



THE EFFECT OF EMPLOYEE EMPOWERMENT, WORK RESPONSIBILITY, WORK COMPETENCY, AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE AT VILLAGE AND SUB-DISTRICT OFFICES IN GALANG DISTRICT, BATAM CITY

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Abstract

This study aims to analyze the influence of employee empowerment, job responsibilities, job competencies, and work motivation on employee performance at the Village and Sub-district Offices of Galang District, Batam City. This research employs a quantitative methodology using a survey approach. The study population comprised all 91 employees of the Village and Sub-district Offices in Galang District, Batam City, employing a saturated sampling technique. Data were collected using a Likert-scale questionnaire and analyzed using multiple linear regression in SPSS. The results of the study indicate that, in part, employee empowerment, job responsibility, job competence, and work motivation have a significant effect on employee performance. The work motivation variable is the most dominant factor in influencing employee performance. In addition, the results of the simultaneous test prove that all four independent variables together have a significant effect on employee performance. These findings indicate that improving employee performance in government agencies at the village and sub-district levels depends heavily on efforts to empower employees, emphasize job responsibilities, enhance competencies, and manage work motivation in an integrated manner. This study is expected to provide practical contributions to government agency leaders in formulating human resource management policies to improve public service performance.

Keywords: Employee Empowerment, Job Responsibility, Job Competence, Work Motivation, Employee Performance

INTRODUCTION

Management is the process of planning, organising, directing, and controlling an organisation's resources to achieve set goals as effectively and efficiently as possible. In public organisations, management focuses not only on meeting administrative goals but also on providing exemplary service to the public. Human resources are the most critical strategic asset for an organisation because they plan, execute, and control its activities. The effectiveness of government organizations is significantly influenced by the professional, adaptive, and sustainable implementation of human resource management (Armstrong & Taylor, 2023). Good human resource management leads to employees who are skilled, responsible, and motivated to achieve the public organisation's goals.

Employee performance is the level of achievement of employee work results, both in quality and quantity, in accordance with assigned responsibilities. In the public sector, employee performance has direct implications for service quality and public trust. Recent research shows that employee performance is influenced by psychological, structural, and organizational factors, including empowerment, competence, and work motivation (Albrecht & Su, 2022). Therefore, improving employee performance is a strategic agenda for government agencies to respond to the increasingly complex and dynamic demands of public services.

The Village and Sub-district Offices of Galang District, Batam City, are the spearhead of public services at the sub-district and village levels. Employees in these offices are expected to provide

prompt, accurate, and accountable services to the public. However, in practice, various obstacles remain, such as limited competence, low work motivation, and suboptimal delegation of authority and responsibility. These conditions can affect employee performance and the quality of public services.

The process of empowering employees involves not only providing them with opportunities to make decisions and actively contribute to their work, but also giving them trust and authority to make those decisions. According to Kim and Beehr (2021), empowered workers are more likely to feel greater responsibility and engagement in their work, which, in turn, positively impacts performance. Responsibility at work reflects an employee's willingness to accept the consequences of the tasks and authority assigned to them. Employees are more likely to work in a disciplined, effective, and productive manner when given clear, measurable responsibilities. The term "work competencies" refers to the knowledge, skills, attitudes, and abilities, both technical and non-technical, that are necessary to perform the duties of the current position. According to Sutanto et al. (2023), competencies aligned with job requirements are a powerful predictor of employee performance in the public sector. The term "work motivation" refers to an internal drive that guides employees' actions toward achieving work objectives. A high level of motivation among workers leads to greater effort, perseverance, and higher-quality work. The theory of self-determination emphasizes the significant role that intrinsic motivation plays in enhancing employees' performance and overall well-being (Deci et al., 2021).

A survey conducted at the Village and Sub-district Offices in Galang District, Batam City, revealed variations in employee performance. Some employees have not demonstrated optimal work initiative, service speed still needs improvement, and competency utilisation has not been fully maximised. Furthermore, some employees feel that the authority and responsibility given to them have not been balanced with adequate support and motivation. This condition indicates the importance of empirical studies on the influence of employee empowerment, job responsibilities, job competencies, and work motivation on employee performance as a basis for formulating performance improvement policies within the Village and Sub-district Offices in Galang District, Batam City.

