THE EFFECT OF WORK DISCIPLINE, COMPETENCE, AND EMPLOYEE EMPOWERMENT ON EMPLOYEE PERFORMANCE AT THE DIRECTORATE OF GOODS TRAFFIC, BATAM ENTREPRISE AGENCY (BP BATAM)

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Abstract
This study aims to analyze the influence of work discipline, Competence, and employee empowerment on employee performance at the Directorate of Goods Traffic of the Batam Business Agency (BP). The study used a descriptive, quantitative approach with a census method, given the relatively small population of 35 employees; thus, the entire population served as respondents. Data were collected through the distribution of questionnaires that had been tested for validity and reliability. The results of the validity test showed that all statement items had a calculated r value greater than the r value in the table and a significance level below 0.05. In contrast, the reliability test yielded a Cronbach's Alpha value above 0.60 for all research variables, indicating that the instrument was suitable for use. Data analysis was performed using multiple linear regression in IBM SPSS. Partial testing results indicate that work discipline, Competence, and employee empowerment each have a positive and significant effect on employee performance. Simultaneous testing also shows that the three independent variables together have a substantial effect on employee performance. The high coefficient of determination value indicates that most of the variation in employee performance can be explained by the variables of work discipline, Competence, and employee empowerment. Thus, improving employee performance can be achieved through strengthening work discipline, developing Competence, and sustainable employee empowerment.
Keywords: Work Discipline, Competence, Employee Empowerment, Employee Performance, BP Batam.

INTRODUCTION

In both public and private organizations, human resources (HR) is the most critical strategic asset. HR quality is essential to achieving organizational goals. To achieve maximum productivity, human resource management encompasses not only the planning and control of administrative tasks but also the development of competencies, the establishment of work discipline, and the empowerment of employees. According to Luthans (2021), employees' ability to adapt to environmental changes, the digitization of services, and demands for service efficiency is essential to organizations' performance in the modern era. Especially true in the context of public authorities. Not only are public employees required to understand administrative tasks, but they must also act as agents of change to improve public services efficiently and innovatively, in light of global environmental changes and technological advancements.

In public management, employee performance is a crucial topic because it reflects the effectiveness and efficiency of the tasks individuals perform within an organization. Employee performance is measured not only by output indicators but also by service quality, compliance with operational standards, and contributions to achieving overall organizational goals. According to Luo et al. (2023), modern organizations must adapt employee performance indicators to technological developments, innovation, and cross-sector collaboration to ensure optimal productivity.

The Batam Free Trade Zone (BP Batam) Freight Traffic Directorate is a work unit with strategic responsibility for managing the flow of goods into and out of the Batam Free Trade Zone and Free Port. As the main gateway to Indonesia's international trade, the Directorate's duties include oversight of documents and licensing, as well as coordination with various technical agencies, including customs, quarantine, and port authorities. The high complexity of these tasks requires employees who are not only technically skilled but also disciplined and proactive in facing daily operational challenges (BP Batam, 2023).

Field observations indicate that the Directorate of Freight Traffic at the Batam Free Trade Zone Authority (BP Batam) continues to face several challenges. The agency's annual report reveals delays in administrative processes, document discrepancies, and cross-unit coordination issues, all of which are impacting public services (BP Batam, 2022). These challenges are often rooted in low work discipline, unequal employee competency in the use of digital-based information systems, and limited opportunities for employee involvement in strategic decision-making. These conditions indicate obstacles to achieving optimal performance, particularly in terms of responsiveness and accuracy in public services.

One of the most important factors determining how consistently employees comply with organizational rules, such as punctuality, work procedures, and task regularity, is the degree of discipline, or work discipline, they exhibit. Research has demonstrated that implementing work discipline has a positive, significant effect on employee performance in the public sector and organizations (Herlina, 2025). Strong work discipline helps create a productive work culture and reduces the likelihood of delays and procedural errors, both of which can disrupt the consistent flow of services.

Employee competency, encompassing knowledge, skills, and abilities to complete tasks effectively, has also been shown to be a crucial factor in determining the quality of individual performance in public organizations. Employees with high competency tend to demonstrate greater productivity and work effectiveness (Sismiati, 2025). Competence encompasses not only technical skills but also problem-solving and decision-making skills in dynamic situations. Employee empowerment, in the form of involvement in decision-making, freedom to innovate, and opportunities for professional development, fosters a sense of belonging within the organization. Empowered employees are more motivated to contribute optimally, thus impacting the organization's overall performance (Fadliani, 2025).

