



# THE INFLUENCE OF FACILITIES, EMPLOYEE EMPOWERMENT, AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE IN THE E-GOVERNMENT IMPLEMENTATION COMMUNICATION AND INFORMATION DIVISION OFFICE IN BATAM

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## Abstract

The purpose of this study is to investigate the impact of facilities, employee empowerment, and job satisfaction on employee performance in the E-Government Implementation Division of the Batam City Communication and Informatics Office. In this investigation, employee performance is the dependent variable, while facilities, employee empowerment, and job satisfaction are independent variables. The research method is a descriptive, quantitative approach, with a population of 97 employees, all of whom were respondents via census methods. The research instrument in the form of a questionnaire has been tested for validity and reliability; all items are declared valid with  $r_{count} > r_{table}$  (0.1829) and significance  $< 0.05$ , and all variables have Cronbach's Alpha values above 0.60, namely facilities (0.832), employee empowerment (0.837), job satisfaction (0.873), and employee performance (0.782).

The results of multiple linear regression analysis show the equation  $Y = 2.829 + 0.193X_1 + 0.451X_2 + 0.218X_3$ . The t-tests for each independent variable indicate a positive, significant effect on employee performance. In contrast, the F-test shows that all three variables have a significant simultaneous influence, with  $F = 42.386 > F_{table}$  (2.72). The coefficient of determination ( $R^2$ ) of 0.594 indicates that these three variables explain 59.4% of the variation in employee performance. This study concludes that improving facilities, employee empowerment, and job satisfaction significantly optimize employee performance at the Batam City Communication and Informatics Office.

**Keywords:** Facilities, Employee Empowerment, Job Satisfaction, Employee Performance, Batam Communication and Information Service.

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## INTRODUCTION

Management is the process of planning and coordinating operations to make the most of available resources and accomplish an organization's objectives. In the context of public organizations, management emphasizes not only meeting service targets but also enhancing the quality of human resources (HR) as a strategic asset that influences company performance (Tarigan et al., 2025). An essential component of modern government management is an understanding of the connections among organizational characteristics, employee behavior, and performance.

With the rapid development of information and communication technology (ICT), governments worldwide are being urged to transform towards electronic-based governance (e-Government). E-Government is the use of ICT to deliver public services, improving efficiency, transparency, and accountability. The implementation of this technology not only transforms administrative processes but also requires high-quality employee performance in its operations (Pariyem & Harsono, 2025). As part of ongoing bureaucratic reform efforts, focusing on employee performance is crucial because it directly impacts the effectiveness of e-Government implementation.

Employee performance and output, an indicator of the degree to which public-sector workers meet predetermined work goals, is referred to as performance. In addition to reflecting the quality of

service the general public receives from the digital system implemented, employee performance is not merely an administrative output. Implementing an electronic government system has been shown to improve employee performance, provided that it is accompanied by appropriate human resource management. This management should include the provision of work facilities and other forms of organizational support (Tarigan et al., 2025).

In the Batam City Communication and Informatics Office (Diskominfo), particularly in the e-Government sector, employees play a strategic role as the primary managers of various applications, information systems, and digital infrastructure that support public services. Batam, as a strategic industrial city with high economic dynamics, demands fast, responsive, and efficient digital-based public services to support investment growth and public welfare. However, the reality on the ground shows that the digital transformation process does not always run smoothly. Initial internal survey results indicate that although some digital facilities are available, their utilization is not yet optimal. It is partly due to factors such as work facilities, employee empowerment, and employee job satisfaction, which are considered suboptimal. For example, inadequate software/hardware facilities often hamper productivity, while employee involvement in decision-making remains low, which, in turn, impacts job satisfaction.

Work facilities are a key determinant of employee performance. Empirical research shows that adequate work facilities significantly impact employee job satisfaction and productivity, and positively correlate with employee performance in both public and private organizations (Tarigan et al., 2025). Meanwhile, employee empowerment, which includes granting authority, training, and opportunities for innovation, is seen as an organizational investment in human resource capabilities. This empowerment can enhance employees' sense of responsibility and creativity in tackling complex tasks, including in the context of e-Government implementation, which requires rapid adaptation to technological change (Pariyem & Harsono, 2025).

