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The Effect Of Employee Empowerment, Work Environment, Work Competency And Work Motivation On Employee Performance At The Ministry Of Religious Affairs (Kemenag) Office In Batam City

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Abstract

This research was conducted at the Ministry of Religion (Kemenag) Office in Batam City. The number of respondents in this study was 67 respondents. Data collection in this study used a questionnaire. The research was conducted for five months with the analysis tool used being SPSS 19.0. The results of the research can be described as follows; In testing the hypothesis whether the Employee Empowerment variable (X1) in service has an effect on Employee Performance (Y), then Because t count (4,912) > t table (1,675), then Ho is rejected and H1 is accepted, meaning; The regression coefficient is significant or the Employee Empowerment variable has an effect on Employee Performance. In testing the hypothesis whether the Job Responsibility variable (X2) has an effect on Employee Performance (Y), then Because t count (4.326) > t table (1,675), then Ho is rejected and H1 is accepted, meaning; The regression coefficient is significant or the Job Responsibility variable has an effect on the Employee Performance variable. In testing the hypothesis whether the Work Competence variable (X3) has an effect on Employee Performance (Y), then Because t count (7.212) > t table (1.675), then Ho is rejected and H1 is accepted, meaning; The regression coefficient is significant or the Work Competence variable has an effect on the Employee Performance variable. In testing the hypothesis whether the Work Motivation variable (X4) has an effect on Employee Performance (Y), then Because t count (5.726) > t table (1.675), then Ho is rejected and H1 is accepted, meaning; The regression coefficient is significant or the Work Motivation variable has an effect on the Employee Performance variable. In testing the hypothesis whether the Employee Empowerment (X1), Work Responsibility (X2), Work Competence (X3) and Work Motivation (X4) variables simultaneously have an effect on Employee Performance (Y). The Anova test produced a calculated F value of 72.611 > F table 2.80 with a significance level (probability

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number) of 0.05. If calculated F value > F table, then Ho is rejected and H1 is accepted. Therefore, the regression coefficients of Employee Empowerment (X1), Work Responsibility (X2), Work Competence (X3), and Work Motivation (X4) together have a significant effect on the Employee Performance variable (Y).

Keywords: Employee Empowerment, Work Environment, Competence, Work Motivation, Employee Performance

INTRODUCTION

The State Civil Apparatus (ASN) plays a strategic role in carrying out government duties and national development. Under Law Number 20 of 2023 concerning the State Civil Apparatus, government employees are required to demonstrate high performance, professionalism, and integrity in providing public services. Optimal employee performance is the primary driving force in achieving the success and vision of a government agency. This is also true for the Batam City Ministry of Religious Affairs Office, which plays a crucial role in providing services in the fields of religion, religious education, and religious administration in a diverse and dynamic region like Batam City.

The challenges of the digital era and the complexity of religious affairs in Batam City also demand competent employees. Competencies encompassing knowledge, skills, and attitudes must be continually updated to remain relevant to current demands. The gap between employee competencies and the dynamics of regulations or new technologies often hinders the rapid and accurate completion of tasks. Therefore, employee competency levels are directly reflected in their performance.

The next fundamental aspect that underscores the quality of work output is work competency. Competency, which encompasses knowledge, skills, and work attitudes, must align with the assigned workload. Given the high level of digital innovation implemented at the Batam City Ministry of Religious Affairs, such as the demand for mastery of various internal and external service applications, the competency gap remains a challenge.

Determining human resource-based competency levels is necessary to determine the expected level of achievement or performance for a good or average category. Determining required competencies can certainly serve as a basis for evaluating work performance. Competencies always contain an intent or purpose, which is the driving force or trait that causes an action or achieves a result, namely employee performance.

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To improve employee performance, it's important to understand the competencies they need. A competent employee will be able to contribute their best to the company, thereby increasing productivity. The competencies an employee possesses must align with the required competencies in their field and exceed the established minimum level. Competence is believed to be a key factor in a person's success in their job.

Motivation is a stimulus and driving force for a person's desire to work, as each motive has a specific goal to be achieved. Speaking of educational attainment, a high level of education is expected to help employees develop the mindset and skills desired by the company.

Based on initial observations and brief interviews at the Batam City Ministry of Religious Affairs Office, several indications of employee performance issues were still identified. These include the delayed completion of several administrative documents, uneven workloads due to varying employee competency levels, and limited supporting infrastructure across several work units. Fluctuations in the achievement of annual work targets or agency performance evaluation results also indicate the need for an in-depth study of the influencing factors.

