



LEADERSHIP CHARACTER OF THE DIRECTOR GENERAL OF IMMIGRATION: A HOPE

Junaidul Fitriyono^{1*}

¹Department of Public Policy and Management, University of Gadjah Mada, Yogyakarta, Indonesia & Immigration Analyst at Immigration Office Class I Non-Checkpoint Pati, Central Java, Indonesia

*Corresponding Author: junaidulfitriyono@mail.ugm.ac.id

Article Information

Submitted : 10/08/2023
Review : 07/09/2023
Accepted : 27/09/2023
Published : 30/10/2023

DOI

<https://doi.org/10.25077/jakp.8.2.280-296.2023>

Key Word

Character; Competence,
Director General of
Immigration; Leadership

Abstract

The open selection for the position of Director General of Immigration at the Ministry of Law and Human Rights became a historic moment with the opening of opportunities for non-civil servants to be involved as candidates. This phenomenon illustrates that the public has high hopes for the Director General of Immigration who will be elected. Hopefully, Indonesian Immigration will be more advanced and ready to face challenges. This research aims to provide an overview of the characters that must be possessed and the challenges that will be faced by the Director General of Immigration. By using a descriptive approach, this research uses a literature study of various data and information related to immigration issues, the selection of the Director General of Immigration and the challenges of immigration in the future, either from journals, news or regulations related to the issue. The Director General of Immigration must be able to be an example (example), have sufficient experience (experience), be educated (education), understand the environment and organizational values (environment) and be able to evaluate the program well (evaluation). Therefore, it is important to remind that the Director General of Immigration must understand the work culture of the organization, the ability to change for the better, the ability to make effective decisions, the ability to lead and communicate, the drive to be able to collaborate with strategic partners, equal opportunities in order to develop capacity, be able to achieve performance targets, maximize assets and potential owned, manage the quality of public services that are getting better and the ability to bring this organization in a better direction.

INTRODUCTION

The Ministry of Law and Human Rights is conducting one of its major events related to

the open selection for the position of Director General of Immigration in 2022. The Secretary General of the Ministry of Law and Human Rights as the Chairperson of the Selection Committee, Komjen Pol. Andap Budhi Revianto explained that the Selection Committee had issued Letter Number SEK-KP.03.03-573 concerning Open Selection of Intermediate High Leadership Positions within the Ministry of Law and Human Rights in 2022 dated 27 July 2022. The open selection provides an opportunity for ASN, TNI and Polri to participate and fill the position of Director General of Immigration which has been vacant since the retirement of Director General of Immigration Johnny Ginting on 30 June 2021. The leadership relay at the Directorate General of Immigration was handed over to the Acting Director General of Immigration Prof. Widodo Ekatjahjana.

The process selected 10 (ten) candidates from various different backgrounds, including Dicky Fabrian with a diplomat background at the Ministry of Foreign Affairs, Jamaruli Manihuruk, Hermansyah Siregar, Lucky Agung Binarto, and widodo Ekatjahjana who came from within the Ministry of Law and Human Rights, Julexi Tambayong who has a background in the Air Force, Masyhudi who has a prosecutor background and Ratna Pristiana Mulya who currently occupies the position of Director of Immigration Intelligence and has a Police background. Of course, the variety of backgrounds of candidates who passed the administrative selection, field competency selection, managerial and socio-cultural towards the final stage, namely the interview, illustrates that the figure of the new Director General of Immigration must have extraordinary competence. This cannot be separated from the various challenges faced by the Directorate General of Immigration in various issues related to immigration issues.

The open selection process also aroused the enthusiasm of civil society groups to also be actively involved, monitor developments and contribute by providing views so that the Selection Committee can produce a Director General of Immigration who is ready to face the challenges of Immigration in Indonesia. One of the suggestions was to provide opportunities for non-civil servants to participate in the selection process. This was then followed up by the Minister of Law and Human Rights by submitting a request for approval to fill the position of Director General of Immigration of the Ministry of Law and Human Rights from non-civil servants (Kemenkumham, 2022b). The President, through the Cabinet Secretary, issued a letter of Presidential Approval on the Application for the Filling of Junior High Leadership Positions within the Ministry of Law and Human Rights from Non-Civil Servants (Sekkab, 2022). Consequently, the selection committee

postponed the interview stage and announced the opportunity for Non-Civil Servants to apply and participate in the open selection of Middle High Leaders within the Ministry of Law and Human Rights (Kemenkumham, 2022a).