Job satisfaction describes the extent to which employees feel comfortable and motivated by their work. Job satisfaction is influenced not only by intrinsic and extrinsic job factors, but also by how the organization provides rewards, support, and a conducive work environment. Research shows that job satisfaction is positively related to employee performance; satisfied employees tend to contribute better than less satisfied ones (Tarigan et al., 2025).

Survey results indicate varying perceptions among employees regarding work facilities, empowerment, and job satisfaction within the e-Government Implementation Division of the Batam Communication and Information Technology Office. Employees who perceive inadequate facilities and organizational support tend to report low levels of job satisfaction, which impacts their performance in handling public service digitalization tasks. These preliminary findings raise the need for empirical research to systematically examine the influence of these three factors on employee performance.

Given the context of human resource management theory, the challenges of eGovernment implementation, and the initial survey results indicating an imbalance between the demands of digitalization and employee readiness, this research is essential. The main objective is to obtain an empirical picture of how facilities, employee empowerment, and job satisfaction affect employee performance in the Batam City Communication and Information Service, with a focus on the eGovernment Implementation Sector, so that it can become the basis for policy recommendations and managerial practices to improve the quality of digital-based public services.

The phenomenon in the E-Government Implementation Sector of the Batam City Communication and Informatics Office reveals a gap between the demands of E-Government implementation and the readiness of employees, the primary implementers. Although various digital systems and applications have been developed to support public services, their effectiveness remains uneven. Some employees have indicated difficulties operating new applications due to limited facilities or inadequate training. Furthermore, employee involvement in decision-making related to system development is still low, often hindering innovation and improvements in work processes. This phenomenon indicates that the success of E-Government is determined not only by the availability of technology, but also by the quality of the human resources who manage it (Pariyem & Harsono, 2025; Tarigan et al., 2025).

The existing problems are closely related to the three main research factors: facilities, employee empowerment, and job satisfaction. First, the available work facilities do not fully support employee efficiency and effectiveness in managing digital services. Second, employee empowerment remains limited, so the potential for creativity and innovation in developing e-government systems is not fully realized. Third, the level of employee job satisfaction shows significant variation; some employees feel they receive less attention in terms of rewards, career development, and a conducive work environment. This condition has the potential to reduce employee motivation and productivity, ultimately affecting their performance in implementing e-government in Batam City. Identifying these problems is essential as a basis for empirical research examining the relationships among facilities, empowerment, job satisfaction, and employee performance.

Various studies have shown that work facilities, employee empowerment, and job satisfaction are consistently related to employee performance in both public and private organizations. Tarigan et al. (2025) found that work facilities significantly influence employee job satisfaction and performance, with adequate facilities improving work effectiveness and outcomes. Other research in the public sector also shows that employee empowerment is positively related to job satisfaction, which, in turn, affects the quality of public services. However, its implementation in complex bureaucratic contexts can be challenging (Sugiono & Alfaraby, 2025). Other empirical studies show that work facilities and motivation simultaneously have a significant influence on employee performance, confirming that

physical working conditions are an essential determinant of work productivity (Rahmaviani, Tussoleha Rony & Kuwara Sari, 2025).

Furthermore, findings from Astria, Madjir, and Sakarina (2024) reinforce the importance of work facilities in improving employee performance, with job satisfaction as a variable that strengthens this relationship. Furthermore, a systematic review by Sulistio and Darmastuti (2024) confirmed that employee empowerment is consistently associated with higher levels of job satisfaction, which, in turn, drives improved individual performance across various organizations (Sulistio & Darmastuti, 2024). These findings provide a strong theoretical and empirical basis for further research into the e-Government Implementation Sector at the Batam City Communication and Informatics Office.