Based on the description of these dynamics, this research is deemed urgent to analyze empirical solutions to bureaucratic performance. Therefore, the researcher is interested in conducting an in-depth study entitled: "The Influence of Employee Empowerment, Work Environment, Work Competence, and Work Motivation on Employee Performance at the Ministry of Religious Affairs (Kemenag) Office in Batam City."

LITERATURE REVIEW

Employee Performance

An organization certainly wants qualified employees. This can be achieved if the organization pays attention to several factors related to employee performance. Performance is the work results achieved by an individual or group within an organization, within their authority and responsibility, to achieve the organization's goals in a legitimate, legal, and moral or ethical manner (Pranata, 2020).

Nengsih et al. (2023) define performance as a person's overall ability to work in such a way as to optimally achieve work goals and various targets created with sacrifices that are relatively smaller compared to the results achieved. Assessment can be done by comparing employee work results with job standards. If work results are achieved up

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to or exceed work standards, an employee's performance can be considered good. Conversely, an employee whose work results do not meet work standards is considered poor or low performance.

Sutrisno (2018: 123) said that employee performance is the result of employee work seen from the aspects of quality, quantity, work time and cooperation to achieve the goals set by the organization.Performance is the result of a process that is measured and measured over a certain period of time based on previously established provisions or agreements. According to Emron Edison (2016, p. 190). Thus, it can be understood that optimal and stable performance is not a coincidence. It certainly has gone through stages with good performance management, making it possible for the results to be false. Therefore, success is a coincidence, not based on a solid foundation.

Employee Empowerment

Sedarmayanti (2019: 310) argues that the general meaning of empowerment is "more powerful than before, whether in terms of authority, responsibility, or individual capabilities." Human resources mean "power that comes from humans." Empowerment is the granting of autonomy, authority, trust, and encouragement to individuals within an organization to develop regulations in order to complete work. Empowerment is the granting of responsibility and authority to workers to make decisions regarding all product development and decision-making.

Employee empowerment can be seen as an effort to encourage individual commitment to the organization in order to increase the fit between self-confidence and work roles for individual abilities by carrying out activities well and encouraging employees to make more efforts on behalf of the organization and participate in decision-making (Setiawan & Piartrini, 2018). From the understanding of empowerment and human resources, it can be concluded that employee empowerment is an effort or attempt made with the aim of further empowering the "power" possessed by the individual himself in the form of ability (competency), authority (authority) and responsibility (responsibility) in plans to improve organizational performance.

Work Environment

According to Budiasa (2021;39), the work environment is everything that is around employees while working, whether physical or non-physical, directly or indirectly, which can affect the employee's self and work while working. According to Afandi (2021:66), the work environment is something that exists in the workers' environment

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that can influence them in carrying out their duties, such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace and the adequacy of work equipment. According to Widiana (2015;26), the work environment is everything around employees that can influence them in carrying out the tasks assigned to them, either directly or indirectly.

From the opinions of several experts above, it can be concluded that the work environment is the condition or atmosphere in the place where employees work, which includes the facilities provided to create a conducive work environment and support the good and optimal running of the company's operations.

Work Competencies

Rahmat (2019) states that competence is a person's characteristic related to effective and/or superior performance in specific work situations. Competence is considered a fundamental characteristic because it is a deep and inherent part of a person's personality and can be used to predict various specific work situations. Furthermore, it is said to be related to behavior and performance because competence causes or can predict behavior and performance.

Rachmaniza (2020) states that competence is a characteristic that underlies a person related to the effectiveness of individual performance in their work or the basic characteristics of an individual that have a causal relationship or as a cause and effect with the criteria used as a reference, effective or performing excellently or superiorly in the workplace or in certain situations.

Sinaga (2019) stated that competence is an ability possessed by an individual who has a selling point and that is applied from the results of creativity and innovation produced.

Work Motivation

Kompri (2017, p. 3) says that motivation can also be interpreted as a person's strength or (energy) that can create a level of persistence and enthusiasm to carry out an activity both within the individual himself (intrinsic motivation) and from outside the individual (extrinsic motivation). Meanwhile, according to Sardiman (2016. 73), the word motive is defined as an effort that drives someone to do something and an effort to drive from within the subject to carry out activities used to achieve a goal.