The picture above shows that leadership competence has now shifted. The opportunity for actors outside the government, whether civil servants, Military or Police, to be able to fill strategic positions in a government environment is an interesting thing to discuss. The expected leadership competence is no longer based on work experience in the government as a state servant or through a career path in government. These competencies must be developed into leadership characters. Therefore, it is interesting to discuss the competencies that must be possessed by a Director General of Immigration from the perspective of leadership character. So, in this paper, the presentation of the theory of competence and leadership character will be associated with the real conditions faced by the Directorate General of Immigration both internally and externally.

METHOD

This research is descriptive research using a literature study approach. Data and information are obtained from various references and academic sources such as regulations, journals and various analyses related to the issue. In addition, data and information were also enhanced by news from various media including information provided on the official website of the Indonesian Ministry of Law and Human Rights. The process of searching for data and information using several keywords, namely "character", "competence", "leadership", "director general of immigration", "leadership expectations and obstacles". The data and information obtained are then analyzed to see their relationship with the issues that are the subject of discussion. Data analysis uses the approach recommended by Miles and Sardana through 4 (four) stages, namely first by collecting data and information related to the Director General of Immigration, the condition of Immigration in general and the selection process. Secondly, the data and information are selected to look for relevance to the topic discussed and then go to the third stage, namely determining what data and information are relevant to the discussion. The last stage is drawing conclusions on the data and information that has been previously selected. This research took place from mid-June 2022 when the news about the open selection of the Director General of Immigration was widely reported by the

mass media and officially announced on the website of the Ministry of Law and Human Rights until the inauguration of Silmy Karim on January 4, 2023. This analysis is independent and not related to the author's position as one of the employees at the directorate.

RESULT AND DISCUSSION

A. Leadership Character

Developments in governance management in the public sector are always interesting to discuss. The public sector has been very open to dynamization and often accepts principles developed and successfully applied in the private sector. Therefore, in the implementation of Human Resources (HR) management, strategic management patterns are very decisive in order to prepare quality human resources and be able to face the challenges of future changes (Yahya et al., 2020). One of the important stages in strategic Human Resources Management, especially in the management of the State Civil Apparatus, is the right recruitment pattern (Susanto, 2017). Failure in the recruitment process will affect the pattern of HR development at a later stage.

Position filling is one form of recruitment pattern carried out by the public sector to attract prospective employees who have good talents in accordance with the needs of the organization. The pattern of filling positions through fit and proper tests for certain positions is no longer used. Currently, many state and government institutions use an open selection system that is announced to the public to participate in filling or providing views regarding the selection of certain positions (Amrizal, 2017). One of the recent concerns is the open selection of high-ranking positions in the Ministry of Law and Human Rights for the position of Director General of Immigration.

The position of the Director General of Immigration is not only the leader of a state institution but also must be able to carry out the functions of Immigration, namely public services, law enforcement, state security and facilitator of community welfare development (*Undang-Undang Nomor 6 Tahun 2011 Tentang Keimigrasian*, 2011). Therefore, in the selection of the position of Director General of Immigration, it is necessary to be reminded of the competencies needed by a leader so that his leadership character can be seen. A recruitment process that is equipped with various leadership values and concepts is expected to produce a Director General of

Immigration who fits the needs of the organization, is able to adapt well and is ready to face increasingly complex challenges and demands.

B. Theory Overview

Leadership character is built from various competencies of a leader. The value of character is considered higher than just competence. However, it remains that competence is a sub-system that builds the character of a leader. Therefore, it is important to discuss the point of view of leadership character associated with competence. Competence relates to the attribution that exists in a leader, being a characteristic that can be assessed and measured. In Indonesia, the competence of a leader in the public sector is seen from 3 (three) things, namely technical/field competence, managerial competence and socio-cultural competence (Pierskalla, 2021). Technical/field competence relates to the ability of a leader to master his/her main duties and functions as a public service. Managerial competence relates to the leader's ability to manage the organization as part of the manifestation of service values to the community. Socio-cultural competence relates to the readiness of a leader to be able to interact with the socio-cultural conditions that exist in the community, absorb needs and try to find solutions to problems.

