



THE EFFECT OF EMPLOYEE EMPOWERMENT, JOB ANALYSIS, AND CAREER DEVELOPMENT ON THE PERFORMANCE OF SECRETARIAT EMPLOYEES AT THE BATAM CITY GOVERNMENT OFFICE

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Abstract

This study aims to analyse the influence of employee empowerment, job analysis, and career development on the performance of Secretariat employees at the Batam City Government Office, both partially and simultaneously. The approach is quantitative, using a survey method with questionnaires distributed to all 43 employees, resulting in saturated sampling. The data were analysed using multiple linear regression in SPSS.

The results of the hypothesis testing indicate that employee empowerment has a significant effect on employee performance, as noted in a t-value of 3.918, which exceeds the t-table value of 1.685. The job analysis variable also has a substantial impact on employee performance, with a t-value of 4.459, which exceeds the t-table value of 1.685. Furthermore, career development has the most important influence on employee performance, with a t-value of 6.092, exceeding the t-table value of 1.685. Simultaneously, the three independent variables have a significant effect on employee performance, as evidenced by an F-value of 12.605, which exceeds the F-table value of 2.86. These findings confirm that optimising employee empowerment, clarity of job analysis, and systematic career development planning are essential factors in improving employee performance in the government environment.

Keywords: Employee Empowerment, Job Analysis, Career Development, Employee Performance

INTRODUCTION

Management is a series of activities that include planning, organising, directing, and controlling organisational resources to achieve goals effectively and efficiently. One of the most critical aspects of management is human resource management (HRM), because employees are the main component in achieving organisational goals. Without qualified and motivated human resources, other resources, such as technology, capital, and infrastructure, cannot be optimally utilised to deliver quality public services. In the context of government, the quality of human resources has a direct implication on the effectiveness of government tasks and national development.

In every government organisation, including the Batam City Government Secretariat, employee performance is the leading benchmark for the successful implementation of bureaucratic tasks. Employee performance reflects how employees carry out their roles and responsibilities within a specific period of time in accordance with established standards. Optimal performance will have a positive impact on public services, appropriate decision-making, and the achievement of the government organisation's mission and vision as a whole.

Various internal factors influence employee performance, including employee empowerment, job analysis, and career development. Employee empowerment is a managerial approach that aims to give employees responsibility, authority, and participation in the decision-making process and problem-

solving in the work environment. Iis et al. (2021) state that employee empowerment has a significant effect on employee performance in government agencies because it increases a sense of ownership of work and motivation to contribute more effectively.

Furthermore, job analysis is a systematic process that identifies job requirements, duties, authority, responsibilities, and competencies needed to perform the job. A good job analysis enables organisations to design appropriate job descriptions and specifications so that employees are recruited or placed in line with the job requirements. Nuryanti et al. (2025) emphasise that a structured job analysis can improve employee performance by optimising the fit between assigned tasks and individual competencies.

Career development is an essential element in human resource management that aims to improve employees' abilities, skills, and experience through clear career paths, training, promotions, and continuous learning opportunities. Effective career development can strengthen employee motivation and commitment to work, thereby improving work performance. Anggranata and Rijanti (2025) found that career development has a positive impact on employee performance through increased work motivation in the local government environment.

A preliminary survey conducted at the Batam City Government Secretariat revealed several indicators of suboptimal HR management practices. Some employees did not feel fully empowered in the decision-making process, training related to job duties was not evenly distributed, and clear and structured career development paths were not fully available to all employees. This condition is one of the factors affecting employee performance in the Batam City Government Secretariat, which has not fully achieved its organisational performance targets.