According to Maruli (2020, p. 58), work motivation is everything that arises from a person's desires, by giving rise to passion and desires from within a person that can

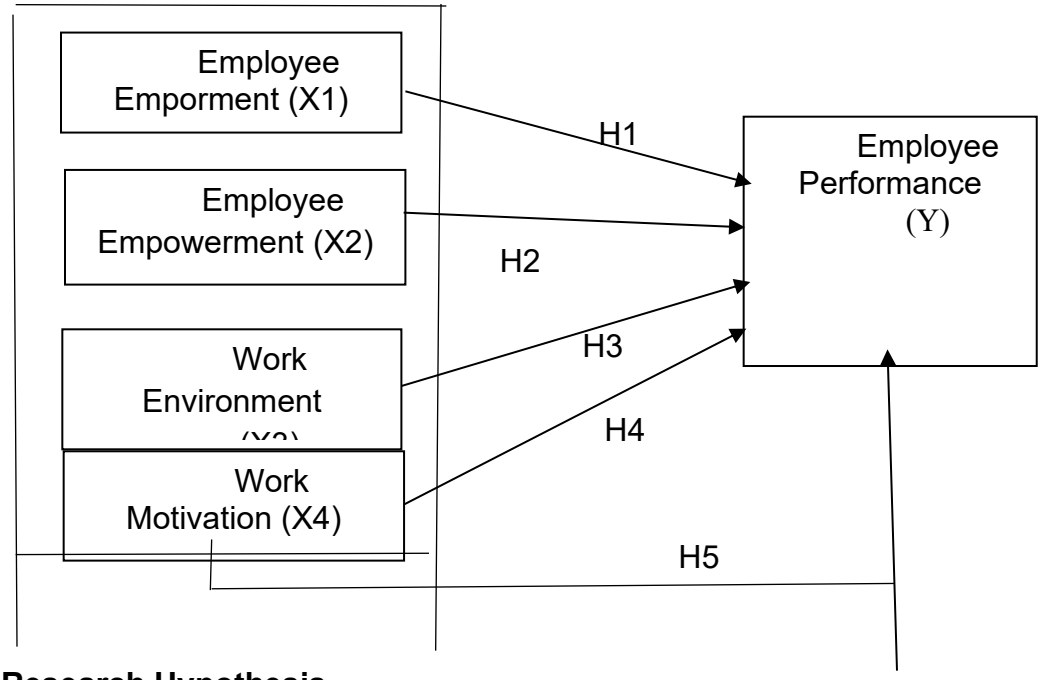
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influence, direct and maintain behavior to achieve goals or desires that are in accordance with the scope of work. From the definition above, it can be concluded that motivation is a drive or strength that exists within an individual to carry out an activity, characterized by the emergence of a feeling of desire to do the work so that it can influence behavior to achieve predetermined goals.

Research Framework

The variables used in this study are Employee Empowerment (X1), Work Environment (X2), Work Competence (X3) and Work Motivation (X4) as independent variables, while the dependent variable is the Employee Performance (Y) variable at the Ministry of Religion (Kemenag) Office in Batam City. The relationship between the variables can be seen schematically in the following figure:



Research Hypothesis

Based on the background of the problem, theoretical basis, research objectives and observing the objective conditions of employee performance at the Ministry of Religion (Kemenag) Office in Batam City, the author has compiled a temporary assumption or hypothesis for this research as follows:

1. There is an Influence of Employee Empowerment on Employee Performance at the Ministry of Religion (Kemenag) Office in Batam City.

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2. There is an Influence of the Work Environment on Employee Performance at the Ministry of Religion (Kemenag) Office in Batam City.
3. There is an Influence of Work Competence on Employee Performance at the Ministry of Religion (Kemenag) Office in Batam City.
4. There is an Influence of Work Motivation on Employee Performance at the Ministry of Religion (Kemenag) Office in Batam City.
5. There is a simultaneous influence of employee empowerment, work environment, work competence and work motivation on employee performance at the Ministry of Religion (Kemenag) Office in Batam City.

RESEARCH METHODOLOGY

A. Data Types and Sources

To conduct research, of course a number of data are needed and to obtain them they are grouped into two types:

a. Primary data, namely data that the author obtains directly from the object through research or direct observation of the problem being researched, namely through interviews withEmployees at the Ministry of Religion (Kemenag) Office, Batam City. collected through a list of questions that have not been processed for a specific purpose, both data that has been prepared.
b. Secondary data, namely data and information obtained from sources related to this research, such as:

B. Population and Sample

According to Sugiyono (2019:126) population is a generalization area consisting of: objects/subjects that have certain quantities and characteristics determined by researchers to be studied and then conclusions drawn. The population in this study is all employees at the Ministry of Religion (Kemenag) Office of Batam City in 2026, totaling 67 ASN and PPPK employees. Researchers used Saturated Sampling, According to Sugiyono (2017:124) saturated sampling is a sample collection technique when all members of the population are used as samples. In this study, the number of respondents was 67 people, all of whom were ASN and PPPK employees at the Ministry of Religion (Kemenag) Office of Batam City.