According to a survey conducted within the Directorate of Freight Traffic at the Batam Free Trade Zone Authority (BP Batam), several employees felt they were not adequately involved in decision-making and service innovation processes related to new procedures. Several employees also reported a lack of intensive training in digital systems and information technology. This training is essential for the electronic licensing process in IBOSS (Indonesia Batam Online Single Submission),

which results in slow service and repeated data entry errors. This situation demonstrates a gap between the obligations that employees in this strategic work unit are expected to fulfill and the capacity of the human resources currently available. Consequently, to make a strategic effort to improve the efficiency of public services and their contribution to Indonesia's international trade competitiveness, empirical research is required to investigate the extent to which work discipline, Competence, and employee empowerment influence employee performance at the BP Batam Directorate of Freight Traffic.

The phenomenon occurring at the Batam Free Trade Zone Authority (BP Batam) Freight Traffic Directorate demonstrates real challenges in carrying out daily tasks. Some employees still face difficulties adapting to electronic-based licensing systems such as IBOSS, which require technological understanding and high accuracy in document processing. Furthermore, a preliminary survey revealed varying levels of work discipline and competency among employees, which impacts the speed and accuracy of service delivery. Employee empowerment is also limited, with some employees feeling inadequately involved in decision-making regarding operational procedures and service innovation. This phenomenon creates potential inefficiencies in freight traffic management, which directly impacts the smooth flow of goods and user satisfaction.

Several issues have arisen as a result of this phenomenon, including delays in administrative and licensing procedures, errors in entering document data, and inconsistencies in employees' technical competencies. A lack of work discipline among certain employees also leads to delays in completing tasks and non-compliance with standard procedures, disrupting the smooth flow of goods in Batam. Additionally, employees with limited empowerment are less likely to be motivated to innovate or to take the initiative in solving complex problems within the company. This condition not only lowers the quality of individual performance but also has a systemic impact on the effectiveness of the organization, can incur additional costs, and can reduce the confidence of investors and stakeholders in the public services provided in Batam's strategic areas.

Various studies provide empirical evidence that work discipline, Competence, and employee empowerment significantly influence employee performance across organizational contexts. Research by Hikmah and Hikmah (2025) found that work discipline and Competence simultaneously and significantly partially influenced employee performance at the Center for Research on Education and Cultural Policy, indicating a strong relationship between the two variables and job performance. Similar findings were reported by Rejeki et al. (2025), who showed that work discipline and work competence positively influenced employee performance improvement at the Regional Personnel and Human Resource Development Agency. Research conducted by the Solok Regency Government also showed that work discipline and Competence had a positive and significant influence on employee performance, underscoring the role of both internal factors in organizational output (Herlina et al., 2025). Imam et al. (2025) noted that employee empowerment contributes to improving the performance of public sector organizations, especially when combined with effective leadership

practices and organizational learning. Wardana and Wibawa (2024) stated that employee empowerment has a positive and significant influence on employee performance in private companies, emphasizing the importance of providing authority, responsibility, and development opportunities as performance-driving factors. These findings consistently show that the combination of work discipline, Competence, and employee empowerment is the key to improving employee performance in various organizational contexts, thus providing a strong basis for testing these variables at the Directorate of Goods Traffic of BP Batam.

Although previous studies have demonstrated that work discipline, Competence, and employee empowerment significantly influence employee performance, most studies were conducted in local government or educational institutions and focused on general administrative staff. Prior research has not examined the context of work units with high complexity in managing the flow of goods and in compliance with international trade regulations, such as the Directorate of Goods Traffic at the Batam Free Trade Zone Authority (BP Batam). Furthermore, some studies still use purely quantitative designs that do not incorporate contextual analysis of specific operational challenges, such as the integration of electronic licensing systems, cross-agency interactions, and the dynamics of public services. It creates a research gap, namely the need for research that simultaneously explores the influence of work discipline, Competence, and employee empowerment in the context of strategic work units with complex tasks and digital systems.

This research is unique for its emphasis on the Directorate of Goods Traffic of BP Batam, which possesses distinctive attributes: a strategic role as a conduit for international trade, the implementation of the IBOSS electronic licensing system, and intricate inter-institutional interactions. This research quantitatively analyzes the relationships among variables and offers a practical perspective on implementing discipline, competency development, and employee empowerment to enhance the operational performance of strategic units. Consequently, the findings of this research are anticipated to yield both scientific and practical contributions, serving as a basis for BP Batam's internal policies and as a reference for human resource development in public organizations with analogous duties and responsibilities.