The current phenomenon developing within the government bureaucracy indicates an increasing demand for quality public services, transparency, and accountability in the performance of civil servants. The public no longer assesses government performance solely on policy outcomes but also on fast, accurate, and professional service delivery. This situation requires every government agency, including the Batam City Government Secretariat, to optimise employee performance through modern, adaptive human resource management practices. Previous studies have shown that government organisations that implement empowerment effectively tend to have better employee performance because employees feel valued, trusted, and have room for innovation (Iis et al., 2021). In addition, the alignment between employees' competencies and the demands of their positions, as determined through accurate job analysis, is an important factor in improving the effectiveness of the civil service (Nuryanti et al., 2025). This phenomenon indicates that the success of a government organisation is not only determined by regulations, but also by how its human resources are managed strategically and sustainably.

Although various policies have been implemented to improve the quality of the apparatus, several problems continue to affect employee performance at the Batam City Government Secretariat. One of the main problems is the suboptimal implementation of employee empowerment, as some employees

remain under-involved in decision-making and strategic problem-solving. It has the potential to reduce a sense of responsibility, initiative, and work motivation. In addition, job analysis has not been fully utilised as a basis for employee placement, resulting in a mismatch between individual competencies and the demands of assigned tasks. This condition can reduce work effectiveness and increase the risk of administrative errors. On the other hand, a poorly structured career development system is also an obstacle, as a lack of clarity in career paths can weaken employee morale (Anggranata & Rijanti, 2025). These various issues highlight the need for in-depth scientific studies to empirically identify the influence of employee empowerment, job analysis, and career development on employee performance.

Several studies show that employee performance is greatly influenced by how organisations systematically manage empowerment, job analysis, and career development. Research by Iis et al. (2021) shows that employee empowerment significantly improves government officials' performance by fostering a sense of responsibility, confidence, and active participation in completing tasks. In line with this, Nuryanti et al. (2025) found that a precise, structured job analysis has a positive effect on employee performance by increasing work motivation, as employees understand precisely the tasks, authorities, and responsibilities they must carry out. Furthermore, Anggranata and Rijanti (2025) revealed that career development accompanied by empowerment can significantly improve employee performance, especially in public organisations that demand high professionalism. This finding is supported by Ajerana et al. (2025), who stated that career development contributes to improved performance by strengthening *employee* engagement. Research by Amalia et al. (2025) shows that employee empowerment and career development opportunities have a direct effect on individual performance and overall organisational performance. Based on these research results, integrated HRM practices are a key factor in improving employee performance, especially in the government sector.

Based on these studies, it is evident that employee empowerment, job analysis, and career development, either partially or simultaneously, have been widely examined as factors influencing employee performance. However, most of these studies still focus on the private sector or certain government agencies with different organisational characteristics, so the results cannot necessarily be generalised to the context of the Batam City Government Secretariat. In addition, several studies only test one or two independent variables against performance, without integrating the three variables into a comprehensive research model. In practice, employee empowerment, job analysis, and career development are interrelated and inseparable in shaping employee work behaviour. Previous studies have also rarely highlighted the empirical conditions in regional government environments such as Batam, which differ from those in other regions in terms of bureaucracy, workload, and public service dynamics. Therefore, there is still a *research gap* regarding how these three variables simultaneously affect the performance of government secretariat employees in a specific local context.

The novelty of this study lies in the integration of three strategic aspects of human resource management, namely employee empowerment, job analysis, and career development, into a

comprehensive conceptual model to explain the performance of Batam City Government Secretariat employees. Unlike previous studies, which tended to examine these variables separately, this study argues that improving civil servants' performance cannot be achieved through a single approach but rather through active employee involvement, clarity of job roles, and certainty about long-term career development. In addition, this study also offers empirical contributions in the context of regional government with archipelagic characteristics, high mobility, and complex public service demands. Thus, the results of this study are expected not only to enrich scientific knowledge in the field of public sector human resource management but also to serve as a basis for policy recommendations for the Batam City Government in designing strategies for sustainable employee performance improvement.

LITERATURE REVIEW

Employee Performance

Employee performance is the result of the work individuals or groups achieve in carrying out the tasks assigned to them over a given period. Performance reflects employees' success in meeting standards, targets, and organisational goals. Performance is measured not only by results but also by the process, quality, quantity, and timeliness of work completion. Optimal performance indicates a balance between ability, motivation, and perception of the tasks being performed (Mangkunegara, 2017; Sutrisno, 2016).

Employee Empowerment

Employee empowerment is a management strategy that aims to give employees authority, trust, and responsibility so they can make decisions and actively participate in completing work. Empowerment not only increases a sense of belonging to the organisation, but also strengthens motivation, creativity, and work commitment. Empowered employees tend to be more confident, proactive, and perform better than those who act only as implementers (Sedarmayanti, 2019; Iis et al., 2021).

Job Analysis

Job analysis is a systematic process of collecting, processing, and presenting information about the duties, responsibilities, authorities, and competencies required in a position. Job analysis serves as the basis for recruitment, placement, performance appraisal, and employee development. With proper job analysis, organisations can assign employees based on their skills and characteristics, thereby increasing productivity and minimising errors (Handoko, 2014; Rachmawati, 2017).

Career Development

Career development is a systematic effort by organisations to improve employees' abilities, skills, and competencies through education, training, and career path planning. Career development is not only

beneficial for employees in achieving their professional goals, but also has a positive impact on the organisation through improved performance and loyalty. Employees with a clear career path tend to be more motivated and more committed to their work (Hasibuan, 2017; Sinambela, 2021).

Framework

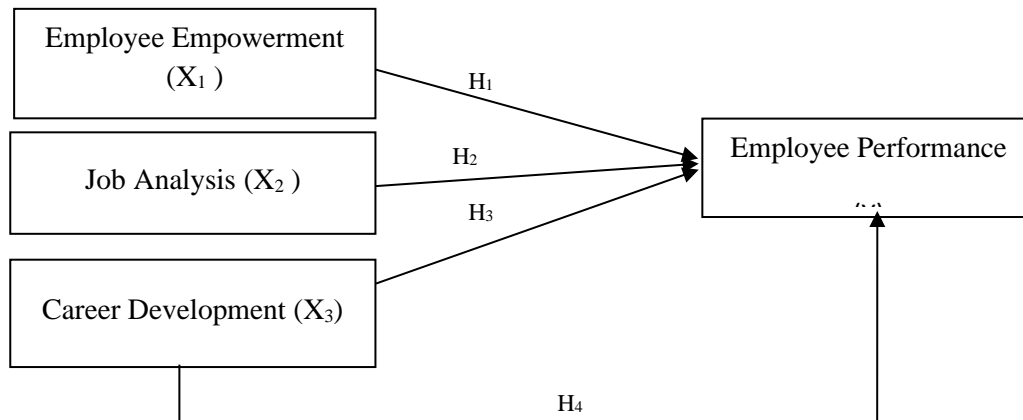


Figure 1 Research Framework

Research Hypothesis

The hypothesis for this study is as follows:

1. It is suspected that employee empowerment influences employee performance at the Batam City Government Secretariat Office.
2. It is suspected that job analysis affects employee performance at the Batam City Government Secretariat Office.
3. It is suspected that career development affects employee performance at the Batam City Government Secretariat Office.
4. Alleged Influence of Employee Empowerment, Job Analysis, and Career Development on Employee Performance at the Batam City Government Secretariat Office.

METHOD

This chapter systematically describes the approach, design, and procedures used in quantitative research to examine the influence of employee empowerment, job analysis, and career development on employee performance. The explanation covers the location and time of the research, the type and source of data, data collection techniques, the population and sample, and the data analysis techniques used to obtain objective, scientifically accountable results (Creswell, 2021; Sugiyono, 2022).

Research Location and Time

This research was conducted at the Batam City Government Secretariat Office. The location was chosen based on its relevance to the variables studied, namely employee empowerment, job analysis, and career development, which affect employee performance. In addition, this organisation has a clear work structure and a relatively stable human resource management system, enabling accurate measurement of variables. This research was conducted from November to December 2025, with stages including instrument development, data collection, data processing, and analysis and reporting of results. The structured time frame was set so that each stage of the research could be carried out optimally and in a controlled manner (Sekaran & Bougie, 2021; Sugiyono, 2022).

Type and Source of Data

This study uses a quantitative approach, which emphasises the measurement of variables in numerical form and analyses them using statistical techniques. This approach aims to test hypotheses and objectively explain the cause-and-effect relationships between variables (Creswell, 2021; Hair et al., 2022).

Based on their source, the data in this study are divided into two categories: primary and secondary data. Primary data were obtained directly from respondents through the distribution of questionnaires to employees of the Batam City Government Secretariat Office. These data reflect employees' perceptions of empowerment, clarity of job analysis, career development opportunities, and perceived performance levels. Meanwhile, secondary data were obtained from organisational documents, including organisational structure, employee numbers, and relevant internal reports. Secondary data serves as supporting data to strengthen the analysis (Sugiyono, 2022; Saunders et al., 2023).

Data Collection Methods

Data collection was conducted using several techniques to ensure the information obtained was comprehensive and valid. The primary technique used was the distribution of a questionnaire with a five-point Likert scale, ranging from strongly disagree to agree strongly. This scale was chosen because it can systematically measure respondents' attitudes, perceptions, and assessments and is easy to analyse statistically (Joshi et al., 2021; Sugiyono, 2022). In addition to questionnaires, this study also used limited interviews to obtain an overview of the organisational conditions and observations to observe employee work behaviour directly. The literature review technique was used to examine relevant theories and previous findings. The combination of these techniques is expected to improve data accuracy and enrich the interpretation of research results (Saunders et al., 2023).

Population and Sample

The population in this study was all 43 employees at the Batam City Government Secretariat Office, both civil servants and non-civil servants. Given the relatively small population, this study used

saturated sampling, in which all members of the population were included in the sample. This technique allows researchers to obtain a comprehensive picture without the risk of bias due to sample selection (Sugiyono, 2022; Taherdoost, 2022). Thus, the number of respondents in this study was 43 people.

Data Analysis Technique

The data obtained were analysed using descriptive and inferential statistical approaches. Descriptive analysis was used to characterize the respondents and to describe the distribution of responses for each variable. Furthermore, validity and reliability tests were conducted to ensure that the instruments used accurately and consistently measured the variables (Hair et al., 2022). To test the hypothesis, multiple linear regression analysis was used to determine the effect of employee empowerment (X1), job analysis (X2), and career development (X3) on employee performance (Y). The testing was conducted using t-tests, F-tests, and the coefficient of determination (R²). The entire data analysis was carried out using SPSS version 19.0. The use of this method enabled the researchers to draw objective, data-based conclusions (Ghozali, 2023; Hair et al., 2022).

RESEARCH RESULTS AND DISCUSSION

This section of the research presents empirical findings from data processing using SPSS version 19.00. The results presented include validity tests, reliability tests, and analysis of the influence of each independent variable on the dependent variable, both partially and simultaneously. The results are presented systematically in tables and narratives to facilitate interpretation.

Instrument Validity Test

Validity tests are used to determine the extent to which the research instrument is capable of measuring the concepts it purports to measure. The test was conducted by correlating each statement item's score with the total variable score using the Pearson Product-Moment correlation. The decision-making criteria referred to a significance value (Sig.) < 0.05, which means that the item is declared valid (Ghozali, 2016). The entire calculation process was carried out using SPSS version 19.00 software.

Table 1 Validity Test Results

Variable	Item	Correlation Value	Sig.	Description
Employee Empowerment (X1)	X1.1	0.754	0	Valid
	X1.2	0.772	0.000	Valid
	X1.3	0.750	0.000	Valid
	X1.4	0.711	0.000	Valid
	X1.5	0.751	0.000	Valid
Job Analysis (X2)	X2.1	0.745	0.000	Valid

	X2.2	0.723	0.000	Valid
	X2.3	0.760	0.000	Valid
	X2.4	0.723	0.000	Valid
	X2.5	0.737	0.000	Valid
Career Development (X3)	X3.1	0.768	0.000	Valid
	X3.2	0.762	0.000	Valid
	X3.3	0.753	0.000	Valid
	X3.4	0.777	0.000	Valid
	X3.5	0.770	0.000	Valid
Employee Performance (Y)	Y1	0.762	0	Valid
	Y2	0.702	0.000	Valid
	Y3	0.751	0.000	Valid
	Y4	0.740	0.000	Valid
	Y5	0.790	0.000	Valid

Source: SPSS 19.0 Output

Table 1 shows that all items in the variables of employee empowerment, job analysis, career development, and employee performance have significance values of 0.000, which are less than 0.05. Thus, all indicators used in this study are valid. It indicates that each item accurately measures the intended construct and is suitable for use as a data collection instrument.

Instrument Reliability Test

The reliability test aims to determine the level of consistency and reliability of the research instrument. The instrument is considered reliable if Cronbach's Alpha is greater than 0.60. The reliability test was conducted using the reliability analysis procedure in SPSS version 19.00.

Table 2 Results of the Research Instrument Reliability Test

No	Variable	Cronbach's Alpha	Minimum Limit	Description
1	Employee Empowerment (X1)	0.716	0.60	Reliable
2	Job Analysis (X2)	0.706	0.60	Reliable
3	Career Development (X3)	0.673	0.60	Reliable
4	Employee Performance (Y)	0.617	0.60	Reliable

Source: SPSS 19.0 Output

Based on the reliability test results in the table above, all variables have a Cronbach's Alpha value greater than 0.60. It indicates that the research instrument has a good level of consistency. Thus, the questionnaire used can be trusted to measure the research variables because it produces stable data that does not change significantly when used under the same conditions.

Employee Empowerment (X1) → Employee Performance (Y)

This analysis aims to determine whether the employee empowerment variable affects the performance of Secretariat employees at the Batam City Government Office. The method used is simple linear regression with the enter technique, where all independent variables are included without any being excluded.

Table 3 Results of the Regression Test of Employee Empowerment (X1) on Employee Performance (Y)

Model	R	R Square	Adjusted R-Square	Std. Error
1	0.151	0.123	0.004	2.099

Source: SPSS 19.0 Output

Table 3 shows that the coefficient of determination (R-squared) value is 0.123. It means that the employee empowerment variable explains 12.30% of the variation in employee performance, while factors outside the research model account for the remaining 87.70%. This value indicates that the effect of employee empowerment on employee performance is relatively weak, but it still partially improves performance.

Table 4. Results of the t-test for Employee Empowerment on Employee Performance

Variable	B	Std. Error	Beta	Calculated t	Sig.
Constant	19.376	3.019	–	6,418	0.000
Employee Empowerment	0.130	0.141	0.151	3,918	0.365

Source: SPSS 19.0 output

Based on Table 4, the calculated t-value of 3.918 is greater than the table t-value of 1.685. It indicates that employee empowerment affects employee performance. The regression equation formed is $Y = 19.376 + 0.130X_1$. It means that every one-unit increase in employee empowerment will increase employee performance by 0.130 units, assuming other variables remain constant.

Analysis of the Effect of Job Analysis (X2) on Employee Performance (Y)

This analysis was conducted to determine the effect of job analysis on employee performance. Simple linear regression was used with the enter technique.

Table 5. Regression Test Results of Job Analysis (X2) on Employee Performance (Y)

Model	R	R Square	Adjusted R-Square	Std. Error
1	0.276	0.126	0.122	2.117

Source: SPSS 19.0 output

The R-square value of 0.126 indicates that job analysis explains 12.60% of the variation in employee performance, while other variables account for the remaining 87.40%. It shows that the clarity of the tasks, functions, and responsibilities listed in the job analysis improves performance, though its contribution remains moderate.