Today, the ability of a leader to adapt to organizational change and dynamism, encourages a leader to be flexible to adapt to conditions. Klann states that there are 5 attributions that affect the effectiveness and productivity of a leader in dealing with problems (Klann, 2007). These attributions are often referred to as the 5'E's, including:

1. Example, the leader must be able to be an example. The term commonly used in Indonesia is *suri tauladan* for the members they lead. This is important to foster a sense of trust and loyalty to the leader so that every step and programme rolled out will get support. This example is certainly an example that can be taken advantage of and has positive value. The demand for a leader to be an example and role model for his/her members is actually a natural thing because members want to see his/her leadership character. For some leaders, the urge to be an example is sometimes a problem, especially if the leader is not very open and rigid (Slack et al., 2020). Therefore, the flexibility of a leader is very important in terms of the ability to be a guide and a good example in the organization;

2. Experience is one of the most important factors to build trust among members and the organization at large. Experience is a record that cannot be separated from a leader because with extensive experience and many and varied, it will certainly add a more comprehensive point of view, considerations and policies. Leaders are able to see clearly the challenges and opportunities faced and try to find solutions to problems based on records of experiences that have been passed. It is interesting when a leader is also able to share this experience with his members so as to create good motivation from members (Slack et al., 2020). In addition, experience is also the basic capital for members and organizations to trust leaders. Directives and policies made by leaders will tend to be followed if the leader has been honed in various situations and conditions that are not ideal. Of course, these policies and decisions will be stored in the memory of each member and will be a reminder of his leadership journey;
3. Education, the level of education affects the quality of leadership. Although education absolutely cannot be considered to be one of the values that play a role and dominant in determining the quality of a leader, in reality education is one of the considerations that become a prerequisite for certain leadership. In certain positions and positions, it is expected that an adequate educational background must be possessed by a leader. Not only will it be needed in the operation of the organization but it is also part of the trust of members and the general public in the capabilities of a leader. One of the highlights related to educational background is the accuracy between certain types and models of work against a person's leadership background. For example, those who come from a management background tend to be considered more proficient in managing organizations than those who come from other science backgrounds. Or those who already have professionalism in the health sector, will tend to be trusted to lead health-related organizations rather than those who come from a social science background. Although not absolutely significant, educational background and level of education have an important influence on the organization's journey;
4. Environment, the environment greatly affects the condition of a leader's maturity in taking roles and decisions. The environment here is not only related to the physical environment but also the atmosphere in the work environment. A good structuring pattern and situational environment will encourage a different spirit

for a leader in carrying out daily tasks. Including being a challenge and responsibility of a leader to be able to present a work environment with a good situation, productive and mutually supportive of the potential of each member. This is very important because leaders are not only expected to be able to manage the organization well but also to present a conducive and productive work atmosphere (Alhadid, 2015). Therefore, the creation of a good and supportive work environment is needed. This requires the role of the leader to be able to see that the creation of a good environment is one of the factors driving the success of the organization in achieving its goals;

5. Evaluation, the achievement of organizational performance can be known from the evaluation conducted. leaders must be able to have the ability to analyze the development and achievement of organizational goals. The evaluation process is not just looking for mistakes of certain units or parts but rather an effort to restore the performance of the organization on the path that has been set in accordance with the agreed mission. The ability of a leader to evaluate, analyze the results of the evaluation and formulate the right steps as a solution to the problem is an integral part of the concept of leadership in general (Andrews & Shah, 2003). Leaders must be able to periodically supervise and evaluate the performance of the organization either in certain parts or overall evaluation so that organizational goals can be achieved, targets can be achieved and organizational productivity can still develop well.