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Data Analysis Techniques

The research analysis techniques used were simple and multiple regression analysis. This technique was used to answer questions related to the most dominant factors influencing employee performance and to determine the extent to which the independent variables, suspected by the researcher at the beginning of the study, influence employee performance at the Ministry of Religious Affairs (Kemenag) Office in Batam City.

A measurement scale is an agreement used as a reference to determine the length of the interval in a measurement, so that when the measuring instrument is used in the measurement it will be able to produce quantitative data.With this measurement scale, the values of the variables measured by the instrument can be expressed numerically, making them more accurate, efficient, and communicative. The most frequently used method for determining scores is the Likert scale.

Simple Multiple Linear Regression Analysis

Furthermore, to determine the influence of the relationship between Employee Empowerment, Work Environment, Work Competence and Work Motivation on Employee Performance at the Ministry of Religion (Kemenag) Office in Batam City, the statistical formulas of Multiple Regression and Correlation are used. However, to see the relationship between the influence of one variable on another variable, it is necessary to use the multiple regression and correlation formulas, namely by using the Least Square Method to estimate the function:

$$Y=a+b1X1+b2X2+b3X3+b4X4+e$$

Discussion of Research Results

To provide a clear picture of the research subjects, a descriptive analysis of the respondents' characteristics was conducted. This data was obtained from the return of questionnaires distributed to 67 employees at the Ministry of Religious Affairs (Kemenag) Office in Batam City. Respondent characteristics in this study were grouped based on two main aspects, namely gender and the highest level of education. This study covers the issue of Employee Performance at the Ministry of Religious Affairs (Kemenag) Office in Batam City in relation to Employee Empowerment, Work Environment, Work Competence and Work Motivation.

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Validity and Reliability Test

Validity testing is a test used to measure the validity of a questionnaire instrument. A questionnaire is considered valid if the questions within it are able to reveal or measure what the questionnaire is intended to measure (Ghozali, 2017).

Table 4.3 Employee Empowerment Validity Test (X1)

Question	*Correlation Value*	*Probability*	*Information*
1	0.614	0.000 < 0.05	Valid
2	0.601	0.000 < 0.05	Valid
3	0.611	0.000 < 0.05	Valid
4	0.621	0.000 < 0.05	Valid
5	0.600	0.000 < 0.05	Valid

Source: Spss 19.0

Table 4.4 Work Environment Validity Test (X2)

Question	*Correlation Value*	*Probability*	*Information*
1	0.613	0.000 < 0.05	Valid
2	0.627	0.000 < 0.05	Valid
3	0.644	0.000 < 0.05	Valid
4	0.660	0.000 < 0.05	Valid
5	0.602	0.000 < 0.05	Valid

Source: Spss 19.0

Table 4.5Work Competency Validity Test (X3)

Question	*Correlation Value*	*Probability*	*Information*
1	0.605	0.000 < 0.05	Valid
2	0.631	0.000 < 0.05	Valid
3	0.632	0.000 < 0.05	Valid
4	0.675	0.000 < 0.05	Valid
5	0.730	0.000 < 0.05	Valid

Source: Spss 19.0

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Table 4.6 Work Motivation Validity Test (X4)

Question	*Correlation Value*	*Probability*	*Information*
1	0.601	0.000 < 0.05	Valid
2	0.651	0.000 < 0.05	Valid
3	0.721	0.000 < 0.05	Valid
4	0.616	0.000 < 0.05	Valid
5	0.681	0.000 < 0.05	Valid

Source: Spss 19.0

Table 4.7 Employee Performance Validity Test (Y)

Question	*Correlation Value*	*Probability*	*Information*
1	0.610	0.000 < 0.05	Valid
2	0.601	0.000 < 0.05	Valid
3	0.616	0.000 < 0.05	Valid
4	0.617	0.000 < 0.05	Valid
5	0.601	0.000 < 0.05	Valid

Source: Spss 19.0

From all the questions asked by the researcher, which are 25 questions from 4 independent variables and 1 dependent variable, and each variable with 5 questions, the results obtained that all questionnaire questions were declared VALID. So that all questionnaire questions can be processed properly. Invalid questions have a Sig (Probability) value above 0.05 and valid questions have a Sig (Probability) value below 0.05 according to the standards above (the results of the SPSS viewer output of the validity calculation are attached).