LITERATURE REVIEW

Employee Performance

Employee performance refers to the work results achieved by individuals in accordance with their responsibilities and authorities, both in quality and quantity (Nurlaila, 2019; Mangkunagara, 2018). Performance is not merely about output; it also reflects employee behavior in carrying out organizational tasks effectively. According to Bernadi and Russel (2019), performance is a record of the results of work functions during a specific period. With clear, measurable criteria, performance is the primary benchmark for assessing employees' contributions to achieving organizational goals,

including the operational effectiveness of the Directorate of Freight Traffic of the Batam Free Trade Zone Authority (BP Batam).

Work Discipline

Work discipline is an attitude of conscious compliance with organizational rules, procedures, and standards, not under duress (Siswanto, 2018; Atmosudirdjo, 2020). Solid discipline will increase employee productivity and work quality, as individuals are aware of their roles in the organization's success. Wursanto (2019) emphasizes that work discipline is an orderly, disciplined lifestyle, shaped by individual awareness and confidence. Work discipline is the primary foundation for ensuring smooth operations and achieving targets in a complex work environment.

Employee Competence and Empowerment

Employee competency encompasses the abilities, skills, knowledge, and individual characteristics that determine job performance effectiveness (Rahmat, 2019; Rachmaniza, 2020). Competence influences employees' ability to complete tasks, make decisions, and adapt to dynamic digital systems and regulations. Furthermore, employee empowerment increases participation, autonomy, and a sense of ownership in their work (Robbins & Judge, 2019; Wibowo, 2020). The combination of Competence and empowerment creates employees who are not only capable but also motivated to contribute maximally to achieving organizational goals.

Framework of Thinking

The framework used in this study positions work discipline, Competence, and employee empowerment as independent variables that partially or simultaneously influence employee performance as the dependent variable. Work discipline reflects compliance with rules and responsibilities; Competence indicates an employee's work ability; and employee empowerment reflects trust and participation in decision-making to improve performance.
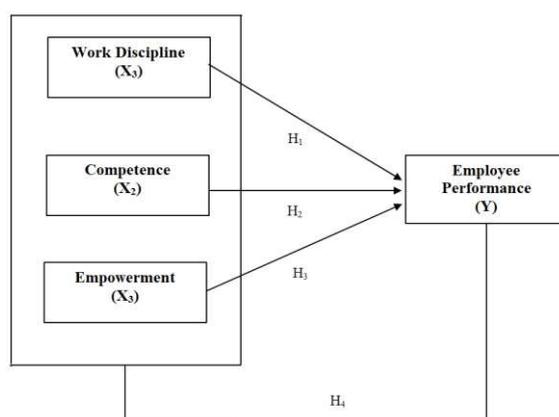

Figure 1 Thinking Framework

Hypothesis

Based on the theoretical basis that has been put forward, the research hypothesis can be formulated as follows:

1. There is a significant impact of Work Discipline on Employee Performance at the BP Batam Goods Traffic Directorate Office.

2. There is an effect of Competence on Employee Performance at the BP Batam Goods Traffic Directorate Office.

3. Employee Empowerment influences Employee Performance at the BP Batam Goods Traffic Directorate Office.

4. There is a combined effect of Work Discipline, Competence, and Employee Empowerment on Employee Performance at the BP Batam Goods Traffic Directorate Office.

METHOD

Research methods

A research method is a systematic procedure for acquiring valid, reliable, and objective data to address the research problem. The choice of method critically influences the quality of research conclusions, especially in quantitative studies focused on statistical analysis of relationships and influences among variables (Sugiyono, 2020). This research method was meticulously crafted to elucidate the impact of work discipline, Competence, and employee empowerment on employee performance.

Research Location and Research Time

This research was conducted at the Batam Free Trade Zone Authority (BP Batam) Goods Traffic Directorate Office, located at Jl. Ibnu Sutowo No. 1, Batam Centre, Batam City, Riau Islands. This location was chosen based on the Directorate's strategic role in managing and supervising the flow of goods in and out of the Batam Free Trade Zone. According to Robbins and Judge (2021), work units with high complexity are ideal settings for studying employee performance and the internal factors that influence it.

This research will be conducted in 2025, encompassing preparation, data collection, data processing, and report preparation. The research timing will be adjusted to the agency's operational conditions to avoid disrupting ongoing public service activities (Sugiyono, 2020).