The pattern of developing leadership competence that can be one of the references is the pattern made by the Ashfield and Mansfield City Councils in the UK. The city councils created a leadership competency framework to be able to assess leaders based on the level of leadership they have (Council & Council, 2022). Based on this framework, leadership levels are divided into 3 (three), namely first the Chief Executive, Director or Leader, Second service manager, and third officer, team leader or supervisor. Each level has specific competencies that are expected to be different and fulfil at least 10 (ten) competencies which are divided into 3 (three) themes, namely:

1. strategic-setting direction theme, consists of 3 (three) competencies, among others:
 - a Seeing the big picture, the ability to see the organization as a whole. The vision,

- mission and steps and achievements that have been accomplished. This includes historical and technical knowledge and understanding of the organization itself. Knowledge of the values that build the organization into a solid structure is one of the considerations for a leader to see the organization as a whole;
- b. Changing and improving, change is a common thing because it is related to dynamism in the organization but what must be noted is that the change leads to improvement rather than the opposite. Change is even counterproductive because it destroys the existing structure and order;
 - c. Making effective decisions, the ability of a leader to make effective decisions is certainly not an easy process. However, the demands of organizational performance require a leader to be able to accurately and carefully make a decision;
2. People-engaging people theme, consists of 3 (three) competencies, among others:
- a. Leading and communicating, relates to the managerial ability of leaders to be able to manage the organization well and be able to communicate direction and vision well so that it is accepted by all members. The ability to lead and communicate is one of the competencies needed because the organization not only needs to be managed internally through the managerial management of the leader but also needs to respond and communicate externally both among members of the organization or with other external parties;
 - b. Collaboration and partnering, relating to the competence of leaders to build networks and cooperate in order to achieve organizational goals;
 - c. Building capacity for all, equitable and fair distribution of capacity and capability is related to the managerial ability of leaders in managing potential. The hope is that all potential resources owned are able to positively support the success of the organization;
3. Performance-delivering results, consisting of 4 (four) competencies, among others:
- a. Achieving commercial outcomes, the organization's achievements must also add value to the welfare of members. The organization must be able to be productive to also participate in improving the welfare of its members;
 - b. Delivering value for money, relates to the appropriate use of budget for a

particular program as well as the ability to maximize existing resources without the need for renewal;

- c. Managing a quality service, the ability of leaders to be able to manage quality services is one of the expected competencies. An understanding of public services becomes very important if leaders are in the public domain and interact directly with the needs of the community;
- d. Delivering at pace, leaders must be able to push the organization to progress and develop. Leaders must see many sides to be able to drive and dynamize change in the organization;

C. Competence of Director General of Immigration Strategic-Setting Direction Theme

The leadership competence expected in this theme relates to the ability of the Director General of Immigration to think strategically about the current conditions faced as a starting point for steps towards better Immigration and the steps and efforts that will be taken. This theme aims to capture the extent to which the Director General of Immigration understands the condition of Immigration, what changes and improvements will be implemented and what decisions can be taken to succeed in the goal of making the Immigration organization in Indonesia contribute more to national development. The detailed discussion is as follows:

1. Seeing the Big Picture

Understanding the Directorate General of Immigration as an institution that is large, important and has a very strategic function is the first step that must be owned by a Director General of Immigration. no matter what background he comes from, PNS or Non PNS, Military or Police or even across ministries or institutions. When a person is considered capable of occupying and filling this strategic position, he/she must be able to understand the Directorate General of Immigration as a large building with all the potential and problems that exist in it.

The understanding of Immigration is not only related to the role of Immigration but also related to the historical aspects and the development of organizational maturity. This historical aspect is important in order to provide an understanding and internalization of organizational values and culture as well as the work environment at the Directorate General of Immigration. A Director General of

Immigration must have the competence to see all of this with a clear view and the aim of improvement towards a better Immigration in the future.

An understanding of immigration, including how the Director General of Immigration has been able to inventory the various opportunities, obstacles and challenges that will be faced. Whether the Directorate General of Immigration's point of view internally, or in relation to its vertical institutions in the Ministry of Law and Human Rights, or interaction with the public through public services, even up to the steps to safeguard the country's dignity in border management and human traffic between state territories. Seeing and understanding Immigration as a whole makes the Director General of Immigration know what every Immigration person feels no matter where he is placed, at what level of position he is given authority and under what conditions he must continue to carry out his duties and functions as an Immigration officer.

2. Changing and Improving

After being able to see the whole immigration building, the Director General of Immigration is expected to be able to bring the Directorate General of Immigration towards better governance. We do not say that the achievements of the predecessors are not good, but there must be changes towards improving the quality of organizational governance, human resource management, public service patterns and increasing transparency and accountability in the performance carried out. The changes made must bring Immigration to a better state than the previous condition. The momentum of change must indeed be carried out as a whole from the highest structure as mandated by the President when discussing Visa On Arrival and went viral because he saw many gaps that the Director General of Immigration had to fix for a better Immigration change.

