enhances the work motivation of KP2MI employees. This finding reinforces Herzberg's Two-Factor Theory (Herzberg, 1965) by demonstrating that the transformation department, as part of structural changes and job challenges, can serve as an intrinsic motivator that enhances employee work motivation. This finding suggests that more complex jobs and role designs may enhance job satisfaction and enthusiasm. This finding enhances the theoretical understanding that organizational transformation influences structural efficiency and serves as a significant driver of employee work motivation, particularly within government bureaucracies such as KP2MI, which addresses the critical issue of migrant worker protection.

Job transformation has been empirically demonstrated to significantly influence work

motivation. This indicates that clarity regarding roles, tasks, and responsibilities, along with career development, structural efficiency, and adaptability to job changes, can enhance the work motivation of KP2MI employees, manifesting as intrinsic motivation, extrinsic motivation, and motivation for career development. The dimension exerting the most significant influence on work motivation is extrinsic motivation, as indicated by the highest parameter coefficient values and R-squared. This indicates that extrinsic motivation, characterized by superior support, a supportive work environment, and awards or incentives, enhances the work motivation of KP2MI employees more effectively than intrinsic motivation.

The implementation of the Regulation of the Minister of PANRB Number 7 of 2022 in KP2MI has demonstrated an enhancement in employee work motivation through streamlined and more efficient job transformation. Job transformation enhances employee motivation, fostering increased effort, innovation, and quality. The findings of this study corroborate those of [Kadjintuni et al. \(2023\)](#), indicating that bureaucratic simplification through structural to functional job transformation can enhance employee work motivation. Clearer and more supportive job transformations enhance employee motivation by improving role understanding and providing a defined career development path. The study results ([Hanafi et al., 2019](#); [Mawardi et al., 2024](#); [Tumanggor & Wibowo, 2021](#)) indicate that job restructuring or transformation through bureaucratic simplification enhances employee motivation. A streamlined structure and clearly defined tasks enhance employee empowerment, thereby boosting motivation.

The Influence of Job Transformation on KP2MI Employee Performance (Hypothesis 2)

The findings of the second hypothesis indicate that job transformation significantly enhances KP2MI employees' performance. The finding that job transformation has a direct effect on performance supports goal-setting theory and is theoretically significant. According to [Locke and Latham \(2013\)](#), effective structural changes can directly impact work behaviour and output. "This finding aligns with the High-Performance Work System (HPWS) Model, which emphasizes the importance of integrated work systems, such as career development and adaptability, in fostering employee initiative, collaboration, and a sense of responsibility ([Boxall & Macky, 2009](#)). This study further expands the understanding that job transformation involves not only structural changes, but is also closely associated with improvements in both individual and organizational performance

The implementation of the Regulation of the Minister of PANRB Number 7 of 2022 within KP2MI can enhance work performance by facilitating simpler and more efficient job transformations. Previous research supports the notion that job transformation through bureaucratic simplification enhances employee performance in both private and public service agencies ([Daniel, 2019](#); [Heriyanto et al., 2020](#); [Razak, 2022](#); [Safarini & Mulyono, 2024](#); [Taufik & Supriadi, 2022](#); [Tumanggor & Wibowo, 2021](#)).

The Influence of Work Motivation on KP2MI Employee Performance (Hypothesis 3)

The findings of the third hypothesis indicate that employee work motivation significantly enhances KP2MI employees' performance. Theoretically, this finding strengthens Expectancy Theory, which states that employees will be motivated and show high performance when they believe that their efforts will result in good performance and be appreciated by the organisation. The three dimensions of motivation: intrinsic motivation, extrinsic motivation, and career development motivation establish a robust framework for enhancing performance elements, including effectiveness, efficiency, collaboration, initiative, and adaptability. Furthermore, these findings align with Self-Determination Theory ([Deci & Ryan, 2013](#)), which posits that fulfilling employees' basic psychological needs, competence, autonomy, and social connectedness fosters

motivation that promotes productive behavior and sustained high performance. This study offers an empirical contribution indicating that, within public service bureaucracies such as KP2MI, work motivation is a primary factor influencing performance, even in predominantly formal and procedural organizational structures.

