

## The Influence of Job Satisfaction, Responsibility, and Employee Ability on Employee Performance at the Communication and Informatics Service of Batu Bara Regency

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### ARTICLE INFO

### ABSTRACT

#### Keywords:

Job Satisfaction;  
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Performance

**Background:** This study aims to determine the simultaneous and partial effects of job satisfaction, responsibility, and employee competence on the job performance of employees at the Batu Bara Regency Communication and Information Technology Office.

**Method:** This study employed a quantitative descriptive approach. Data analysis was conducted using multiple linear regression analysis, and the sample consisted of 33 respondents selected through the saturation sampling method.

**Results:** The regression equation obtained was  $Y = 1.526 + 0.161X_1 + 0.649X_2 + 0.244X_3$ . The results of the F-test showed that job satisfaction, responsibility, and employee competence simultaneously affected work performance, as indicated by the calculated  $F_{\text{value}}$  (32.737) being greater than the critical  $F_{\text{value}}$  (2.93). The t-test results revealed that job satisfaction partially affected work performance with a calculated  $t_{\text{value}}$  of  $2.650 > 2.042$ , responsibility affected work performance with a calculated  $t_{\text{value}}$  of  $7.623 > 2.042$ , and employee competence affected work performance with a calculated  $t_{\text{value}}$  of  $2.496 > 2.042$ . Furthermore, the adjusted  $R^2$  value was 0.748, indicating that job satisfaction, responsibility, and employee competence contributed 74.8% to work performance, while the remaining 25.2% was influenced by other variables outside this study.

**Conclusion:** The study concludes that job satisfaction, responsibility, and employee competence have significant simultaneous and partial effects on employee work performance at the Batu Bara Regency Communication and Information Technology Office.

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## INTRODUCTION

Regional government is the same as other organizations in general that require human resources to carry out all its activities, where human resources in the government system are known as State Civil Apparatus (ASN) whose duties are based on Law No. 5 of 2014 Article 1, namely ASN employees are civil servants and government employees with work agreements who are appointed by personnel development officials and are assigned duties in a government position or assigned other state duties and are paid based on statutory regulations.

Civil servants (ASN) are required to demonstrate work performance for the agency as stipulated in Law No. 46 of 2011, Article 1, namely, work performance is the work results achieved by each ASN in an organizational unit in accordance with employee work targets and work behavior. Therefore, the work performance produced by each ASN will demonstrate the agency's success in implementing its vision, mission, and objectives.

As in the Batu Bara Regency Communication and Informatics Service which consists of a head of service and 33 ASN employees, the duties carried out are as one of the Regional Work Units (SKPD) under the auspices of the Batu Bara Regency Regional Government which functions to assist the regent in carrying out government affairs in the fields of communication and informatics, statistics and cryptography.

Based on the results of observations that have been carried out at the Batu Bara Regency Communication and Informatics Office, a phenomenon of declining work performance was found for ASN employees in 2023, that the work target indicator on the Percentage of Performance and Cooperation with Related Parties in the Field of Communication, Information and Mass Media experienced a decline in 2023, namely 87.69 from 2022 which was able to reach a value of 91.05. Then, for the Regional Government Agency Performance Accountability Value (AKIP) indicator, there was a decline in 2023, namely 70.91, where previously in 2022, it was able to reach 74.

The description of the indicators presented demonstrates the inability of civil servants at the Batu Bara Regency Communications and Informatics Office to maintain their performance. This raises the suspicion that other factors are contributing to this.

The decline in employee performance is suspected to be related in part to job satisfaction. Interviews with several employees revealed that the perceived lack of job satisfaction is due to suboptimal cohesiveness among civil servants, which has resulted in a decline in work performance.

Another aspect or factor associated with the decline in employee performance is responsibility. Observations and interviews with the Head of the Batu Bara Regency Communications and Informatics Office revealed that performance indicators consistently fall short of expected targets, such as optimizing activity implementation time. This suggests that employees lack responsibility for tasks that should be completed within the stipulated targets, as civil servants frequently procrastinate.

The next factor suspected to be causing the decline in ASN employee performance is employee capability. An interview with the Head of the Batu Bara Regency Communications and Informatics Office stated that employee capabilities were not yet optimal, which is suspected to have contributed to the decline in performance.

## LITERATURE REVIEW

### Job Satisfaction

According to Dharma (2018), employee satisfaction reflects the feelings employees experience regarding their work, where their attitudes reflect their contribution to the organization. According to Wijono (2015), job satisfaction is an individual's assessment of their work or positive and enjoyable experiences.

According to Wijono (2015), employee job satisfaction can be identified through the following indicators:

1. Type of work, meaning the work is appealing and worth pursuing. It can also be used as an opportunity to learn and assume responsibility.

2. Supervision, meaning the supervisory system demonstrates the agency's ability to demonstrate concern for employees, such as by providing technical assistance and behavioral support.
3. Coworkers, where one of the simplest sources of job satisfaction is having cooperative coworkers. Pleasant and supportive coworkers and work teams will make work more effective.
4. Promotion opportunities, meaning employees' opportunities to advance within the organization. Promotions based on seniority will provide a different level of satisfaction than promotions based on performance.
5. Salary, which is a reward earned based on work results or effort. Employees use their salary to meet their basic needs, including clothing, food, and shelter. Meeting these needs will provide employee satisfaction.

### Responsibility

According to Ahyari (2012; 25), responsibility is the ability to exercise internal and external control, a belief in one's ability to control oneself and the belief that success is the result of one's own efforts. Ma'ruf (2014) defines responsibility as a person's ability to fulfill obligations driven by an inner drive, often referred to as a calling. According to Ma'ruf (2014), employee responsibility can be measured using several indicators, as follows:

1. Discipline, which is an individual's adherence to organizational norms, knowing that they will be punished and sanctioned if violated, whether intentionally or unintentionally.
2. Courage to take risks, which is an employee's ability to make decisions in urgent situations with careful consideration.
3. Commitment to work, which is the ability to identify with a strong sense of involvement in an organization, meaning that the individual supports the organization's goals.
4. Initiative, which is the ability to work within written and unwritten rules and to have positive ideas that are implemented without having to wait for orders from superiors.

### Officer Ability

According to Thoha (2016), employee competence is an element of maturity related to skills acquired through education, training, and experience. According to Soelaiman (2013), employee competence is an innate or learned trait that enables a person to complete a task, both mentally and physically. Measuring employee competence can be done using several indicators, according to Soelaiman (2013):

1. Education, namely the suitability of the type of work to an employee's educational background.
2. Training, is an organizational policy to provide an introduction to the work an employee will perform.
3. Experience, namely the routine work that is consistently carried out that gives an employee the ability to understand the type of work being performed.
4. