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The Effect Of Employee Empowerment, Employee Work Communication, Work Competency And Work Motivation On Employee Performance At The BPKAD Of Batam City

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Abstract

This study aims to determine and analyze the influence of Employee Empowerment (X_1), Work Communication (X_2), Work Competence (X_3), and Work Motivation (X_4) partially and simultaneously on Employee Performance (Y) at the Regional Financial and Asset Management Agency (BPKAD) of Batam City. Data collection in this study used a questionnaire method involving 89 respondents. The analytical tool used to process the research data was SPSS version 19.00.The results of the hypothesis test of the Employee Empowerment variable (X1) have an effect on Employee Performance (Y), so because the calculated t (3,912) > 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 Performance. The results of the hypothesis test show that the Work Communication variable (X2) has an effect on Employee Performance (Y), so because the calculated t (5.326) > t table (1,675), then Ho is rejected and H1 is accepted, meaning; The significant regression coefficient or Work Communication variable has an effect on Employee Performance variable. The results of the hypothesis testing of the Work Competence variable (X3) have an effect on Employee Performance (Y), then Because t count (8.212) > t table (1.675), then Ho is rejected and H1 is accepted, meaning; The significant regression coefficient or Work Competence variable has an effect on Employee Performance variable. The results of the hypothesis testing of the Work Motivation variable (X4) have an effect on Employee Performance (Y), then Because t count (10.726) > t table (1.675), then Ho is rejected and H1 is accepted, meaning; The significant regression coefficient or Work Motivation variable has an effect on Employee Performance variable. This shows that the variables Employee Empowerment, Work Communication, Work Competence, and Work Motivation together have a significant effect on Employee Performance variable at BPKAD Kota Batam.

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

INTRODUCTION

The success of a government agency is largely determined by the quality of its civil servants' performance. The Batam City Regional Finance and Asset Management Agency (BPKAD) plays a crucial role in managing regional finances and assets in a transparent, accountable, and efficient manner. To achieve budget realization targets and optimal asset management, BPKAD requires human resources (HR) with high productivity and performance. Optimal performance ensures optimal public services and the realization of good governance.

Civil Servants (PNS) according to Law No. 43 are Indonesian citizens who have met the specified requirements, appointed by authorized officials, assigned duties in a state office or other duties, paid based on applicable laws and regulations and are also elements of government implementation, glue, unifier of the nation and state and are also trusted by the government to achieve national goals. In government agencies, a superior must respond to the needs and desires of employees so that within the agency a condition is created where employee welfare is guaranteed to stimulate employees of the Batam City Regional Financial and Asset Management Agency (BPKAD) to perform better in their work.

Through empowerment, employees of the Batam City Regional Financial and Asset Management Agency (BPKAD) are supported and encouraged to utilize their skills, abilities, and creativity by accepting accountability for their work. Empowering employees shifts their behavior from a position typically based on doing what they're told to do to a position that provides opportunities for responsibility.

An organization not only requires good communication to achieve its goals, but also requires a good working relationship between superiors and subordinates. However, within organizations, conflict often occurs between individuals, between groups, and between individuals and groups. Conflict within an organization significantly impacts employee performance and can lead to failure to achieve organizational goals.

To improve the performance of employees at the Batam City Regional Financial and Asset Management Agency (BPKAD), it is important to understand the competencies they must possess. A competent employee will be able to contribute their best to the company, thereby increasing productivity. The competencies possessed by these employees must align with the competencies required in their respective fields, exceeding the established minimum level.

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

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level of education is expected to help employees develop the mindset and skills desired by the company.

From the background description above, the author is interested in conducting research with the research title "The Influence of Employee Empowerment, Work Communication, Work Competence and Work Motivation on Employee Performance at the Regional Financial and Asset Management Agency (BPKAD) of Batam City".