The implementation of the Regulation of the Minister of PANRB Number 7 of 2022 in KP2MI has the potential to facilitate changes in the work system that may enhance employee motivation. Employees who are motivated, whether through clearer roles, increased responsibilities, or recognition of their contributions, generally demonstrate enhanced work effort and productivity, leading to improved performance outcomes. The findings of this study corroborate previous research ([Bagur-Femenías et al., 2024](#); [Chien et al., 2020](#); [Jeki & Sulastri, 2019](#); [Mgammal & Al-Matari, 2021](#); [Nasir et al., 2024](#); [Ouakouak et al., 2020](#); [Pratama et al., 2022](#)), indicating that work motivation enhances employee performance. Research indicates that both intrinsic and extrinsic motivation significantly enhance employee performance in public sector organizations. This aligns with the findings of [Nasir et al. \(2024\)](#), indicating that both intrinsic and extrinsic motivation enhance employee performance, which encompasses effectiveness, efficiency, collaboration, initiative, responsibility, and adaptability.

Work Motivation Mediates the Effect of Job Transformation on Employee Performance (Hypothesis 4)

The findings of the fourth hypothesis demonstrate that work motivation serves as a mediator in the relationship between job transformation and KP2MI employee performance, offering significant theoretical and practical insights for the advancement of human resource management strategies in the public sector. The findings indicate that the direct effect of job transformation on performance plays a significant role in organizational change theory. Effective structural changes can influence work behavior and output directly, not solely through psychological processes such as motivation, but also through direct modifications to work systems and roles. This study empirically demonstrates that job transformation can enhance employee performance both directly and indirectly by fostering strong work motivation, which serves as a primary internal driver of effectiveness, efficiency, collaboration, initiative, and adaptability in public organizations such as KP2MI.

The findings of this study corroborate existing research ([Mawardi et al., 2024](#); [Tumanggor & Wibowo, 2021](#)), indicating that transformations in job structure, specifically through bureaucratic simplification, can enhance employee motivation for adaptation and performance. The mediation effect test results indicate that work motivation serves as a partial mediator in the relationship between job transformation and employee performance at the Ministry of Indonesian Migrant Workers Protection. The discovery of an indirect effect of job transformation on performance via work motivation, which exceeds its direct effect, indicates that the success of job reform within the Ministry of Indonesian Migrant Workers Protection (KP2MI) significantly relies on the ability of these changes to enhance employees' motivation. This reinforces the role of motivation as a significant mediating variable in the relationship between structural change and performance outcomes. To ensure optimal results from job transformation, KP2MI focuses not only on structural job restructuring but also on enhancing work motivation through career development, relevant training, and performance awards. This approach enhances the positive effects of job transformation on employee performance sustainably and comprehensively.

CONCLUSION

This study offers theoretical contributions to the development of work motivation theory and organizational change theory by demonstrating that job transformation directly influences

employee performance and indirectly enhances work motivation. This reinforces the role of motivation as a mediating variable that connects organizational structural change and individual performance behavior. Indirect testing results indicate that the impact of job transformation on performance is more significant than the direct influence of motivation, offering new insights into the efficacy of bureaucratic reform within the public sector.

The author recommends that KP2MI enhance the job transformation process through clear, transparent, and participatory communication to ensure that employees comprehend the direction of change and recognize their significant role in it. Enhance work motivation programs by integrating intrinsic and extrinsic motivation, career development, and psychological well-being to amplify the impact of the transformation on performance. Regularly assess the effects of job transformation initiatives on workload and employee satisfaction to ensure that transformation policies do not induce stress or resistance. Establish a performance measurement system that aligns with the revised job structure, ensuring that each job transformation is supported by explicit and quantifiable performance indicators.

LIMITATION & FURTHER RESEARCH

The scope of this study was limited to a single government agency, KP2MI, which may restrict the generalizability of the findings to other institutions and the private sector. The quantitative approach design failed to thoroughly investigate employees' subjective perceptions regarding the job transformation process, which can significantly impact employee motivation and performance. The author suggests that future research should undertake comparative studies across various ministries or institutions to determine whether similar relationship patterns are observed in different bureaucratic contexts. A combination of quantitative and qualitative methods is essential for a deeper exploration of the dynamics of job transformation and employees' psychological and emotional experiences.

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