Table 6. Results of the t-test of Job Analysis on Employee Performance

Variable	B	Std. Error	Beta	Calculated t	Sig.
Constant	23.667	3.362	–	7,039	0.000
Job Analysis	0.472	0.158	0.376	4.459	0.009

Source: SPSS 19.0 output

Table 6 shows that the calculated t-value of 4.459 is greater than the table t-value of 1.685. It means that job analysis has a significant effect on employee performance. The regression equation

formed is $Y = 23.667 + 0.472X_2$. It means that every one-unit increase in the quality of job analysis will increase employee performance by 0.472 units.

Analysis of the Effect of Career Development (X3) on Employee Performance (Y)

This test aims to determine the extent to which career development affects employee performance.

Table 7. Results of the Regression Test of Career Development (X3) on Employee Performance (Y)

Model	R	R Square	Adjusted R-Square	Std. Error
1	0.712	0.508	0.494	1.490

Source: SPSS 19.0 output

The R-squared value of 0.508 indicates that career development explains 50.80% of the variation in employee performance. It shows that career development has a decisive contribution to improving employee performance. Employees who have opportunities for promotion, training, and competency development tend to perform more optimally.

Simultaneous Analysis of Employee Empowerment (X1), Job Analysis (X2), and Career Development (X3) on Employee Performance (Y)

Simultaneous analysis was conducted to determine the combined effects of employee empowerment, job analysis, and career development on the performance of employees of the Batam City Government Secretariat. The method used was multiple linear regression with the enter method, in which all independent variables were entered simultaneously.

Table 8. Multiple Regression Test Results

Model	R	R Square	Adjusted R-Square	Std. Error
1	0.726	0.527	0.485	1.504

Source: SPSS 19.0 output

The R Square value of 0.527 indicates that 52.70% of employee performance variation can be explained by employee empowerment, job analysis, and career development simultaneously. Other factors outside the research model influence the remaining 47.30%. This value indicates that the three independent variables make a substantial contribution to explaining changes in employee performance, so the regression model is suitable for predictive purposes.

Table 9. F Test Results (Simultaneous)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	85.484	3	28.495	12.605	0.000
Residual	76.858	39	2.261		
Total	162.342	42			

Source: SPSS 19.0 output

Based on Table 9, the calculated F value is 12.605 with a significance level of $0.000 < 0.05$. It indicates that employee empowerment, job analysis, and career development simultaneously have a

significant effect on employee performance. Thus, the regression model used is appropriate and can explain the relationship between the independent and dependent variables.

Table 10. Results of the t-Test (Partial in a Multiple Model)

Variable	B	Std. Error	Beta	Calculated t	Sig.
Constant	5.138	4.109	–	2,494	0.144
Employee Empowerment (X1)	0.224	0.109	0.244	4.13	0.006
Job Analysis (X2)	0.135	0.113	0.037	3.306	0.001
Career Development (X3)	0.817	0.136	0.774	5.986	0.000

Source: SPSS 19.0 output

The partial test results indicate that all independent variables have a significant effect on employee performance, as their p-values are < 0.05. The most dominant variable affecting employee performance is career development ($\beta = 0.774$), followed by employee empowerment ($\beta = 0.244$) and job analysis ($\beta = 0.037$). It indicates that a transparent, sustainable career development system strongly influences improvements in employee performance.

Multiple Regression Equation

Based on the data processing results, the following regression equation was obtained:

$$Y = 5.138 + 0.224X_1 + 0.135X_2 + 0.817X_3 + e$$

The meaning of this equation is as follows:

1. The constant of 5.138 indicates that if variables X_1 , X_2 , and X_3 are zero, employee performance will be at 5.138.
2. The coefficient of X_1 of 0.224 indicates that every one-unit increase in employee empowerment will increase performance by 0.224.
3. The coefficient of X_2 of 0.135 indicates that every increase in job analysis quality will increase performance by 0.135.
4. The coefficient of X_3 is 0.817, indicating that every increase in career development will increase performance by 0.817.