THEORETICAL STUDY

Definition of Performance

According to Afandi (2018:83) Performance is the work results that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, without violating the law and without conflicting with morals and ethics. Wibowo (2017: 7) defines performance as the act of doing work and the results achieved from that work. Performance is about what is done and how it is done.

Hussein (2017: 10) defines performance as work behavior, specifically what employees do. According to Whitmore (in Hamzah and Nina, 2014: 59), performance is the execution of functions required of a person. Performance is an action, an achievement, or what a person demonstrates through tangible skills. From the several definitions above, it can be concluded that employee performance is the ability to achieve job requirements, where a work target can be completed at the right time or does not exceed the time limit provided so that the objectives will be in accordance with the company's morals and ethics.

Employee Empowerment

According to Priansa (2019: 45), employee empowerment is one of the steps that must be taken by a company to produce quality human resources, who have the ability to use, develop, and master science and technology, as well as managerial skills and the ability to solve various real problems that occur in the company.

Sedarmayanti (2014:123) states that: "Human Resource Empowerment is an effort that must be made to create quality human resources, who have the ability to utilize, develop and master science and technology as well as management skills." Based on the definition above, it can be said that employee empowerment is a form of development for subordinates. Leaders recognize that work requires the assistance of others, so they must be willing to delegate authority.

Work Communication

According to Arni (2016: 4), communication is the exchange of verbal and

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nonverbal information between the sender and recipient of information to change behavior. According to Sutrisno (2017:17), communication is a concept with many meanings. The meaning of communication can be divided into: Social communication process. This meaning exists in the context of social sciences. Where social scientists use this method for research, it usually focuses on human activity and communication related to messages and behavior.

Communication experts offer numerous definitions of communication. From the definitions above, it can be concluded that communication is the process of sending and receiving messages between a source and a receiver, resulting in a mutually beneficial understanding. In relation to the success of a company or organization, every communication process between individuals will have an impact that supports employee performance.

Work Competencies

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

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. Competence is a person's ability to produce at a satisfactory level in the workplace, including a person's ability to transfer and apply these skills and knowledge in new situations and increase agreed benefits.

Work 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 influence, direct and maintain behavior to achieve goals or desires that are in accordance with the scope of work.

Supported by Ferdinatus (2020, p. 3) who said that work motivation is something that must be built with a good personality or character, because work motivation that is based on wrong principles and reasons will result in personal and organizational

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losses.Then according to Pratiwi (2019, p. 97) he said "Work motivation is a set of energetic forces that come from within and outside the individual, to initiate work-related behavior in terms of form, direction, intensity and duration." 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.

Framework of thinking

The variables used in this study are Employee Empowerment (X1), Work Communication (X2), Work Competence (X3) and Work Motivation (X4) as independent variables, while the dependent variable is the Employee Performance (Y) variable at the Batam City Regional Financial and Asset Management Agency (BPKAD). The relationship between the variables can be seen schematically in the following figure:

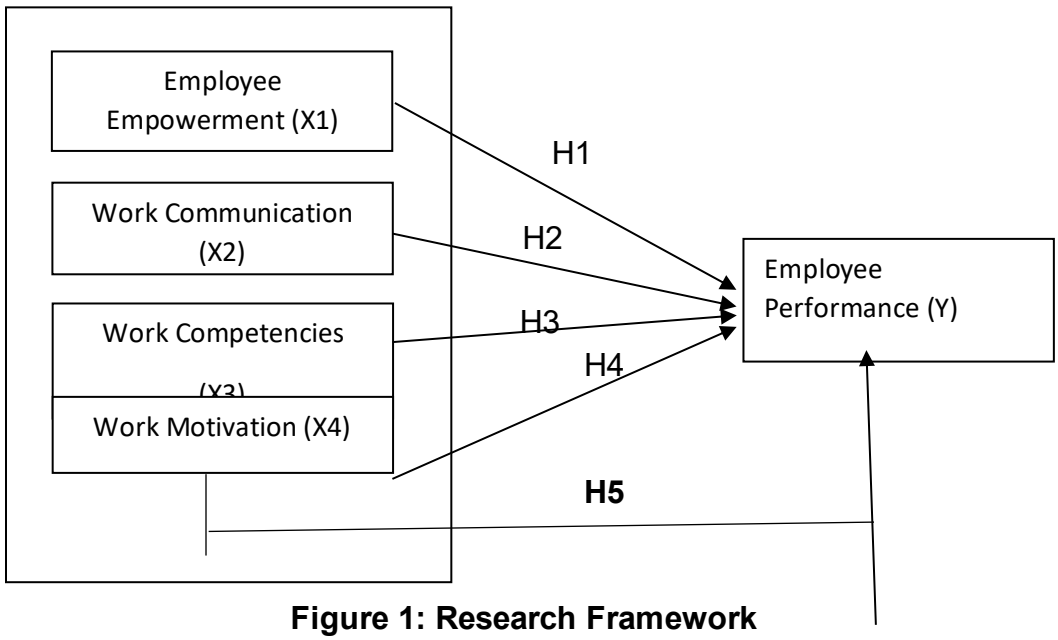


Figure 1: Research Framework

Hypothesis Submission

Based on the background of the problem, theoretical basis, research objectives and observing the objective conditions of Employee Performance at the Regional Financial and Asset Management Agency (BPKAD) of Batam City, Riau Islands Province, 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 Regional Financial and Asset Management Agency (BPKAD) of Batam City.

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2. There is an Influence of Work Communication on Employee Performance at the Regional Financial and Asset Management Agency (BPKAD) of Batam City.
3. There is an Influence of Work Competence on Employee Performance at the Regional Financial and Asset Management Agency (BPKAD) of Batam City.
4. There is an Influence of Work Motivation on Employee Performance at the Regional Financial and Asset Management Agency (BPKAD) of Batam City.
5. There is an Influence of Employee Empowerment, Work Communication, Work Competence and Work Motivation Simultaneously on Employee Performance at the Regional Financial and Asset Management Agency (BPKAD) of Batam City.

RESEARCH METHODOLOGY

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 studied.ti, namely through interviews with employees at the Batam City Regional Financial and Asset Management Agency (BPKAD) Office. which were collected through a list of questions that had not been processed for a specific purpose, both data that had been prepared.
b. Secondary data, namely data and information obtained from sources related to this research, such as:

Population and Sample

The population in this study is all employees at the Regional Financial and Asset Management Agency (BPKAD) of Batam City in 2025, amounting to 89 ASN and P3K. 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 89 people, all of whom were employees of the Regional Financial and Asset Management Agency (BPKAD) of Batam City.

Data Analysis Techniques

The research analysis technique used is simple and multiple regression analysis. This technique is used to answer questions related to which factors are most dominant in influencing employee performance and to determine the extent to which the independent variables, namely Employee Empowerment, Employee Work Communication, Work Competence and Work Motivation, which the researcher

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suspected at the beginning of the study affect employee performance at the Regional Financial and Asset Management Agency (BPKAD) of Batam City.

Simple Multiple Linear Regression Analysis

Furthermore, to determine the influence of the relationship between Employee Empowerment, Work Communication, Work Competence, and Work Motivation on Employee Performance at the Batam City Regional Financial and Asset Management Agency (BPKAD), the statistical formulas of Multiple Regression and Correlation were used. However, to see the relationship between the influence of one variable on another, it is necessary to use the formulas of multiple regression and correlation, namely by using the Least Square Method to estimate the function:

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

Discussion of Research Results

This study covers issues related to employee empowerment, work communication, work competence, and work motivation at the Batam City Regional Financial and Asset Management Agency (BPKAD). A sample of 89 employees was selected as respondents.