A growing phenomenon at the Village and Sub-district Offices of Galang District, Batam City, reveals a gap between rising public service demands and suboptimal employee performance. Regulatory changes, rising public expectations for fast, transparent services, and the adoption of administrative technology require employees to be more adaptable and professional. However, in practice, there are still limitations in employee empowerment, with some employees not yet fully involved in operational decision-making. Furthermore, fluctuating work motivation and uneven levels of responsibility among employees contribute to differences in performance outcomes, including service quality and quantity. This phenomenon indicates that employee performance is influenced not

only by individual factors but also by the managerial system and the agency's prevailing work environment.

Several significant issues encountered by the Galang District Village and Sub-district Offices in Batam City can be attributed to these occurrences. To begin, employee empowerment has been subpar, characterized by a lack of autonomy and initiative in completing tasks. Second, regarding service accountability, accuracy, and punctuality, some employees still have not shown a consistent level of responsibility at work. Finally, to meet the ever-increasing complexity of public service demands, it is necessary to enhance employees' technical and non-technical skills. The fourth point is that when people feel unappreciated or unsupported by their employer, their motivation to do a good job drops. Empirical research is necessary to thoroughly investigate the impact of employee empowerment, work responsibility, competencies, and motivation on performance, as these factors could impede optimal performance.

Research supports the hypothesis that public sector employee performance is significantly influenced by empowerment, job responsibility, competence, and work motivation. Albrecht and Su (2022) demonstrated that employee empowerment, through the availability of job resources, significantly improves performance by increasing engagement and a sense of belonging to the organization. Research by Kim and Beehr (2021) demonstrated that empowerment and trust from leaders foster a higher sense of work responsibility, which ultimately positively impacts the quality and consistency of employee performance. Furthermore, Sutanto et al. (2023) found that work competence, both technical and non-technical, is a key determinant of public sector employee performance, particularly in service-oriented government organisations. From a motivational perspective, Deci et al. (2021) emphasized that intrinsic motivation, grounded in self-determination theory, plays a crucial role in improving sustainable performance and employee well-being. These findings are reinforced by Prayoga and Maharani's (2024) research, which concluded that work motivation and competence significantly influence the performance of local government employees in Indonesia. Overall, the results of previous research provide a strong empirical basis for more specific research on the influence of employee empowerment, work responsibility, work competence, and work motivation on employee performance at the Village and Sub-district Offices of Galang District, Batam City.

Although previous studies have examined the influence of employee empowerment, job competency, and work motivation on employee performance, most have been conducted only partially or separately in specific organizational contexts, particularly in the private sector or central government agencies. Furthermore, the variable of work responsibility is often positioned as part of work discipline or work ethics, so it has not been studied independently as a factor that directly influences employee performance. Previous studies also tend to be conducted in large urban areas or government agencies with relatively established organizational structures, so there is still limited

empirical evidence that examines explicitly the combined influence of employee empowerment, job responsibility, work competency, and work motivation on employee performance at the village and sub-district levels, especially in island regions such as Galang District, Batam City, which has unique public service characteristics.

The unique aspect of this study is that it incorporates four important factors—employee empowerment, job responsibility, job competence, and work motivation—into a single empirical model to explain employee performance at the Village and Sub-district Offices of Galang District, Batam City. According to this study's findings, job responsibility is not merely a derivative of work discipline or commitment; instead, it is an independent variable. In addition, the research context at the village and sub-district levels in the archipelago region offers a fresh perspective on the management of human resources in the public sector. Not only are the findings of this study anticipated to contribute to the expansion of the existing body of scholarly literature, but they are also anticipated to make significant contributions to the formulation of human resource management policies that are more contextually relevant to civil servants and are founded on the actual requirements of public services in the region.

LITERATURE REVIEW

Employee Performance

Employee performance refers to the outcomes of work accomplished by individuals in alignment with their designated roles and responsibilities within the organization. From a contemporary standpoint, performance is regarded not solely in terms of results but also in the work behaviours that facilitate the attainment of organizational objectives. Borman and Motowidlo (2021) differentiate between task performance and contextual performance as two vital dimensions in evaluating employee contributions. In the public sector, employee performance is a critical factor in enhancing service quality and ensuring government accountability (Van Loon et al., 2022).

Employee Empowerment

Participatory theory, which emphasises the importance of employee autonomy and participation in decision-making, is the foundation of employee empowerment. As stated by Seibert et al. (2021), empowerment enables workers to feel greater ownership of their work, increases their self-confidence, and encourages them to take responsibility for their work. Within the realm of public organizations, empowerment is regarded as an essential tool for enhancing the efficiency of bureaucratic processes and the responsiveness of service delivery. According to Maynard et al. (2023), employees who feel empowered are more likely to exhibit higher performance and proactive behaviours at work.

Job Responsibilities

Job responsibility is an individual's willingness to accept the consequences of carrying out assigned tasks and exercising assigned authority. Role theory states that clarity of roles and responsibilities will increase employee commitment and performance quality. Research by Hwang and Kim (2022) shows that high levels of job responsibility are positively associated with discipline and accuracy in task completion. In the public sector, job responsibility is a key foundation for accountability and public trust (Bovens et al., 2021).

Work Competencies

Competency theory explains that a combination of job-relevant knowledge, skills, and attitudes determines superior performance. Boyatzis (2021) asserts that competency is a fundamental individual characteristic that can predict performance effectiveness. In government organizations, both technical and non-technical competencies are essential to address the complexities of public services. Recent studies have shown that job competency significantly impacts the productivity and quality of civil service services (Pereira et al., 2023).

Work motivation

Work motivation is the internal and external drive that directs individual behaviour toward achieving work goals. Goal-setting theory holds that clear, challenging goals can increase employee motivation and performance. Locke and Latham (2021) emphasize that motivation plays a key role in increasing work effort and persistence. In the public sector context, work motivation is a crucial factor in maintaining employee commitment to public service (Vandenabeele & Andersen, 2022).

Framework of Thinking

The framework of this study is based on the assumption that employee performance results from the interaction of various managerial and individual factors within the organization. Employee empowerment provides autonomy and trust that encourage involvement and initiative, while work responsibility ensures that each employee carries out tasks in accordance with established authority and standards. Work competence is the primary capital, comprising knowledge, skills, and attitudes that enable employees to perform their work effectively. On the other hand, work motivation is an internal driver that directs employee behaviour and the intensity of effort in achieving work goals. These four variables are estimated to have a simultaneous and partial significant influence on employee performance at the Village and Sub-district Offices of Galang District, Batam City, enabling performance improvements through integrated management of empowerment, responsibility, competence, and work motivation.

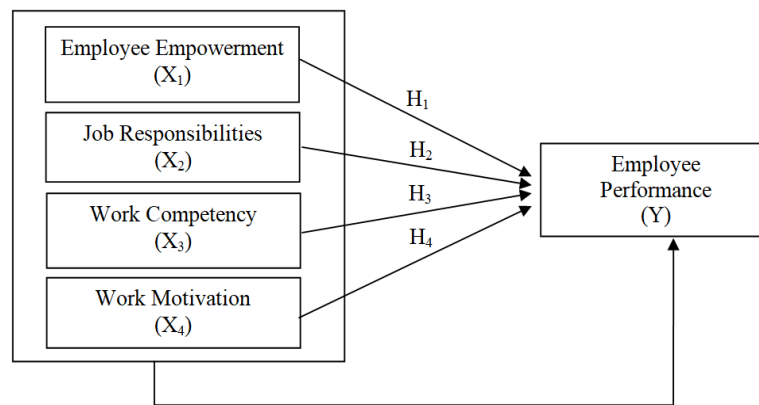


Figure 1 Thinking Framework

Research Hypothesis

The hypothesis for this research is as follows:

1. There is an Influence of Employee Empowerment on Employee Performance at the Village and Sub-district Offices of Galang District, Batam City.
2. There is an Influence of Work Responsibility on Employee Performance at the Village and Sub-district Offices of Galang District, Batam City
3. There is an Influence of Work Competence on Employee Performance at the Village and Sub-district Offices of Galang District, Batam City.
4. There is an Influence of Work Motivation on Employee Performance at the Village and Sub-district Offices of Galang District, Batam City.
5. There is a Simultaneous Influence of Employee Empowerment, Work Responsibility, Work Competence, and Work Motivation on Employee Performance at the Village and Sub-district Offices of Galang District, Batam City.

METHOD

Research methodology

Research methodology is a scientific procedure used to obtain valid and reliable data to answer research questions objectively. According to Sugiyono (2019), research methods serve as a scientific means of obtaining data for specific purposes and uses. Therefore, this study was systematically structured to provide an empirical overview of the factors influencing employee performance at the Village and Sub-district Offices of Galang District, Batam City.

Location and Time of Research

This research was conducted at the Village Office and Sub-district Office of Galang District, Batam City, Riau Islands Province. The research location was selected based on the strategic role of

these institutions in the provision of local public services. According to Creswell (2021), the research location must be relevant to the problem being studied to ensure results that are applicable. This research was conducted from July 2025 to November 2025, covering the preparation, data collection, data processing, and report preparation stages.

Data Types and Sources

The data types used in this study consist of primary and secondary data. Primary data were obtained directly from respondents through interviews and questionnaires distributed to employees of the Village and Sub-district Offices in Galang District, Batam City. According to Sugiyono (2019), primary data is the primary source of information on the variables studied. Meanwhile, secondary data were obtained from official agency documents, including organizational structure and employee numbers. Secondary data serves to support and complement primary data for a more comprehensive analysis (Sekaran & Bougie, 2020).

Method of collecting data

Data collection was conducted using several techniques to ensure accuracy and accountability. First, interviews were used to obtain in-depth information regarding employee working conditions. According to Kvale and Brinkmann (2022), interviews allow researchers to explore respondents' meanings and experiences in greater detail. Second, literature review techniques were conducted by studying relevant books, scientific journals, and official reports. Third, questionnaires were distributed to collect quantitative data using a Likert scale, which, according to Likert (1932), is effective for measuring individual attitudes and perceptions. Fourth, observation methods were used to obtain a realistic picture of work behaviour and public service processes (Sugiyono, 2019).

Population and Sample

The population in this study was all 91 employees at the Village and Sub-district Offices of Galang District, Batam City, in 2025. According to Sugiyono (2019), a population is a generalized area consisting of objects or subjects with specific characteristics. The sampling technique used was saturated sampling, in which all members of the population were included as research participants. This technique was chosen because the population was relatively small, enabling comprehensive data collection (Sugiyono, 2017).

Data Analysis Techniques

The data analysis techniques used were simple and multiple linear regression to test the effects of independent variables on the dependent variable. According to Ghazali (2017), multiple regression analysis is used to determine the relationships and influences of multiple independent variables on the

dependent variable. Data processing was performed using SPSS version 19.0. The measurement scale used was a five-point Likert scale, which allows quantitative analysis of the data (Sugiyono, 2019).

1. Descriptive Analysis

Descriptive analysis is used to describe respondent characteristics and response tendencies for each research variable. According to Sugiyono (2019), descriptive analysis aims to present data in an easily understood format as a basis for further analysis.

2. Validity Test

Validity testing is conducted to determine the extent to which the instrument accurately measures the research variables. Instrument validity is tested using the Pearson product-moment correlation between item scores and the total score. An instrument is declared valid if the calculated r value is greater than the table r value (Sugiyono, 2017).

3. Reliability Test

Reliability testing aims to measure the consistency of a research instrument. According to Ghozali (2017), an instrument is considered reliable if the Cronbach's Alpha value is > 0.60 , indicating a good level of reliability.

4. Multiple Linear Regression Analysis

Multiple linear regression analysis was used to test the effect of employee empowerment (X_1), job responsibility (X_2), job competence (X_3), and work motivation (X_4) on employee performance (Y). This regression model was used to determine which variables most dominantly influence employee performance (Ghozali, 2017).

5. Hypothesis Testing

Hypothesis testing was conducted using an F-test to determine the simultaneous effect of independent variables on the dependent variable, a t-test to determine partial effects, and a coefficient of determination (R^2) test to measure the model's ability to explain variations in employee performance. According to Ghozali (2017), this testing is important to ensure the accuracy of the regression model used.

RESULTS AND DISCUSSION

Research result

The research results were obtained from questionnaire data processed using SPSS version 19.0. The analysis was conducted in stages, including instrument testing, simple and multiple regression analysis, and partial and simultaneous hypothesis testing. The presentation of these results aims to answer the research objectives and prove the previously formulated hypotheses.

Validity and Reliability Test

Validity and reliability tests are conducted to ensure that the research instruments used are truly capable of accurately and consistently measuring the variables being studied. This testing is a crucial step before further analysis, as data quality depends heavily on the reliability and accuracy of the measurement instruments researchers use.

Table 1 Validity Test of Research Instruments

Variables	Statement Items	Correlation Value	Probability	Information
X1	1	0.614	0.000 < 0.05	Valid
X1	2	0.611	0.000 < 0.05	Valid
X1	3	0.610	0.000 < 0.05	Valid
X1	4	0.624	0.000 < 0.05	Valid
X1	5	0.612	0.000 < 0.05	Valid
X2	1	0.617	0.000 < 0.05	Valid
X2	2	0.677	0.000 < 0.05	Valid
X2	3	0.664	0.000 < 0.05	Valid
X2	4	0.667	0.000 < 0.05	Valid
X2	5	0.603	0.000 < 0.05	Valid
X3	1	0.675	0.000 < 0.05	Valid
X3	2	0.635	0.000 < 0.05	Valid
X3	3	0.633	0.000 < 0.05	Valid
X3	4	0.677	0.000 < 0.05	Valid
X3	5	0.733	0.000 < 0.05	Valid
X4	1	0.609	0.000 < 0.05	Valid
X4	2	0.654	0.000 < 0.05	Valid
X4	3	0.729	0.000 < 0.05	Valid
X4	4	0.646	0.000 < 0.05	Valid
X4	5	0.781	0.000 < 0.05	Valid
Y	1	0.617	0.000 < 0.05	Valid
Y	2	0.651	0.000 < 0.05	Valid
Y	3	0.636	0.000 < 0.05	Valid
Y	4	0.687	0.000 < 0.05	Valid
Y	5	0.709	0.000 < 0.05	Valid

Source: SPSS 19.0 Output (2025)

Based on the validity test results in Table 1, all statement items in the Employee Empowerment (X1), Work Responsibility (X2), Work Competence (X3), Work Motivation (X4), and Employee Performance (Y) variables showed significance at $p < 0.05$. It indicates that all items are significantly correlated with the variable's total score. Thus, all questionnaire items are deemed valid and suitable for use as research data-collection instruments.

Table 2. Reliability Test of Research Instruments

No	Variables	Cronbach Alpha	Parameter	Information
1	Employee Empowerment	0.615	0.60	Reliable
2	Job Responsibilities	0.618	0.60	Reliable
3	Work Competencies	0.671	0.60	Reliable
4	Work motivation	0.618	0.60	Reliable
5	Employee Performance	0.611	0.60	Reliable

Source: SPSS 19.0 Output (2025)

The reliability test results showed that Cronbach's alpha values for all study variables were above the minimum acceptable limit of 0.60. It indicates that all research instruments had high internal consistency. Therefore, the questionnaire used in this study is reliable and capable of providing stable measurement results when used for data collection under similar conditions.