Method of collecting data

Data collection methods are carried out using several techniques, namely:

1. Observation: This is done by directly observing employee work behavior, discipline levels, and freight service processes. Observations allow researchers to obtain a realistic picture of actual working conditions (Creswell, 2021).

2. Interviews were conducted directly with selected sources to obtain in-depth information regarding employee competency, empowerment, and performance constraints (Sekaran & Bougie, 2020).

3. A questionnaire is the primary data collection technique, as they involve distributing a list of structured questions to respondents. Responses are measured using a Likert scale to determine the relationship between the independent and dependent variables (Ghozali, 2019).

4. Literature Study, carried out by reviewing books, scientific journals, regulations, and official reports relevant to the research topic (Sugiyono, 2020).

Data Types and Sources

The data used in this study consists of primary and secondary data. Primary data were collected directly from respondents through questionnaires, observations, and interviews, while secondary data were obtained from internal BP Batam reports, official documents, and scientific publications supporting the research (Sekaran & Bougie, 2020).

Population and Sample

A population is a generalized area consisting of objects or subjects that have specific characteristics to be studied and conclusions drawn (Sugiyono, 2020). The population in this study was all employees of the Batam BP Goods Traffic Directorate Office, totaling 35 people in 2025. The sample is a part of the population that represents its characteristics (Sugiyono, 2020). Because the population was fewer than 100 people, the sampling technique used was the census method, namely, the entire population served as the research respondents (Arikunto, 2018).

Data Analysis Methods

1. Validity Test

Validity testing is used to determine the extent to which an instrument measures research variables. The test is conducted using Pearson's Product-Moment correlation, with the criterion that the calculated r value is greater than the table r value at the 0.05 significance level (Ghozali, 2020).

$$r_{xy} = \frac{N\sum xy - \sum x\sum y}{\sqrt{(N\sum x^2 - (N\sum x)^2)(N\sum y^2 - (\sum y)^2}}$$

2. Reliability Test

Reliability testing aims to measure the consistency of a research instrument. An instrument is considered reliable if the Cronbach's Alpha value is > 0.60, indicating an adequate level of reliability (Ghozali, 2019).

$$r_{11} = \left(\frac{n}{n-1}\right)\left(1 - \frac{\sum \sigma_t^2}{\sigma_t^2}\right)$$

3. Multiple Linear Regression Analysis

Multiple linear regression analysis was used to examine the influence of work discipline, Competence, and employee empowerment on employee performance. This model was used to determine the direction and magnitude of each independent variable's influence on the dependent variable (Sugiyono, 2020).

$$Y' = a + b1X1 + b2X2 + b3x3 + e$$

4. R^2 Test (Coefficient of Determination)

The coefficient of determination (R^2) test is used to measure the ability of independent variables to explain variations in the dependent variable. The R^2 value ranges from 0 to 1, with values closer to 1 indicating a stronger ability to explain the dependent variable. In comparison, values closer to 0 indicate a weaker ability to explain the dependent variable (Ghozali, 2019). In general, a regression model is considered good if its R^2 value is above 0.5. The coefficient of determination is calculated using the formula $Kd = r^2 \times 100\%$, expressed as a percentage.

5. T-Test (Partial Test)

The t-test, or partial test, is used to determine the extent to which each independent variable influences the dependent variable. This test is performed by comparing the calculated t-value with the t-table at the 0.05 significance level ($\alpha = 5\%$). According to Ghozali (2019), the t-test tests whether an independent variable significantly explains the dependent variable. If the calculated t-value exceeds the t-value from the t-table, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_a) is accepted, indicating the independent variable has a significant effect. Conversely, if the calculated t-value is smaller than the t-table, then H_0 is accepted, and H_a is rejected. Mathematically, the t-test can be formulated as $t = (r\sqrt{(n-2)})/(1-r^2)$, where t is the calculated t statistic, r is the correlation coefficient, and n is the number of observations.

RESULTS AND DISCUSSION

Research results

Data analysis was conducted to answer the research objectives and test the formulated hypotheses. Primary data obtained through questionnaires were processed using SPSS version 20. The analysis stages included instrument validity and reliability testing, multiple linear regression, and hypothesis testing using determination coefficient tests, t-tests, and F-tests.

Instrument Validity Test

Validity testing aims to determine each item's ability to measure the research variables. Testing is conducted using the Pearson product-moment correlation between item scores and the total score. An item is declared valid if the calculated r value is greater than the table r (0.344) and the significance value is <0.05.