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

The first independent variable that the author analyzed in this study wasEmployee Empowerment (X1), in this case the hypothesis will be analyzed and proven, whether the Employee Empowerment variable (X1) of the Batam City Regional Financial and Asset Management Agency (BPKAD) employees.

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.128a	.116	.003	2,100

a. Predictors: (Constant), Employee Empowerment

The R Square figure, which is the squared correlation figure or 0.1282, is 0.116. The R Square figure is also called the Coefficient of Determination. The magnitude of the coefficient of determination is 0.116 or equal to 11.60%. This figure means that only 11.60% of the Employee Performance of the Batam City Regional Financial and Asset Management Agency (BPKAD) can be explained using the Employee Empowerment variable. Meanwhile, the remaining 88.40% (100% - 11.60%) must be explained by other causal factors. For your information, the magnitude of the R Square ranges from 0 to 1,

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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.

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19,619	2,835		6,920	.000
	Employee Empowerment	.120	.132	.128	3,912	.366

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

X1 = Employee Empowerment

a = the constant number in this study is 19.619

b = regression coefficient figure of 0.120

From the data above, the equation is as follows:

Y = 19,619+ 0.120 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 Batam City Regional Financial and Asset Management Agency (BPKAD).

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 = 3,912
- t table = to calculate the t table, use the following conditions:

  α = 0,05

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Degree of Freedom(DF) = (number of data – 2) or 89 – 2 = 87
t table = 1.675 results from the table

Because t count (3,912) > 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 Batam City Regional Financial and Asset Management Agency (BPKAD).

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

The second independent variable that the author analyzed was Work Communication (X2), where in this case the analysis and hypothesis testing will be carried out, whether the Work Communication factor influences Employee Performance (Y) at the Batam City Regional Financial and Asset Management Agency (BPKAD).

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.146a	.202	.118	2.115

a. Predictors: (Constant), Work Communication

The R Square number (squared correlation number or 0.1462 is 0.202. The R Square number is also called the Determination Coefficient. The magnitude of the determination coefficient number is 0.202 or equal to 20.20%. This number means that only 20.20% of the Employee Performance of the Batam City Regional Financial and Asset Management Agency (BPKAD) that occurs can be explained by using the Work Communication variable that occurs both between employees and with leaders. While the rest, namely 79.80% (100% - 20.20%) must be explained by other causal factors. To be known, the magnitude of the R Square ranges from 0 to 1 which means that the smaller the magnitude of 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.

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Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	23,223	3,177		7,309	.000
	Work Communication	.348	.148	.146	5,326	.746

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
X2 = Work Communication
a = the constant number in this study is 23,223
b = regression coefficient figure of 0.348
From the data above, the equation is as follows:

Y = 23,223+ 0.348 X2

The t-test will be used to test the significance of the constant and variable of the Work Communication factor (X2) on the Employee Performance variable (Y) at the Batam City Regional Financial and Asset Management Agency (BPKAD).

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 = 5.326
- t table = to calculate the t table, use the following conditions:
  α = 0.05
  Degree of Freedom(DF) = (number of data –2) or 89 – 2 = 87
  t table = 1,675→ results from the table

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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 Batam City Regional Financial and Asset Management Agency (BPKAD).

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.758a	.574	.566	1,381

a. Predictors: (Constant), Job Competence

The R Square figure is the squared correlation figure or 0.7582, which is 0.574. The R Square figure is also called the Coefficient of Determination. The magnitude of the coefficient of determination is 0.574 or equal to 57.40%. This figure means that 57.40% of the Employee Performance of the Regional Financial and Asset Management Agency (BPKAD) of Batam City that occurs can be explained using the Employee Work Competency variable within the BPKAD of Batam City. While the remaining 42.60% (100% - 57.40%) must be explained by other causal factors. To be noted, 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)	4,964	2.107		2,356	.022
	Work Competencies	.778	.095	.758	8,212	.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 :

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Y = Employee Performance
X3 = Work Competence
a = the constant number in this study is 4.964
b = regression coefficient figure of 0.778

From the data above, the equation is as follows:

Y = 4.964 + 0.778 X3

The t-test will be used to test the significance of the constant and Work Competence (X3) on Employee Performance (Y) at the Batam City Regional Financial and Asset Management Agency (BPKAD).