Discussion

This section discusses the research results by relating them to previous theories and findings. The discussion explains the empirical meaning of the influence of employee empowerment, job analysis, and career development on the performance of Batam City Government Secretariat employees, both partially and simultaneously, and confirms the position of these research results in the context of human resource management studies.

1. The Influence of Employee Empowerment on Employee Performance

The study's results indicate that employee empowerment positively affects employee performance. The higher the level of employee involvement in decision-making, the greater their

sense of responsibility and commitment to their work. Empowerment creates a sense of belonging to the organisation, which ultimately increases productivity and work quality. These findings are consistent with the view that empowerment can increase employees' intrinsic motivation and self-confidence.

These results are in line with previous studies, which state that empowerment contributes to improved performance through increased control, autonomy, and meaning of work (Spreitzer, 2021; Hanaysha, 2022). Employees who are given trust will be more encouraged to innovate and work proactively. Thus, empowerment not only increases work output but also shapes positive attitudes towards the organisation.

2. The Influence of Job Analysis on Employee Performance

Job analysis has been proven to have a significant effect on employee performance. It shows that clarity of tasks, responsibilities, and authority can improve work effectiveness. Employees who clearly understand what to do tend to work in a more focused, efficient manner and make fewer mistakes. Clarity of roles also reduces internal conflicts due to overlapping tasks.

These findings support previous research stating that clear job descriptions increase work focus and reduce role uncertainty (Dessler, 2022; Armstrong, 2023). Employees who work according to systematic job descriptions will find it easier to meet performance targets. Therefore, job analysis functions not only as an administrative tool but also as a strategic instrument in employee performance management.

3. The Influence of Career Development on Employee Performance

Career development is the most dominant variable influencing employee performance. It shows that employees highly value career advancement opportunities as a form of recognition for their contributions. The availability of training, promotions, and competency development provides long-term motivation, encouraging employees to work more effectively.

These results align with studies indicating that a clear career system increases employee job satisfaction, loyalty, and performance (Noe, 2021; De Vos et al., 2022). Employees who see a future in their careers tend to exhibit more stable, results-oriented performance. Thus, career development not only affects individuals but also the sustainability of organisational performance.

4. Simultaneous Discussion of the Influence of Employee Empowerment, Job Analysis, and Career Development on Employee Performance

The simultaneous analysis results show that employee empowerment, job analysis, and career development together have a significant effect on employee performance. It confirms that performance cannot be understood in isolation, but rather as the result of interactions among various managerial and psychological factors. These three variables complement each other in shaping productive work behaviour.

Empowerment builds self-confidence, job analysis provides clear work direction, while career development provides long-term motivation. The combination of the three creates a work

environment conducive to performance improvement. Employees do not only work because of demands, but because they feel they have a purpose and future in the organisation.

These findings align with research by Boxall and Purcell (2021), which emphasises that integrated human resource management practices are more effective than partial approaches. Research by Becker and Huselid (2022) also indicates that a synergistic HR system directly increases productivity and work quality. Therefore, organisations need to view these three variables as a strategic whole.

CONCLUSION

Based on the analysis and discussion above, employee empowerment, job analysis, and career development play a strategic role in improving the performance of Secretariat employees at the Batam City Government Office. These three variables have been shown to have a positive, significant influence on employee performance, both partially and simultaneously. It shows that performance is not only determined by individual abilities but also by how the organisation systematically and sustainably manages and develops its human resources.

Employee empowerment can increase employee confidence, responsibility, and involvement in the work process, thereby encouraging them to give their best contribution. Job analysis provides clarity on tasks, functions, and authorities, ultimately minimising role ambiguity and improving work performance. Meanwhile, career development is a strong motivational factor because it offers the hope of a better future, encouraging employees to improve their competence and work performance continuously.

Simultaneously, integrating empowerment, role clarity, and career development creates a conducive, productive, and performance-oriented work environment. Therefore, government organisations need to manage these three aspects in an integrated manner as part of a sustainable human resource management strategy to deliver optimal, professional public services.

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