Table 1. Validity Test Results

Variables	Item	r count	r table	Sig.	Information
Work Discipline	DK1	0.812	0.344	0,000	Valid
	DK2	0.846	0.344	0,000	Valid
	DK3	0.879	0.344	0,000	Valid
Competence	K1	0.654	0.344	0,000	Valid
	K2	0.701	0.344	0,000	Valid
	K3	0.688	0.344	0,000	Valid
Employee Empowerment	PP1	0.768	0.344	0,000	Valid
	PP2	0.801	0.344	0,000	Valid
	PP3	0.832	0.344	0,000	Valid
Employee Performance	KP1	0.845	0.344	0,000	Valid
	KP2	0.873	0.344	0,000	Valid
	KP3	0.889	0.344	0,000	Valid

Source: Primary data processed, 2025

Table 1 shows that all statement items in the Work Discipline, Competence, Employee Empowerment, and Employee Performance variables have a calculated r value greater than the table r of 0.344, with significance at the 0.05 level. It indicates that each indicator accurately measures the variable construct. Thus, all questionnaire items are deemed valid and suitable for further research analysis.

Reliability Test

Reliability testing is used to determine the level of consistency of research instruments in measuring variables. Testing was conducted using Cronbach's alpha. An instrument is considered reliable if its Cronbach's Alpha is greater than 0.60, indicating stability and consistency.

Table 2. Results of Instrument Reliability Test

Variables	Cronbach's Alpha	Standard	Information
Work Discipline	0.910	0.60	Reliable
Competence	0.619	0.60	Reliable
Employee Empowerment	0.874	0.60	Reliable
Employee Performance	0.892	0.60	Reliable

Source: Primary data processed, 2025

Based on Table 2, all research variables have Cronbach's Alpha values above the minimum threshold of 0.60. The Work Discipline variable has the highest reliability, while Competence has the lowest, but it still meets the criteria. These results indicate that the research instrument has good internal consistency and can be used reliably to measure the variables under study repeatedly.

Multiple Linear Regression Analysis

Multiple linear regression analysis was used to determine the effect of Work Discipline, Competence, and Employee Empowerment on Employee Performance. This analysis also aims to determine the direction and magnitude of each independent variable's influence on the dependent variable, both simultaneously and partially.

Table 3. Multiple Linear Regression Test Results

Variables	Coefficient B	Std. Error	t count	Sig.
(Constant)	2,134	0.421	5,067	0,000
Work Discipline	0.548	0.072	7,611	0,000
Competence	-0.112	0.061	-1,836	0.072
Employee Empowerment	0.367	0.084	4,369	0,000

Source: Primary data processed, 2025

Table 3 shows that Work Discipline and Employee Empowerment have positive, significant regression coefficients for Employee Performance. Meanwhile, Competence has a negative and insignificant coefficient. It indicates that employee performance improvements are more influenced by discipline and empowerment than by technical Competence alone.

Hypothesis Testing

Hypothesis testing was conducted to determine whether the independent variables significantly influence the dependent variable. Testing included the coefficient of determination (R^2), a partial t-test, and a simultaneous F-test with a 5 percent significance level.

Table 4. Results of the Coefficient of Determination (R^2) Test

Model	R	R Square	Adjusted R-Square
1	0.929	0.864	0.858

Source: Primary data processed, 2025

The R-square value of 0.864 indicates that Work Discipline, Competence, and Employee Empowerment can explain 86.4% of the variation in Employee Performance. Other variables outside the research model influence the remaining 13.6%. Indicates that the regression model used has extreme explanatory power.

Table 5. Results of the t-Test (Partial)

Variables	t count	t table	Sig.	Information
Work Discipline	7,611	1,997	0,000	Significant
Competence	-1,836	1,997	0.072	Not Significant
Employee Empowerment	4,369	1,997	0,000	Significant

Source: Primary data processed, 2025

The t-test results show that work discipline and employee empowerment significantly influence employee performance, while Competence does not. Work behavior and organizational support are more important determinants of performance than individual Competence alone.

Table 6. F-Test Results (Simultaneous)

F count	F table	Sig.	Information
188,310	2.71	0,000	Significant

Source: Primary data processed, 2025

The calculated F value of 188.310 is greater than the F table value of 2.71 at the 0.000 significance level. It proves that Work Discipline, Competence, and Employee Empowerment simultaneously have a significant effect on Employee Performance. Thus, the research hypothesis states that there is a joint influence that can be accepted.