Analysis of the Influence of Employee Empowerment (X1) on Employee Performance (Y)

A simple regression analysis was used to determine the effect of Employee Empowerment on Employee Performance partially. This test aims to determine whether the first hypothesis proposed in the study can be accepted or rejected based on the results of statistical analysis.

Table 3. Model Summary of the Effect of X1 on Y

R	R Square	Adjusted R-Square	Std. Error
0.128	0.116	0.003	2,100

Source: SPSS 19.0 Output (2025)

The R-square value of 0.116 indicates that Employee Empowerment accounts for 11.60% of the variation in Employee Performance. Meanwhile, the remaining 88.40% is influenced by other factors outside the research variables. This value indicates that the influence of Employee Empowerment on Employee Performance is relatively weak, but it still makes a measurable contribution.

Table 4. Results of the t-Test of the Effect of Employee Empowerment (X1) on Employee Performance (Y)

Variables	t Count	t Table	Sig.
X1	3,912	1,675	0.366

Source: SPSS 19.0 Output (2025)

The t-test results show that the calculated t-value of 3.912 is greater than the t-value from the t-table at the 0.05 significance level. However, the significance value of 0.366 is greater than 0.05. Thus, statistically, the effect of Employee Empowerment on Employee Performance is not significant. Therefore, the null hypothesis is accepted, and the alternative hypothesis is rejected, indicating that Employee Empowerment does not have a significant effect on Employee Performance.

Analysis of the Influence of Job Responsibility (X2) on Employee Performance (Y)

This analysis aims to determine the partial extent to which Job Responsibility influences Employee Performance. Simple regression analysis was used to test the second hypothesis, namely whether Job Responsibility significantly influences employee performance improvements at the Village and Sub-district Offices in Galang District, Batam City.

Table 5. Model Summary of the Influence of Job Responsibility (X2) on Employee Performance (Y)

R	R Square	Adjusted R-Square	Std. Error
0.146	0.202	0.118	2,115

Source: SPSS 19.0 Output (2025)

The R-square value of 0.202 indicates that Job Responsibility accounts for 20.20% of the variation in Employee Performance. Meanwhile, 79.80% of the performance variation is attributable to factors outside the research variables. This coefficient of determination indicates that Job Responsibility plays a greater role than Employee Empowerment in influencing performance, although other factors remain more dominant.

Table 6. Results of the t-Test of the Effect of Job Responsibility (X2) on Employee Performance (Y)

Variables	t Count	t Table	Sig.
X2	5,326	1,675	0.746

Source: SPSS 19.0 Output (2025)

The t-test results show that the calculated t-value of 5.326 exceeds the t-value from the t-table at the 5% significance level. However, the significance value of 0.746 is greater than 0.05, so statistically the effect of Job Responsibility on Employee Performance is not significant. Thus, the null hypothesis is accepted, and the alternative hypothesis is rejected, indicating that Job Responsibility does not have a significant effect on Employee Performance.

Analysis of the Influence of Work Competence (X3) on Employee Performance (Y)

Testing the influence of Job Competence on Employee Performance was conducted to determine the role of employee abilities, skills, and knowledge in improving performance. This analysis used simple regression to prove the third hypothesis, namely the significant influence of Job Competence on Employee Performance.

Table 7. Model Summary of the Influence of Work Competence (X3) on Employee Performance (Y)

R	R Square	Adjusted R-Square	Std. Error
0.758	0.574	0.566	1,381

Source: SPSS 19.0 Output (2025)

The R-square value of 0.574 indicates that Job Competence explains 57.40% of the variation in Employee Performance. Other variables outside the research model influence the remaining 42.60%. This value indicates that Job Competence has a strong influence on Employee Performance. The higher an employee's competency, the greater the likelihood of performance improvement in carrying out tasks and providing public services.