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 = 8.212
- t table = to calculate the t table, use the following conditions:
  α = 0.05
  Degree of Freedom (DF) = (number of data – 2) or 89 – 2 = 87
  t table = 1.675 results from the table

Analysis of the 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 Employee Work Motivation influences Employee Performance (Y) at the Batam City Regional Financial and Asset Management Agency (BPKAD).

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.835a	.697	.691	1,165

a. Predictors: (Constant), Work Motivation

The R Square figure is the squared correlation figure or 0.8352, which is 0.697. The R Square figure is also called the Coefficient of Determination. The magnitude of the coefficient of determination is 0.697 or equal to 69.70%. This figure means that 69.70%

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of the Employee Performance of the Regional Financial and Asset Management Agency (BPKAD) of Batam City that occurs can be explained using the BPKAD Btam City Employee Work Motivation variable. While the remaining 30.70% (100% - 69.70%) must be explained by other causal factors. To note, 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.

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,432	1,756		1,954	.050
	Work motivation	.859	.080	.835	6,726	.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
X4 = Employee Work Motivation
a = the constant number in this study is 3.432
b = regression coefficient figure of 0.859

From the data above, the equation is as follows:

Y = 3.432 + 0.859 X4

The t-test will be used to test the significance of the constant and Employee Work Motivation (X4) on Employee Performance (Y) at the Batam City Regional Financial and Asset Management Agency (BPKAD).

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.

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- If t count > t table, then Ho is rejected
- t count = 10.726
- t table = to calculate the t table, use the following conditions:
  α = 0.05
  Degree of Freedom (DF) = (number of data – 2) or 89 – 2 = 87
  t table = 1.675 results from the table

Because the calculated t (10.726) > t table (1.1675), 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.Batam City Regional Financial and Asset Management Agency (BPKAD).

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

The next analysis variables are Employee Empowerment (X1), Work Responsibility (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 Village and Sub-district Offices of Galang District, Batam City.

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.677a	.754	.749	.311

a. Predictors: (Constant), Work Motivation, Work Communication, 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 the Performance of Employees of the Regional Financial and Asset Management Agency (BPKAD) of Batam City can be explained using the variables of Employee Empowerment, Work Communication, Work Competence and Work Motivation of BPKAD Employees of Batam City. While the remaining 24.60% (100% - 75.40%) must be explained by other causal factors. To be noted, the magnitude of R Square ranges from 0 to 1, which means that the smaller the magnitude of R Square, the weaker the

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relationship between the two variables. Conversely, if 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	41,772	82,611	.000a
	Residual	11,215	84	.202		
	Total	214,077	88			

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

b. Dependent Variable: Employee Performance

The Anova test produced a calculated F value of 82.611 > 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 Communication (X2), Work Competence (X3) and Work Motivation (X4) together have a significant effect on the Employee Performance variable (Y) at the Regional Financial and Asset Management Agency (BPKAD) of Batam City.

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,181	1,215		3.125	.066
	Employee Empowerment	.337	.030	.109	3.126	.104
	Work Communication	.254	.033	.051	2,618	.102
	Work Competencies	.342	.071	.131	5,688	.000
	Work motivation	.243	.063	1,038	15,086	.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:

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Y = 1.181 + 0.337X1 + 0.254 X2 + 0.342X3 + 0.243 X4