The instrument in this study includes a total of 25 questions distributed proportionally across 5 research variables (4 independent variables and 1 dependent variable), where each variable is represented by 5 questions. Based on the results of data processing on questionnaires completed by 67 respondents at the Ministry of Religious Affairs (Kemenag) Office in Batam City, the following summary of test results was obtained:

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Table 4.8 Instrument Reliability Test

No	*Variables*	*Reliability Value (Cronbach's Alpha)*	*Table Parameters*	*Information*
1	Employee Empowerment	0.612	0.60	Reliable
2	Work environment	0.623	0.60	Reliable
3	Work Competencies	0.622	0.60	Reliable
4	Work motivation	0.608	0.60	Reliable
5	Employee Performance	0.611	0.60	Reliable

Source: Primary Data Processed Using SPSS 19.00 (2026)

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

The first independent variable examined in this study is Employee Empowerment (X1). This analysis aims to prove the hypothesis regarding whether or not there is a significant influence of the implementation of employee empowerment on the achievement of Employee Performance (Y) at the Ministry of Religious Affairs (Kemenag) Office in Batam City.

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.228a	.216	.203	3,100

a. Predictors: (Constant), Employee Empowerment

The R Square figure, which is the squared correlation figure or 0.2282, is 0.216. The R Square figure is also called the Coefficient of Determination. The magnitude of the coefficient of determination is 0.216 or equal to 21.60%. This figure means that only 21.60% of Employee Performance at the Ministry of Religious Affairs (Kemenag) Office

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in Batam City can be explained using the Employee Empowerment variable. Meanwhile, the remaining 78.40% (100% - 21.60%) must be explained by other causal factors. For your information, the magnitude of the R Square ranges from 0 to 1, which means that the smaller the R Square, the weaker the relationship between the two variables. Conversely, if the R Square is closer to 1, the stronger the relationship between the two variables.

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9,619	2,835		6,920	.000
	Employee Empowerment	.220	.132	.128	4,912	.366

a. Dependent Variable:

Employee Performance

This section describes the regression equation for determining the constant number and testing the significance of the regression coefficient. The regression equation is:

Y = a + bx

Where :

Y = Employee Performance

X1 = Employee Empowerment

a = the constant number in this study is 9.619

b = regression coefficient figure of 0.220

From the data above, the equation is as follows:

Y = 9,619+ 0.220 X1

The t-test will be used to test the significance of the constant and variable Employee Empowerment (X1) on Employee Performance (Y) at the Ministry of Religion (Kemenag) Office in Batam City.

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Hypothesis

- Ho = regression coefficient is not significant (there is no significant relationship between variable X and variable Y)
- H1 = significant regression coefficient (there is a significant relationship between variable X and variable Y)

Decision:

- If t count < t table, then Ho is accepted.
- If t count > t table, then Ho is rejected
- t count = 4,912
- t table = to calculate the t table, use the following conditions:
  α = 0,05
  Degree of Freedom(DF) = (number of data – 2) or 67 – 2 = 65
  t table = 1.675 results from the table

Because t count (4,912) > t table (1,675), then Ho is rejected and H1 is accepted, meaning; The regression coefficient is significant or the Employee Empowerment variable has an effect on Employee Performance at the Ministry of Religion (Kemenag) Office in Batam City

Analysis of the Influence of Work Environment (X2) on Employee Performance (Y)

The second independent variable that the author analyzed was the Work Environment (X2), where in this case the analysis and hypothesis testing will be carried out, whether the Work Environment factor influences Employee Performance (Y) at the Ministry of Religion (Kemenag) Office in Batam City.

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.246a	.302	.218	1,115

a. Predictors: (Constant), Work Environment

The R Square number (squared correlation number or 0.2462 is 0.302. The R Square number is also called the Determination Coefficient. The magnitude of the determination coefficient number is 0.302 or equal to 30.20%. This number means that only 30.20% of Employee Performance that occurs can be explained by using the Work Environment variable at the Ministry of Religion (Kemenag) Office in Batam City. While

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the rest, namely 69.80% (100% - 30.20%) must be explained by other causal factors. To note, the magnitude of R Square ranges from 0 to 1, which means that the smaller the magnitude of R Square, the weaker the relationship between the two variables. Conversely, if R Square is closer to 1, the stronger the relationship between the two variables.