These changes will certainly erode the old culture and break the comfort zone of the existing conditions. This is a challenge for the new Director General of Immigration to be able to prove that this organization has a commitment to further improve its quality as a dynamic, open and accelerative organization. The Director General of Immigration must be able to convince all relevant elements that the changes made are aimed at improving the quality of organizational performance which in turn will also be related to improving the welfare of members. Changing the mindset and culture of organizational performance is

indeed a big challenge for the Director General of Immigration in order to create a mature organization that is ready to respond to various inputs and challenges from the community.

The discussion will be interesting if the Director General of Immigration is a completely new person who does not fully understand the values and culture of the organization. The changes made will be a challenge for the Directorate General of Immigration with comprehensive reforms in every Immigration unit it has. the new atmosphere is expected to encourage better performance productivity. The Director General of Immigration must be able to make the momentum of change as part of organizational improvement, commitment to improving the welfare of members, equal justice for every immigration person and certainly improving the quality of service to the community.

3. Making Effective Decision

Decision-making is about understanding organizational goals and the drive to support government priorities. The new Director General of Immigration must be able to have effective decision-making management because every step and policy taken must have a broad influence on society. Effective decision-making is not only related to the speed in responding to an event but really a decision that is taken through correct considerations, proper procedures and comprehensive in answering the needs of the community and being a solution that is awaited. This is also a challenge if the new Director General of Immigration comes from a different background because they must really be able to understand the consequences of their decision making.

D. People - Engaging People Theme

This theme relates to how to manage Human Resources which is one of the major capitals owned by the Directorate General of Immigration. the potential of diverse human resources and spread throughout Indonesia, is a potential asset that must be developed in order to maximize the talents owned for the benefit of the organization. Proper and fair management is very important in order to provide a sense of trust for Immigration personnel in the hope of electing the Director General of Immigration. detailed discussion as follows:

1. Leading and Communicating

The ability of the Director General of Immigration to lead an organization with a wide span of control and very strategic authority makes the selection process for filling the position should bring out the best person. Leadership in this organization is important because it relates to credibility and real support from all members. Although structurally there is already a division of authority, the Director General of Immigration must still have a strong leadership aura. Immigration units that cover regencies/municipalities/border areas and even representatives abroad, further confirms that the Director General of Immigration must be a strong leader profile and ready to bring this organization to improvement.

The ability to lead must also be accompanied by the ability to communicate the desired direction and policies. A clear vision and mission contained in priority steps, both general and specific, equipped with clear and complete procedures, makes the communication process work well. The evaluation of policy implementation carried out so far is the difference between perceptions of a policy between leaders at the central level and technical organizers below. Therefore, one of the challenges faced by the Director General of Immigration who will be elected is the ability to bridge communication between all immigration personnel at all levels, in all Immigration Units and at all levels of positions.

Sectoral ego problems between officials and implementers, between staff and Immigration officials, between officials at the central and regional levels, between Java and non-Java, between Immigration Special Education or alumni of the Immigration Academy / Immigration Polytechnic, the whole sectoral ego that breaks the productivity and performance of Immigration, can be resolved with the leadership spirit and good communication skills possessed by the Director General of Immigration. Leaders must be able to sit with and listen to the needs of their members and find the right solution in solving the problems faced.

2. Collaboration and Partnering

The collaborative network that the Directorate General of Immigration has established so far must be maintained and expanded. This is because the future needs are increasingly strengthening that this organization cannot stand alone with its authority. Strong synergy is needed with other government agencies and

even the involvement of the private sector, social community groups and even elements of society at the lowest level of Village Government. Collaboration is one of the media to share resources so that there is equal distribution of capabilities and mastery of information technology. So far, in the implementation of Immigration duties and functions, Law No. 6 of 2011 on Immigration has facilitated one of them with the establishment of the Foreigner Monitoring Team as one of the forms of collaboration carried out. the challenge in collaboration is to maintain commitment to the agreement and be productive in the process. If it is only a formality and there are no expected achievements, then the collaboration process will be trapped in a formalistic situation that has no benefit. One form of collaboration is to build cooperative partnerships with other stakeholders. The ability of the new Director General of Immigration to build strategic partnership relationships is very important in the implementation of duties and functions. The reluctance to be open and adaptive to opportunities for cooperation and partnerships should have been left behind. Performance effectiveness will increase if the pattern of cooperation built is a partnership pattern. The Directorate General of Immigration must abandon cultural patrons that tend to find it difficult to coordinate with other agencies.