1) The constant of 1.181 means that if there is no increase in Employee Empowerment (X1), Work Responsibility (X2), Work Competence (X3) and Work Motivation (X4), then Employee Performance at the Batam City Regional Financial and Asset Management Agency (BPKAD) will increase by 1.181.
2) The Employee Empowerment Coefficient (X1) of 0.337 means that for every 1 percent increase in Employee Empowerment, Employee Performance at the Batam City Regional Financial and Asset Management Agency (BPKAD) increases by 0.337.
3) The Work Responsibility Coefficient (X2) of 0.254 means that for every 1 percent increase in Work Responsibility, Employee Performance at the Batam City Regional Financial and Asset Management Agency (BPKAD) will increase by 0.254.
4) The Work Competency Coefficient (X3) of 0.342 means that for every 1 percent increase in Work Competency, Employee Performance at the Batam City Regional Financial and Asset Management Agency (BPKAD) will increase by 0.342.
5) The Work Motivation Coefficient (X4) of 0.243 means that for every 1 percent increase in Work Motivation, Employee Performance at the Batam City Regional Financial and Asset Management Agency (BPKAD) will increase by 0.243.

CONCLUSION AND SUGGESTIONS

Conclusion

Based on urexplanation in the previous chapter, then in general it can be concluded as follows:

1. In testing the hypothesis whether the Employee Empowerment variable (X1) in service has an effect on Employee Performance (Y) at the Regional Financial and Asset Management Agency (BPKAD) of Batam City, then because the calculated t (3,912) > t table (1,675), then Ho is rejected and H1 is accepted, meaning; The significant regression coefficient or Employee Empowerment variable has an effect on Employee Performance at the Batam City Regional Financial and Asset Management Agency (BPKAD).
2. In testing the hypothesis whether the Work Communication variable (X2) has an effect on Employee Performance (Y) at the Regional Financial and Asset Management Agency (BPKAD) of Batam City, then because the calculated t (5.326) > t table (1,675), then Ho is rejected and H1 is accepted, meaning; The regression coefficient is significant or the Work Communication variable has an effect on the Employee Performance variable of the Batam City Regional Financial and Asset Management Agency (BPKAD).

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3. In testing the hypothesis whether the Work Competence variable (X3) has an effect on Employee Performance (Y) at the Regional Financial and Asset Management Agency (BPKAD) of Batam City, then because the calculated t (8.212) > 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 of the Regional Financial and Asset Management Agency (BPKAD) of Batam City.
4. In testing the hypothesis whether the Work Motivation variable (X4) has an effect on Employee Performance (Y) at the Regional Financial and Asset Management Agency (BPKAD) of Batam City, then because the calculated t (10.726) > 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 Regional Financial and Asset Management Agency (BPKAD) of 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 Regional Financial and Asset Management Agency (BPKAD) of Batam City. The Anova test produced a calculated F figure of 82.611> 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 Communication (X2), Work Competence (X3) and Work Motivation (X4) together have a significant effect on the Employee Performance variable (Y) at the Regional Financial and Asset Management Agency (BPKAD) of Batam City.

Suggestions

The following are research suggestions structured based on the variables studied by the author at the Batam City BPKAD. This format is divided into two main categories: practical suggestions (for the agency) and academic suggestions (for future researchers). The suggestions presented by the author are as follows:

1. The author recommends that the leadership provide more measurable autonomy in the preparation of financial reports and asset management. This is crucial to expedite the operational decision-making process at the Batam City Regional Financial and Asset Management Agency (BPKAD).
2. The author suggests implementing a more integrated internal information system to reduce communication barriers between sectors in the Batam City Regional Financial and Asset Management Agency (BPKAD).
3. The author suggests designing a specific periodic training program regarding the latest regulations on regional financial management and asset management certification in the Batam City Regional Government.

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4. The author also suggests creating a transparent non-financial reward system. This could take the form of public recognition or career acceleration opportunities for high-achieving employees within the Batam City BPKAD.
5. In this case, the author suggests that the Batam City Regional Financial and Asset Management Agency (BPKAD) continue to develop employee work enthusiasm in their daily activities.

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