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13,223	2,177		6,309	.000
	Work environment	.448	.248	.346	4,326	.046

a. Dependent Variable:

Employee Performance

This section describes the regression equation for determining the constant number and testing the significance of the regression coefficient. The regression equation is:

Y = a + bx

Where :

Y = Employee Performance

X2 = Work Environment

a = the constant number in this study is 13,223

b = regression coefficient figure of 0.448

From the data above, the equation is as follows:

Y = 13,223+ 0.448 X2

The t-test will be used to test the significance of the constant and variable Work Environment factors (X2) on the Employee Performance variable (Y) at the Ministry of Religion (Kemenag) Office in Batam City.

Hypothesis

- Ho = regression coefficient is not significant (there is no significant relationship between variable X and variable Y)

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- H1 = significant regression coefficient (there is a significant relationship between variable X and variable Y)

Decision:

- If t count < t table, then Ho is accepted.
- If t count > t table, then Ho is rejected
- t count = 4.326
- t table = to calculate the t table, use the following conditions:
  α = 0.05
  Degree of Freedom (DF) = (number of data – 2) or 67 – 2 = 65
  t table = 1,675→ results from the table

Because t count (4.326) > t table (1,675), then Ho is rejected and H1 is accepted, meaning; The regression coefficient is significant or the Work Environment variable has an effect on the Employee Performance variable at the Ministry of Religion (Kemenag) Office in Batam City.

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

The third independent variable that the author analyzed was the Work Competence variable (X3), where in this case the analysis and hypothesis testing will be carried out, whether Work Competence has an effect on Employee Performance (Y) at the Ministry of Religion (Kemenag) Office in Batam City.

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.358a	.474	.366	1,011

a. Predictors: (Constant), Job Competence

The R Square figure is the squared correlation figure or 0.3582, which is 0.474. The R Square figure is also called the Coefficient of Determination. The magnitude of the coefficient of determination is 0.474 or equal to 47.40%. This figure means that 47.40% of Employee Performance that occurs can be explained by using the Work Competence variable at the Ministry of Religious Affairs (Kemenag) Office in Batam City. While the remaining 52.60% (100% - 47.40%) must be explained by other causal factors. For your information, the magnitude of the R Square ranges from 0 to 1, which means

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the smaller the R Square, the weaker the relationship between the two variables. Conversely, if the R Square is closer to 1, the stronger the relationship between the two variables.

Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5,964	1,107		3,356	.002
Work Competencies	.478	.195	.458	7,212	.000

a. Dependent Variable: Employee

Performance

This section describes the regression equation to determine the constant number and test the significance of the regression coefficient. The regression equation is:

Y = a + bx

Where :

Y = Employee Performance

X3 = Work Competence

a = the constant number in this study is 5.964

b = regression coefficient figure of 0.478

From the data above, the equation is as follows:

Y = 5.964 + 0.478 X3

The t-test will be used to test the significance of the constant and the Work Competence variable (X3) on the dependent variable, namely Employee Performance (Y) at the Ministry of Religion (Kemenag) Office in Batam City.

Hypothesis

- Ho = regression coefficient is not significant (there is no significant relationship between variable X and variable Y)

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- H1 = significant regression coefficient (there is a significant relationship between variable X and variable Y)

Decision:

- If t count < t table, then Ho is accepted.
- If t count > t table, then Ho is rejected
- t count = 7.212
- t table = to calculate the t table, use the following conditions:
  α = 0.05
  Degree of Freedom (DF) = (number of data – 2) or 67 – 2 = 65
  t table = 1.675 results from the table

Because the calculated t (7.212) > t table (1.675), Ho is rejected and H1 is accepted, meaning; The regression coefficient is significant or the Work Competence variable has an effect on the Employee Performance variable at the Ministry of Religion (Kemenag) Office in Batam City.

AnalysisThe Influence of Work Motivation (X4) on Employee Performance (Y)

The third independent variable that the author analyzed was the Work Motivation variable (X4), where in this case the analysis and hypothesis testing will be carried out, whether Work Motivation has an effect on Employee Performance (Y) at the Ministry of Religion (Kemenag) Office in Batam City.

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.635a	.597	.391	1,065

a. Predictors: (Constant), Work Motivation

The R Square figure is the squared correlation figure or 0.6352, which is 0.597. The R Square figure is also called the Coefficient of Determination. The magnitude of the coefficient of determination is 0.597 or equal to 59.70%. This figure means that 59.70% of Employee Performance that occurs can be explained by using the Work Motivation variable at the Ministry of Religious Affairs (Kemenag) Office in Batam City. While the remaining 40.70% (100% - 59.70%) must be explained by other causal factors.