3. Building Capacity for all

Equitable distribution of capabilities and competencies for all immigration personnel is the next expectation of the new Director General of Immigration. Leaders are expected to understand the internal problems that occur stemming from the striking differences between certain groups within the organization. Some are easily promoted and smooth in the administrative process, while others have to struggle harder to get improved positions and positions. Some are easy access to education and training and self-development but some have to try harder in order to improve their capabilities independently.

Such conditions must be replaced with a system that is transparent and accountable and based on fairness. The challenge of the new Director General of Immigration is not only related to increasing capability equally among individuals, but also among Immigration Technical Implementation Units spread throughout Indonesia. Building a better system for fairness and equitable capability enhancement is not easy. There are bureaucratic barriers that are very

difficult to penetrate, but it is a challenge that can be overcome if there is a strong will from the organization. Accountability, transparency and openness are the principles that are expected to answer it all.

E. Performance - Delivering Results Theme

This theme relates to how performance and goal achievement is a process that is related to and influenced by leader competence. The Directorate General of Immigration has many challenges, especially in asset management, achieving performance targets and improving service quality. The Director General of Immigration must equip himself with an understanding of this so that he is ready for the existing conditions. The detailed discussion is as follows:

1. Achieving Commercial Outcomes

The Directorate General of Immigration has a performance target of obtaining Non-Tax State Revenue (PNBP). Achieving the target is related to improving the welfare of members. But it becomes an obstacle when the conditions of the COVID-19 pandemic make the target unattainable so that there must be interesting innovative programmes so that business processes continue to run. It is a challenge for Director General of Immigration to make innovations and better service breakthroughs in order to achieve performance targets. This achievement step is not only related to the benefits of certain groups but will have a major effect on the Ministry of Law and Human Rights as an institution that oversees the Directorate General of Immigration. The achievement of PNBP targets set by the Ministry of Finance will also be related to various incentives and budget support in the implementation of programs that have been set.

2. Delivering Value for Money

The new Director General of Immigration is expected to be able to inventory the potential and assets currently owned by the Directorate General of Immigration. The biggest asset is of course in the form of Immigration Human Resources that are spread evenly throughout the country and Indonesian representatives abroad. While assets in the form of State Property (BMN) must be rechecked to find out the extent of the proportion of ownership of assets owned. These potentials and assets are important as capital for the new Director General of Immigration to determine the direction of movement and budget capabilities. If

substantively, the current condition of the Directorate General of Immigration already has sufficient ability to survive in terms of assets, then no new procurements are needed. It is enough to innovate all existing assets, maximize their usefulness and expand their scope of influence. Do not let the new Director General of Immigration seem to legitimize a new program that will certainly be related to the adequacy of budgeting and the provision of supporting facilities and infrastructure.

3. Managing a quality of service

The Directorate General of Immigration should be aware that this is the era of New Public Services where service quality determines public perception of the organization. The old mindset and culture that assumes that Immigration personnel with all the authority they have can act outside the authority must be buried deeply. The public is increasingly critical and that is a very good thing. Criticism and suggestions given to improve the quality of public services, which means encouraging awareness of agencies related to public services to provide better services. The level of satisfaction with performance in the public sector is still considered low, this should be a good momentum for the Directorate General of Immigration to be able to provide new colors and perspectives that the Immigration organization has changed for the better.

The Director General of Immigration faces the challenge of improving the quality of public services as an integral part of the authority granted. Direct interaction with the public will certainly have an impact on the ability of Immigration personnel to be able to represent better, humane and nurturing Immigration services. This must be a common spirit both from the lower executive level to the Director General of Immigration at the helm. The representation of Immigration is not only from the leadership, but also every person involved in Immigration services to the public. Immigration must improve towards a more adaptive, dynamic and ready organization with various challenges. The public will be more critical and demand a better level of service and this must be answered with better improvements and changes. The Director General of Immigration must have the competence to be able to capture public desires and pour them into the right policy steps.