Although previous research has extensively examined the relationships among work facilities, employee empowerment, job satisfaction, and employee performance, a research gap remains. Most previous studies were conducted in public organizations in general or specific agencies such as health, education, or central bureaucracy, so they have not specifically explored the context of e-government implementation in local government, particularly in the Batam City Communication and Informatics Office. Furthermore, the simultaneous interactions among work facilities, employee empowerment, and job satisfaction in the digital service environment have rarely been comprehensively analyzed. This gap indicates the need for research that examines in depth how these three factors mutually influence employee performance in the context of government digital transformation, thereby providing a more relevant empirical contribution to HR management in the e-government era.

As a novel contribution to research, this study offers dual contributions, both theoretical and practical. Theoretically, this study integrates the concepts of work facilities, employee empowerment, and job satisfaction in the context of employee performance in an e-government environment, which have rarely been analyzed in an integrated manner in a single research model. In practice, the research results are expected to provide strategic recommendations for the Batam City Communication and Informatics Office to improve employee performance by enhancing facilities, strengthening empowerment, and increasing job satisfaction, thereby enabling digital-based public services to be more efficient, responsive, and of high quality. Thus, this study not only fills a gap in the literature but also provides implementation guidance for local governments in facing the challenges of digital transformation.

## **LITERATURE REVIEW**

### **Employee Performance**

Employee performance is a measure of an individual's success in carrying out their responsibilities, both quantitatively and qualitatively. According to Harsuko (2017), performance is the results achieved by an individual in accordance with their authority and responsibilities. Nurlaila (2018) emphasizes that performance can be seen from the quality and quantity of work results. Alfes et

al. (2020) add that modern performance also considers the ability to adapt to technological changes and innovation, while Moin et al. (2021) highlight employee resilience as a crucial factor in maintaining performance, especially during a crisis.

### **Work Facilities**

Work facilities are the physical and non-physical resources provided by an organization to support employee productivity. Pratama (2021) states that facilities encompass all means that support the smooth running of employee activities, while Putri (2022) emphasizes both physical and non-physical dimensions, including a comfortable work environment. Nugraha and Widodo (2023) add that work facilities in the digital era encompass the integration of physical facilities, technology, and social support. With adequate facilities, employees can work more efficiently, increase productivity, and support the implementation of e-government.

### **Employee Empowerment**

Employee empowerment is the process of providing autonomy, responsibility, and development opportunities to enable employees to work more independently and productively. Robbins and Judge (2020) emphasize the importance of granting trust and authority in decision-making, while Prabowo (2021) highlights employee involvement in decision-making and competency development. Widodo (2022) adds that empowerment fosters a collaborative, transparent, and accountable work culture, increases motivation and innovation, and contributes to achieving organizational goals.

### **Framework of Thinking**

Based on theoretical studies and previous research, this research framework focuses on the relationships among work facilities, employee empowerment, and job satisfaction and their effects on employee performance in the E-Government Implementation Sector at the Batam City Communication and Informatics Office. Adequate work facilities are believed to support employee effectiveness and productivity (Pratama, 2021; Nugraha & Widodo, 2023), while employee empowerment through increased autonomy, access to information, and active participation can enhance motivation, innovation, and responsibility in task performance (Prabowo, 2021; Widodo, 2022). Furthermore, job satisfaction, as a psychological factor, fosters employee loyalty, enthusiasm, and commitment to achieving organizational goals (Robbins & Judge, 2020; Luthans, 2021). Overall, the combination of these three factors is expected to influence one another and contribute significantly to employee performance, so this research is expected to yield a more comprehensive understanding of the mechanisms of performance improvement in the context of E-Government implementation.