Discussion

This discussion aims to interpret the statistical analysis results from the previous chapter and relate them to theory and prior research findings. The primary focus of the discussion is directed at the influence of work discipline, Competence, and employee empowerment on employee performance, both partially and simultaneously. By comparing this study's findings with recent empirical studies, a more comprehensive understanding of the determinants of employee performance in the public sector will be obtained.

1. The Influence of Work Discipline on Employee Performance

The research results show that work discipline has a positive and significant impact on employee performance. This finding indicates that compliance with regulations, punctuality, and work responsibility directly contribute to increased employee productivity and work quality. Work discipline is a crucial foundation for consistent, focused work behavior, thereby enabling the effective achievement of organizational goals.

These results align with research by Prasetyo and Suryani (2022), which found that work discipline significantly influences the performance of public sector employees. Another study by Kim and Park (2023) also stated that work discipline acts as a behavioral control mechanism that increases employee efficiency and accountability. Therefore, these research findings reinforce the view that work discipline is a determining factor in improving employee performance, particularly in government organizations that require compliance with procedures and regulations.

2. The Influence of Competence on Employee Performance

Based on the partial test results, competency did not significantly impact employee performance. This finding indicates that employee abilities, knowledge, and skills have not been optimally translated into improved performance. This condition may be caused by a mismatch between employee competencies and job demands, or by a lack of organizational systems to support the utilization of those competencies.

The results of this study differ from those of Nugroho et al. (2021), who stated that Competence significantly influences employee performance. However, research by Rahman and Aziz (2024) shows that Competence does not always directly affect performance unless an adequate work environment and reward system support it. Therefore, the results of this study

indicate that Competence is potential and requires other supporting factors to have a significant impact on employee performance.

3. The Influence of Employee Empowerment on Employee Performance

The research results show that employee empowerment has a positive and significant impact on employee performance. Empowerment, manifested through employee involvement in decision-making, delegation of authority, and opportunities for self-development, has been shown to increase employees' sense of responsibility and work motivation.

These findings are consistent with Spreitzer et al. (2021), who found that psychological empowerment is strongly linked to improved performance and job satisfaction. Recent research by Albrecht and Su (2022) also confirmed that employee empowerment encourages initiative and work innovation. Therefore, these research findings strengthen empirical evidence that employee empowerment is an effective managerial strategy for improving performance in public sector organizations.

4. The Influence of Work Discipline, Competence, and Employee Empowerment on Employee Performance (Simultaneous)

The results of the simultaneous test indicate that work discipline, Competence, and employee empowerment collectively have a significant influence on employee performance. The high coefficient of determination indicates that the combination of these three variables has strong explanatory power in explaining variations in employee performance. It indicates that performance improvement cannot be achieved in isolation but requires an integrated managerial approach.

These results align with Chen et al. (2023), who found that the interaction between individual and organizational factors influences employee performance. Research by Widodo and Santoso (2025) also confirms that discipline, Competence, and empowerment are a complementary system. Therefore, these findings underscore the importance of a holistic approach to human resource management to improve employee performance sustainably.

CONCLUSION

Based on the data analysis performed with IBM SPSS version 26 and in accordance with the problem formulation, research objectives, and hypothesis testing detailed in the preceding chapter, several key conclusions can be drawn concerning the factors that affect employee performance at the BP Batam Goods Traffic Directorate Office. This study empirically demonstrates that work discipline, Competence, and employee empowerment are significant factors in enhancing employee performance, both individually and collectively.

The partial test results indicate that organizational discipline has a positive and significant effect on employee performance. A more structured and productive working environment can be created by adhering to regulations, being punctual, and taking responsibility for the tasks that are being carried

out. Employees with high discipline are more likely to perform optimally in carrying out their duties and responsibilities. It has also been demonstrated that employees' level of Competence has a positive and significant impact on performance. The knowledge, skills, and analytical abilities that employees possess play a significant role in supporting the effectiveness of work and achieving the organization's set goals. A sufficient level of Competence enables workers to carry out their duties more professionally and effectively.

Employee empowerment also plays a crucial role in enhancing overall performance. Providing trust, authority, and the opportunity to engage in decision-making can enhance employee motivation, foster a sense of responsibility, and strengthen commitment to the organization. At the same time, these three variables exert a significant influence on employee performance, demonstrating a high level of explanatory power within the model. Therefore, enhancing employee performance at the Directorate of Goods Traffic of the Batam Free Trade Zone Authority (BP Batam) requires a comprehensive, sustainable human resource management strategy.

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