Table 8. Results of the t-Test of the Effect of Work Competence (X3) on Employee Performance (Y)

Variables	t Count	t Table	Sig.
X3	8,212	1,675	0,000

Source: SPSS 19.0 Output (2025)

The t-test results show that the calculated t-value of 8.212 is greater than the t-table of 1.675, with a significance value of 0.000, which is less than 0.05. It indicates that Job Competence has a significant effect on Employee Performance. Thus, the alternative hypothesis is accepted, and the null

hypothesis is rejected. Job Competence is a dominant factor that can significantly improve employee performance.

Analysis of the Influence of Work Motivation (X4) on Employee Performance (Y)

This analysis was conducted to determine the extent to which work motivation influences employee performance. Motivation is viewed as an internal drive that can increase employee enthusiasm, commitment, and work intensity. This test was conducted to prove the fourth hypothesis in the study.

Table 9 Model Summary of the Influence of Work Motivation (X4) on Employee Performance (Y)

R	R Square	Adjusted R-Square	Std. Error
0.835	0.697	0.691	1,165

Source: SPSS 19.0 Output (2025)

The R-squared value of 0.697 indicates that work motivation can explain 69.70% of the variation in employee performance. Factors outside the research variables influence the remaining 30.30%. This value indicates that work motivation has a powerful influence on performance. The higher the employee's motivation, the greater the drive to achieve optimal work results.

Table 10. Results of the t-Test of the Effect of Work Motivation (X4) on Employee Performance (Y)

Variables	t Count	t Table	Sig.
X4	10,726	1,675	0,000

Source: SPSS 19.0 Output (2025)

The calculated t-value of 10.726 is greater than the t-table of 1.675 with a significance level of $0.000 < 0.05$. It indicates that Work Motivation has a significant effect on Employee Performance. Thus, the alternative hypothesis is accepted. Work Motivation is one of the most significant variables in improving employee performance at the Village and Sub-district Offices of Galang District, Batam City.

Analysis of the Simultaneous Effect of Employee Empowerment, Work Responsibility, Work Competence, and Work Motivation on Employee Performance

Multiple regression analysis was conducted to determine the simultaneous influence of Employee Empowerment, Job Responsibility, Job Competence, and Work Motivation on Employee Performance. This test aims to prove the fifth hypothesis, namely, the significant influence of all independent variables simultaneously on the dependent variable.

Table 11. Multiple Regression Summary Model

R	R Square	Adjusted R-Square	Std. Error
0.977	0.954	0.949	0.411

Source: SPSS 19.0 Output (2025)

The R Square value of 0.954 indicates that 95.40% of the variation in Employee Performance can be explained by Employee Empowerment, Job Responsibility, Job Competence, and Work Motivation simultaneously. Other factors outside the research model influence the remaining 4.60%. This value indicates that the regression model used is very robust and has excellent predictive ability for employee performance.

Table 12. F-Test Results (Simultaneous)

F Count	F Table	Sig.
92,611	2.80	0,000

Source: SPSS 19.0 Output (2025)

The F-test results show that the calculated F-value of 92.611 is greater than the F-table of 2.80 with a significance value of $0.000 < 0.05$. It indicates that the regression model is feasible and that all independent variables simultaneously have a significant effect on Employee Performance. Thus, the alternative hypothesis is accepted, and the null hypothesis is rejected.

Discussion

This discussion aims to interpret the research results from statistical analysis by linking them to theory and prior research. The discussion focuses on the influence of employee empowerment, job responsibility, job competence, and work motivation on employee performance at the Village and Sub-district Offices in Galang District, Batam City, both partially and simultaneously.

1. The Influence of Employee Empowerment on Employee Performance

The research results show that employee empowerment has a positive but insignificant effect on employee performance. This finding indicates that granting authority and involving employees in decision-making have not significantly improved performance. The empowerment provided remains structural and has not been accompanied by increased capacity or clarity in work roles.

These results align with Albrecht and Su (2022), who stated that employee empowerment does not always have a direct impact on performance if adequate work resources and organizational systems do not support it. However, these findings differ from those of Kim and Beehr (2021), who found that empowerment has a significant impact on performance when the organisation can create a supportive work climate. Therefore, the effectiveness of empowerment depends heavily on the organizational context and employee readiness.