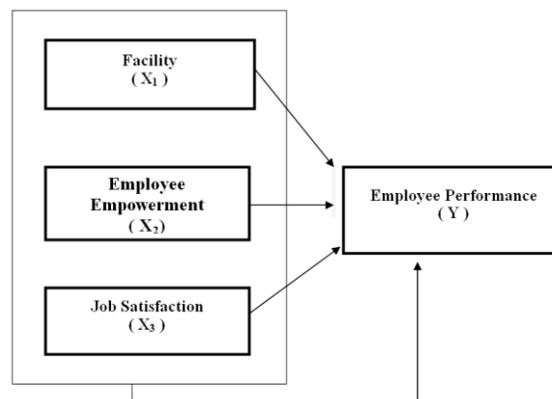


Figure 1 Thinking Framework

### Research Hypothesis

Based on what has been explained above, the following hypothesis can be drawn:

1. Facilities influence employee performance in the E-Government Implementation Sector of the Batam City Communication and Information Service.
2. Employee Empowerment influences employee performance in the E-Government Implementation Sector of the Batam City Communication and Informatics Service.
3. Job Satisfaction influences employee performance in the E-Government Implementation Sector of the Batam City Communication and Informatics Service.
4. There is an influence of Facilities, Employee Empowerment, and Job Satisfaction together on employee performance in the E-Government Implementation Sector of the Batam City Communication and Informatics Service.

### METHOD

#### Research methods

The purpose of this research method was to investigate the impact that facilities, employee empowerment, and job satisfaction have on the performance of employees working in the E-Government Implementation Division of the Batam City Communication and Informatics Office. To ensure the data analysis was valid, reliable, and systematic, a quantitative approach was used. Planning, data collection, sample selection, and data analysis using multiple linear regression and hypothesis testing were all components of this research project.

#### Research Location and Schedule

The research was conducted in the E-Government Implementation Division of the Batam City Communication and Informatics Office. The study lasted six months, from July 2025 to December 2025. The research stages included a literature review, an initial survey, consultation with the

supervising lecturer, proposal submission, data processing, and the final examination. This systematic schedule ensured optimal research processes and complete data collection.

### **Data Types and Sources**

The data used in this study are divided into two types. First, primary data, obtained directly from the research subjects and not processed, such as the number of employees, facility policies, employee empowerment, and job satisfaction. Second, secondary data, processed by the E-Government Implementation Division or the author himself, consists of activity reports and relevant official documents to support the research analysis.

### **Data collection technique**

Data collection was conducted using several techniques. Direct observation was used to assess employee performance in the E-Government Implementation Division. Interviews were conducted with management and employees to obtain in-depth information regarding the research variables. Literature review included book reviews, handouts, and activity reports related to the research. Finally, questionnaires were distributed to all employees to obtain objective answers, which were then analyzed quantitatively.

### **Population and Sample**

The study population was all 97 employees of the E-Government Implementation Division of the Batam City Communication and Informatics Office. Because the population was less than 100, the study used a census technique, treating the entire population as the sample. Therefore, the study sample comprised 97 employees, ensuring representative data for comprehensive analysis.

### **Research Instruments**

The research instrument uses a Likert scale to measure employee attitudes, opinions, and perceptions of the research variables. The scale used is: strongly disagree = 1, disagree = 2, undecided = 3, agree = 4, and strongly agree = 5. The research variables include independent variables (facilities, employee empowerment, job satisfaction) and the dependent variable (employee performance).

### **Validation and Reliability Test**

Validity testing: ensuring the instrument accurately measures the variables, with item-total correlation as a reference. Reliability testing uses Cronbach's alpha to assess the instrument's consistency; the instrument is considered reliable if  $\alpha \geq 0.700$ . Validity and reliability data processing is carried out using SPSS.

**Data analysis**

Data analysis was performed using multiple linear regression to determine the simultaneous and partial effects of the independent variables on the dependent variable. The regression model used is:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where Y = Employee Performance, a = constant, b<sub>1</sub>-b<sub>3</sub> = regression coefficient, X<sub>1</sub>-X<sub>3</sub> = independent variable, and e = error. Significance is tested at α = 0.05.

**Hypothesis Testing**

Hypothesis testing is conducted through three tests. The coefficient of determination (R<sup>2</sup>) is used to assess the ability of independent variables to explain the dependent variable; Adjusted R<sup>2</sup> is used when there are more than two variables. The F test is used to determine the simultaneous effect of independent variables on the dependent variable; Ho is rejected if the calculated F > F table. The t-test is used to test the partial effect of each independent variable on the dependent variable; Ho is rejected if the computed t-value exceeds the t-value from the t-table at α = 5%.