4. Delivering at Pace

The Director General of Immigration must have the ability to encourage all the potential within the organization to progress and develop. This organization must move and make changes for the better. Not stagnant and monotonous with daily tasks but open opportunities for innovation without putting aside aspects of national security. One of the keys to change is integrity. A classic problem that has always been a public concern when talking about immigration and issues related to immigration. Integrity is the basic capital of Immigration personnel if they want to change and must be ready to change. The challenge of change from society will definitely be stronger and Immigration must be able to adapt well if it does not want to be considered always late. Therefore, the Director General of Immigration who will be selected from the selection process is the hope for a new and better Immigration. His/her integrity is a great asset to be able to contribute to the organization and encourage internal change for the better.

CLOSING

The selection of filling the position of Director General of Immigration, which has now been declared complete and makes Silmy Karim as Director General of Immigration from the Non-Civil Servant group, is expected to be the momentum of change expected by Immigration personnel. Competency assessment that has so far used basic patterns such as assessment of field / technical competence, managerial competence and socio-cultural competence, is expected to be parsed further to find out the extent of leadership character that will emerge from each candidate even until the election of the Director General of Immigration. This selection will provide a complete picture that the opportunity to provide broad opportunities for the community to be involved both in the nomination process and in the stages of the selection process, will have a positive impact on quality, honest and transparent selection results.

Immigration personnel throughout Indonesia hope that the selected Director General of Immigration will be able to bring better changes in terms of managerial, welfare, equal opportunities for self-development and transparency and accountability in the implementation of public services. Great expectations are certainly pinned because immigration people expect that the leader has integrity and capability.

REFERENCES

- Al Hadid, A. Y. (2015). The Effect of Leadership Style on Organization Performance in. *International Review of Management and Business Research*, 5(1), 273–278.
- Amrizal, D. (2017). The Recruitment and Placement of Civil Servants Based on Position, Volume, and Workload, Medan, Indonesia. *IOSR Journal Of Humanities And Social Science (IOSR-JHSS)*, 22(8), 49. <https://doi.org/10.9790/0837-2208124957>
- Andrews, M., & Shah, A. (2003). Citizen-Centered Governance: A New Approach to Public Sector Reform. Bringing Civility in Governance. *Handbook of Public Sector Performance Reviews, January*, 1–36.
- Council, A. D., & Council, M. D. (2022). *Leadership Competency Framework*.
- Kemenkumham. (2022a). *Seleksi Terbuka Jabatan Pimpinan Tinggi Madya di Lingkungan Kementerian Hukum dan Hak Asasi Manusia tahun 2022*.
- Kemenkumham. (2022b). *Surat Menteri Hukum dan Hak Asasi Manusia Kementerian Hukum dan Hak Asasi Manusia Nomor MHH.KP-03.03-258 tentang Permohonan Persetujuan Pengisian Jabatan Direktur Jenderal Imigrasi Kementerian Hukum dan HAM (p. MHH.KP-03.03-258)*. Surat Menteri Hukum dan Hak Asasi Manusia.
- Undang-Undang Nomor 6 tahun 2011 tentang Keimigrasian*, (2011) (testimony of Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia).
- Klann, G. (2007). *Building Character Strengthening the Heart*.
- Pierskalla, J. (2021). *A DIAGNOSTIC STUDY OF THE CIVIL SERVICE IN INDONESIA*.
- Sekcab. (2022). *Persetujuan Presiden atas Permohonan Pengisian Jabatan Pimpinan Tinggi Madya di lingkungan kementerian Hukum dan Hak Asasi Manusia dai kalangan Non-PNS (p. R.32/Seskab/Adm/TPA/09/2022 tanggal 14 September 2)*.
- Slack, N. J., Singh, G., Narayan, J., & Sharma, S. (2020). Servant Leadership in the Public Sector: Employee Perspective. *Public Organization Review*, 20(4), 631–646. <https://doi.org/10.1007/s11115-019-00459-z>
- Susanto, E. (2017). Change in paradigm of civil servant management in Indonesia : from a traditional toward a strategic approach: Opportunities and challenges. *International Journal of Policy Studies*, 8(2), 67–68.
- Yahya, A., Abd Majid, S., & Din, M. (2020). *Career Development of Civil Servants in the Autonomy Era in Indonesia*.