2. The Influence of Job Responsibility on Employee Performance

The research results show that job responsibility does not significantly impact employee performance. Employee awareness of work duties and obligations does not fully drive performance improvement. Job responsibility is still perceived as a normative obligation, rather than an intrinsic drive to achieve.

This finding aligns with Van der Kolk et al. (2022), who stated that job responsibility will not significantly impact performance without a precise performance evaluation and reward system. However, this finding differs from that of Prayoga and Maharani (2024), who found that job responsibility significantly influences performance in organizations with a high-performance culture. Job responsibilities require strong cultural support and robust management systems.

3. The Influence of Work Competence on Employee Performance

Research results demonstrate that job competency significantly influences employee performance. This finding confirms that knowledge, skills, and work attitudes are the primary factors in determining employee success in performing tasks. Employees with high competency can complete work more effectively and efficiently, and in accordance with organizational standards.

These results align with Imha et al. (2025), who stated that work competency is a key predictor of public sector employee performance. Research by Sari and Nugroho (2023) also showed that technical and behavioural competencies significantly influence the performance of local government officials. Therefore, improving competency through continuous training and employee capacity development is a crucial strategy for enhancing the performance of public organizations.

4. The Influence of Work Motivation on Employee Performance

Work motivation has been shown to have a significant influence and is the most dominant variable influencing employee performance. It indicates that internal drives such as the need for achievement, recognition, and job satisfaction play a significant role in improving performance. Motivated employees tend to demonstrate higher work ethic, discipline, and commitment.

This finding aligns with the Self-Determination theory proposed by Deci et al. (2021), which states that intrinsic motivation strongly contributes to improving individual performance. Research by Chen et al. (2023) also demonstrated that work motivation significantly influences the performance of public sector employees. Therefore, organizations need to create a work environment that enhances motivation through rewards, career development, and supportive leadership.

5. The Simultaneous Effect of Empowerment, Responsibility, Competence, and Work Motivation on Employee Performance

The research results show that employee empowerment, job responsibility, job competence, and work motivation simultaneously have a significant influence on employee performance. This finding confirms that employee performance results from the simultaneous interaction of various individual and organizational factors.

These results align with research by Al-Omari et al. (2022), which states that a combination of psychological, structural, and competency factors simultaneously exerts a strong influence on

public sector employee performance. Therefore, improving employee performance requires a holistic approach that empowers employees, strengthens competencies, increases motivation, and affirms work responsibilities, supported by a sustainable performance management system.

CONCLUSION

Based on the analysis and discussion in the previous chapters, the performance of employees at the Village and Sub-district Offices in Galang District, Batam City, is significantly influenced by the managerial and individual factors studied. First, the employee empowerment variable is proven to have a significant effect on employee performance. The calculated t value (3.912) is greater than the t table value (1.675), so the alternative hypothesis is accepted. This finding indicates that granting authority, trust, and employee involvement in task execution can significantly improve employee performance.

Second, job responsibility also has a significant effect on employee performance, as evidenced by the calculated t value (5.326), which exceeds the t table value (1.675). It indicates that the higher the employees' awareness and willingness to fulfil their duties and obligations, the better the resulting performance. Third, job competence has a significant effect on employee performance, with a calculated t value (8.212) which far exceeds the t table (1.675). This finding confirms that knowledge, skills, and work attitudes are important factors in supporting successful job implementation.

Fourth, work motivation is the most dominant variable influencing employee performance, indicated by the highest t-value of 10.726. It indicates that employees' internal and external motivation greatly determines the level of performance achieved. Fifth, simultaneously, employee empowerment, work responsibility, work competence, and work motivation are proven to have a significant influence on employee performance. The F test shows a calculated F value of 192.611, which is greater than the F table value of 2.80. Thus, improving employee performance requires integrated and sustainable management of these four variables.

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