With this research design, valid and reliable data will be obtained, enabling a comprehensive analysis of the influence of facilities, employee empowerment, and job satisfaction on employee performance and scientific accounting.

**RESULTS AND DISCUSSION**

**Research result**

This study aims to analyze the influence of Facilities (X<sub>1</sub>), Employee Empowerment (X<sub>2</sub>), and Job Satisfaction (X<sub>3</sub>) on Employee Performance (Y) in the E-Government Implementation Sector of the Batam City Communication and Informatics Office. The approach is descriptive and quantitative, with a population of 97 employees. All employees were selected as respondents through a census technique. Data were collected using a questionnaire that had been tested for validity and reliability, then analyzed using descriptive statistics, multiple linear regression, and hypothesis testing.

**Respondent Characteristics**

Respondent characteristics, including age and gender, provide an overview of employee demographics and their adaptability to information technology. The combined table is presented below:

Table 1 Respondent Characteristics by Age and Gender

Category	Amount	Percentage
Age 20-29 years	23	24%
Age 30-39 years	40	41%
Age 40-49 years	24	25%
Age ≥50 years	10	10%

Man	58	60%
Woman	39	40%
<b>Total Respondents</b>	97	100%

Source: Questionnaire Data Processing Results, 2025

The majority of respondents were aged 30-39 (41%), indicating that employees are of productive age and adaptable to digital change. The 20-29 age group (24%) demonstrates the dynamic contribution of the younger generation. Those aged 40-49 (25%) and  $\geq 50$  (10%) demonstrate experience and leadership capacity in carrying out their duties. In terms of gender, male employees predominate (60%), while female employees make up 40%, indicating active participation in technology-based administration and public services.

### Validity Test

The validity of the research instrument was tested using Pearson's Product-Moment Correlation to ensure that each item represented its respective variable. All items from the variables Facilities, Employee Empowerment, Job Satisfaction, and Employee Performance were declared valid because the calculated r value (0.1829) was greater than the r value in the table.

Table 2 Validity Test Results

Variables	Question	R Count	R Table	Validity Results
Facilities (X1)	1	0.728	0.1829	Valid
	2	0.811	0.1829	Valid
	3	0.808	0.1829	Valid
	4	0.748	0.1829	Valid
	5	0.777	0.1829	Valid
Employee Empowerment (X2)	1	0.802	0.1829	Valid
	2	0.820	0.1829	Valid
	3	0.790	0.1829	Valid
	4	0.839	0.1829	Valid
	5	0.648	0.1829	Valid
Job Satisfaction (X3)	1	0.785	0.1829	Valid
	2	0.732	0.1829	Valid
	3	0.877	0.1829	Valid
	4	0.861	0.1829	Valid
	5	0.830	0.1829	Valid
Employee Performance (Y)	1	0.779	0.1829	Valid
	2	0.625	0.1829	Valid
	3	0.822	0.1829	Valid
	4	0.775	0.1829	Valid
	5	0.704	0.1829	Valid

Source: SPSS Processed Data, 2025

Table 2 shows that all questionnaire items are valid, allowing the instrument to be used for further analysis. The calculated r value ( $>$  the table r) indicates the questionnaire items' ability to measure the variable indicators accurately.

### Reliability Test

Reliability testing was conducted to ensure the instrument's consistency. The results are as follows:

Table 3: Reliability Test Results

Variables	Cronbach's Alpha	Cut Off	Test Results
Facilities (X1)	0.832	0.60	Reliable
Employee Empowerment (X2)	0.837	0.60	Reliable
Job Satisfaction (X3)	0.873	0.60	Reliable
Employee Performance (Y)	0.782	0.60	Reliable

Source: SPSS Processed Data, 2025

The reliability test results show that all variables have Cronbach's Alpha > 0.60, indicating that the instrument is stable and consistent when used repeatedly.