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For your information, the magnitude of the R Square ranges from 0 to 1, which means the smaller the R Square, the weaker the relationship between the two variables. Conversely, if the R Square is closer to 1, the stronger the relationship between the two variables.

Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4,432	1,156		1,154	.010
Work motivation	.459	.060	.735	5,726	.001

a. Dependent Variable: Employee
b. Performance

This section describes the regression equation to determine the constant number and test the significance of the regression coefficient. The regression equation is:

Y = a + bx

Where :

Y = Employee Performance
X4 = Work Motivation
a = the constant number in this study is 4.432
b = regression coefficient figure of 0.459

From the data above, the equation is as follows:

Y = 4.432 + 0.459 X4

The t-test will be used to test the significance of the constant and the Work Motivation variable (X4) on the Employee Performance variable (Y) at the Ministry of Religion (Kemenag) Office in Batam City.

Hypothesis

- Ho = regression coefficient is not significant (there is no significant relationship between variable X and variable Y)
- H1 = significant regression coefficient (there is a significant relationship between variable X and variable Y)

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Decision:

- If t count < t table, then Ho is accepted.
- If t count > t table, then Ho is rejected
- t count =5,726
- t table = to calculate the t table, use the following conditions:
  α = 0.05
  Degree of Freedom (DF) = (number of data – 2) or 67 – 2 = 65
  t table = 1.675 results from the table

Because t count (5,726) > t table (1.1675), then Ho is rejected and H1 is accepted, meaning; The significant regression coefficient or Work Motivation variable has an effect on the Employee Performance variable at the Ministry of Religion (Kemenag) Office in Batam City.

Correlation Analysis of Employee Empowerment (X1), Work Environment (X2), Work Competence (X3) and Work Motivation (X4) Simultaneously on Employee Performance (Y)

The next analysis variables are Employee Empowerment (X1), Work Environment (X2), Work Competence (X3) and Work Motivation (X4) together, where in this case the analysis and hypothesis testing will be carried out, whether these four factors simultaneously influence Employee Performance (Y) at the Ministry of Religion (Kemenag) Office in Batam City.

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.677a	.754	.649	.211

a. Predictors: (Constant), Work Motivation, Work Environment, Work Competence, Employee Empowerment

The R Square number (squared correlation number or 0.6772) is 0.754. The R Square number is also called the Coefficient of Determination. The magnitude of the coefficient of determination is 0.754 or equal to 75.40%. This figure means that 75.40% of Employee Performance at the Ministry of Religious Affairs (Kemenag) Office in Batam

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City can be explained using the variables Employee Empowerment, Work Environment, Work Competence and Work Motivation. While the remaining 24.60% (100% - 75.40%) must be explained by other causal factors. To note, the magnitude of the R Square ranges from 0 to 1, which means the smaller the R Square, the weaker the relationship between the two variables. Conversely, if the R Square is closer to 1, the stronger the relationship between the two variables.

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	113,862	4	11,772	72,611	.000a
	Residual	10,115	62	.102		
	Total	123,977	66			

a. Predictors: (Constant), Work Motivation, Work Environment, Work Competence, Employee Empowerment

b. Dependent Variable: Employee Performance

The Anova test produced a calculated F value of 72.611 > F table 2.80 with a significance level (probability number) of 0.05. If calculated F value > F table then Ho is rejected and H1 is accepted. Therefore, the regression coefficients of Employee Empowerment (X1), Work Environment (X2), Work Competence (X3) and Work Motivation (X4) together have a significant effect on the Employee Performance variable (Y) at the Ministry of Religious Affairs (Kemenag) Office in Batam City.