### Multiple Linear Regression Analysis

Multiple linear regression analysis was used to determine the simultaneous and partial influence of Facilities (X<sub>1</sub>), Employee Empowerment (X<sub>2</sub>), and Job Satisfaction (X<sub>3</sub>) on Employee Performance (Y) in the E-Government Implementation Sector of the Batam City Communication and Informatics Office. The results of the analysis are presented in Table 4.7 below:

Table 4 Multiple Linear Regression

Model	Unstandardized Coefficients	Std. Error	Standardized Beta	t	Sig.
(Constant)	2,829	1,516	-	1,582	.133
Facility	.193	.089	.192	2,163	.033
Employee Empowerment	.451	.082	.447	4,706	.000
Job satisfaction	.218	.078	.252	2,811	.006

Source: SPSS Data Processing

According to Table 4, all independent variables have a positive effect on Employee Performance. The Employee Empowerment coefficient (0.451) makes the most significant contribution, followed by Job Satisfaction (0.218) and Facilities (0.193). The significance values for all variables are <0.05, indicating that a 1-unit increase in each variable will significantly improve employee performance.

### Hypothesis Testing

Hypothesis testing was conducted partially using the t-test and simultaneously using the F-test. The results of the partial tests and the coefficient of determination are shown in the following three tables:

Table 5: t-test and coefficient of determination of facilities (X1 against Y)

Model	t	Sig.	R	R Square	Adjusted R-Square	Std. Error
Facility	7,017	.000	.597	.356	.349	2,192

Source: SPSS Data Processing

Table 6: t-test and coefficient of determination of employee empowerment (X2 against Y)

Model	t	Sig.	R	R Square	Adjusted R-Square	Std. Error
Employee Empowerment	9,717	.000	.717	.515	.509	1,903

Source: SPSS Data Processing

Table 7: t-test and coefficient of determination of job satisfaction (X3 against Y)

Model	t	Sig.	R	R Square	Adjusted R-Square	Std. Error
Job satisfaction	7,627	.000	.629	.382	.382	2.124

Source: SPSS Data Processing

From the three tables, Facilities, Employee Empowerment, and Job Satisfaction each have a significant effect on Employee Performance, with t values > t table and Sig. < 0.05. The highest R Square value belongs to Employee Empowerment (0.515), indicating the most significant contribution to explaining variations in employee performance, while Facilities and Job Satisfaction contribute 35.6% and 38.2%, respectively. In addition, the results of the simultaneous F test show  $F = 42.386 > F$  table (2.72), with Sig. 0.000, stating that the three independent variables together have a significant effect on Employee Performance. It strengthens the H4 hypothesis, which states the simultaneous influence of the variables Facilities, Employee Empowerment, and Job Satisfaction on Employee Performance.

## Discussion

This discussion interprets the results of the hypothesis test, which show a positive and significant influence of the variables Facilities ( $X_1$ ), Employee Empowerment ( $X_2$ ), and Job Satisfaction ( $X_3$ ) on Employee Performance (Y) in the E-Government Implementation Sector of the Batam City Communication and Informatics Office. The results of the regression and t/F tests, with p-values below 0.05, strengthen this finding, and the regression coefficients and R-squared explain the independent variables' contributions to performance.

### 1. The Influence of Facilities on Employee Performance

The results of the study indicate that the Facilities variable has a positive and significant effect on Employee Performance, with a coefficient value of 0.193 and a significance value of 0.033 (<0.05). It means that the better the facilities available, the higher the employee performance. This finding aligns with Julayanthry et al. (2025), who found a positive relationship between work facilities and employee performance in hospital administration units.

Work facilities are not only physical tools but also reflect organizational support for task execution. Adequate facilities, such as technological infrastructure, comfortable workspaces, and public service support equipment, are essential to e-government. However, Welem et al. (2025) show that facilities do not always directly impact performance if employee motivation and

competence are more dominant. Therefore, the provision of facilities must be accompanied by increased human resource capacity to be effective. Investing in facilities without competency development can have a limited impact on long-term performance.