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Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,381	1,225		2.115	.006
	Employee Empowerment	.237	.020	.101	3,426	.004
	Work environment	.274	.023	.041	2,518	.002
	Work Competencies	.282	.041	.121	5,588	.000
	Work motivation	.263	.023	1,018	13,086	.000
a. Dependent Variable: Employee Performance						

This section describes the regression equation for determining the constant number and testing the significance of the regression coefficient. The regression equation is:

Y = 2.381 + 0.237X1 + 0.274 X2 + 0.282X3 + 0.263 X4

1) The constant of 2.381 means that if there is no increase in Employee Empowerment (X1), Work Environment (X2), Work Competence (X3) and Work Motivation (X4), then Employee Performance at the Ministry of Religion (Kemenag) Office in Batam City will increase by 2.381.
2) The Employee Empowerment Coefficient (X1) of 0.237 means that for every 1 percent increase in Employee Empowerment, the Regional Office of the Ministry of Religion of the Riau Islands Province increases by 0.237.
3) The Work Environment Coefficient (X2) of 0.274 means that for every 1 percent increase in the Work Environment, the Ministry of Religion (Kemenag) Office in Batam City will increase by 0.274.
4) The Work Competency Coefficient (X3) of 0.282 means that for every 1 percent increase in Work Competency, Employee Performance at the Regional Office of the Ministry of Religion of the Riau Islands Province will increase by 0.282.

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5) The Work Motivation Coefficient (X4) of 0.263 means that for every 1 percent increase in Work Motivation, the Ministry of Religion (Kemenag) Office in Batam City will increase by 0.263.

CONCLUSION AND SUGGESTIONS

Conclusion

Based on the description in the previous chapter, the following general conclusions can be drawn:

1. In testing the hypothesis whether the Employee Empowerment variable (X1) in service has an effect on Employee Performance (Y) at the Ministry of Religion (Kemenag) Office in Batam City, then because the calculated t (4,912) > t table (1,675), then Ho is rejected and H1 is accepted, meaning; The regression coefficient is significant or the Employee Empowerment variable has an effect on Employee Performance at the Ministry of Religion (Kemenag) Office in Batam City.
2. In testing the hypothesis whether the Work Responsibility variable (X2) has an effect on Employee Performance (Y) at the Ministry of Religion (Kemenag) Office in Batam City, then because the calculated t (4.326) > t table (1,675), then Ho is rejected and H1 is accepted, meaning; The significant regression coefficient or the Job Responsibility variable has an effect on the Employee Performance variable at the Ministry of Religion (Kemenag) Office in Batam City.
3. In testing the hypothesis whether the Work Competence variable (X3) has an effect on Employee Performance (Y) at the Ministry of Religion (Kemenag) Office in Batam City, then because the calculated t (7.212) > t table (1.675), then Ho is rejected and H1 is accepted, meaning; The regression coefficient is significant or the Work Competence variable has an effect on the Employee Performance variable at the Ministry of Religion (Kemenag) Office in Batam City.
4. In testing the hypothesis whether the Work Motivation variable (X4) has an effect on Employee Performance (Y) at the Ministry of Religion (Kemenag) Office in Batam City, then because the calculated t (5.726) > t table (1.675), then Ho is rejected and H1 is accepted, meaning; The regression coefficient is significant or the Work Motivation variable has an effect on the Employee Performance variable at the Ministry of Religion (Kemenag) Office in Batam City.
5. In testing the hypothesis whether the variables of Employee Empowerment (X1), Work Responsibility (X2), Work Competence (X3) and Work Motivation (X4) simultaneously influence Employee Performance (Y) at the Office of the Ministry of

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Religious Affairs (Kemenag) in Batam City. The Anova test produced a calculated F figure of 72.611> F table 2.80 with a significance level (probability number) of 0.05. F count> F table then Ho is rejected and H1 is accepted. Then the regression coefficient of Employee Empowerment (X1), Work Responsibility (X2), Work Competence (X3) and Work Motivation (X4) together have a significant effect on the variable Employee Performance (Y) at the Office of the Ministry of Religious Affairs (Kemenag) in Batam City.

Suggestions

As for the suggestions that the author needs to conveyTo the LeaderAt the Ministry of Religion (Kemenag) Office in Batam City are as follows:

1. The author recommends that the leadership of the Batam City Ministry of Religious Affairs (Kemenag) consistently prioritize employee empowerment. This is crucial for improving individual performance, which directly impacts organizational performance.
2. The leadership of the Batam City Ministry of Religious Affairs (Kemenag) Office is advised to continue to improve and maintain the work environment of employees, especially for those who have demonstrated good performance, so that work productivity is maintained.
3. The leadership of the Batam City Ministry of Religion (Kemenag) Office is expected to provide support and facilities to improve employee competency so that they have maximum ability in completing their work.
4. The leadership of the Batam City Ministry of Religion (Kemenag) Office needs to always pay attention to and provide work motivation encouragement to employees on a regular basis in order to maintain service commitment.
5. The management of the Batam City Ministry of Religion (Kemenag) Office should always strive for and support continuous improvement of employee performance through measurable evaluations.

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