## 2. The Influence of Employee Empowerment on Employee Performance

The research findings show that Employee Empowerment has a positive and significant effect on Employee Performance, with a regression coefficient of 0.451 and a significance value of 0.000. It indicates that increasing empowerment through authority, training, and participation in decision-making increases employee productivity in e-government units.

Hertasning et al. (2025) found that empowerment positively affects employee performance, although this effect may be mediated by job satisfaction. Furthermore, Sulistiono et al. (2025) emphasized that empowerment significantly contributes to employee engagement and improved organizational performance. Empowerment provides employees with the space to take initiative, make operational decisions, and feel valued. It increases their sense of responsibility and internal competence, which encourages more proactive work. However, empowerment needs to be embedded within a supportive organizational culture for its impact to be optimal, particularly in the context of technology-based e-government.

## 3. The Influence of Job Satisfaction on Employee Performance

The results of the study show that job satisfaction has a significant positive effect on employee performance, with a regression coefficient of 0.218 and a significance value of 0.006. This finding is consistent with the study by Hertasning et al. (2025), which found that job satisfaction is positively correlated with employee performance.

In the context of Batam's e-government, employees who feel appreciated, receive positive feedback, and have good working relationships tend to perform better. Job satisfaction strengthens motivation and loyalty, enabling digital service tasks to be performed more optimally. Ongkowidjojo et al. (2025) showed that job satisfaction can mediate the relationship between work facilities and performance, although the pattern of effects varies across research settings. Therefore, management that pays attention to the psychological aspects of employee rewards, recognition, and a healthy work environment will improve performance, especially in technology-based public services.

## 4. Simultaneous Effect and Coefficient of Determination

Simultaneous testing using the F test yielded an F statistic of 42.386, which exceeds the F table value of 2.72, indicating that Facilities, Employee Empowerment, and Job Satisfaction together had a significant effect on Employee Performance. The coefficient of determination (R-square) of 0.594 indicated that the three variables explained 59.4% of the variation in performance. In contrast, the remaining 40.6% was determined by other variables outside the study, such as organizational culture and leadership.

These findings are consistent with research by Julayanthry et al. (2025) and Devinda & Hendratmoko (2025), which showed that the combination of facilities and job satisfaction explains a significant proportion of performance variation. However, the contribution of each factor varies across organizational settings. It confirms that strategies to improve employee performance in technology-based government institutions require a holistic approach that includes providing adequate facilities, sustainable empowerment, and creating high job satisfaction.

## CONCLUSION

Based on the study examining the impact of Facilities, Employee Empowerment, and Job Satisfaction on Employee Performance within the E-Government Implementation Sector at the Batam City Communication and Informatics Office, several key conclusions can be drawn. First, facilities have a positive, statistically significant impact on employee performance. This is supported by a significance value of  $0.000 < 0.05$  and a  $t$  value  $>$  the  $t$  table value, indicating that the better the work facilities provided, the higher the employee performance. Facilities that include information technology, comfortable workspaces, and digital infrastructure support have been proven to increase work effectiveness and efficiency. Second, Employee Empowerment also has a positive and significant influence on employee performance. The significance value ( $0.000 < 0.05$ ) and  $t$  count  $>$   $t$  table confirms that empowerment through training, involvement in decision-making, and trust in carrying out tasks encourage employees to be more creative, independent, and responsible for their work.

*Third*, Job Satisfaction makes a positive, significant contribution to employee performance. A high level of job satisfaction, reflected in well-being, harmonious communication between employees, and recognition of achievements, directly increases work enthusiasm and productivity. Fourth, the three independent variables simultaneously have a significant effect on employee performance. The results of the  $F$  test show a significant  $F$  value ( $0.000 < 0.05$ ) and an  $F$  ratio  $>$  the  $F$  table value, indicating that Facilities, Employee Empowerment, and Job Satisfaction together make a real contribution to improving employee performance in e-government. Thus, managing these three aspects is an essential strategy for the Batam City Communication and Informatics Office to ensure continuous improvement in employee performance quality.

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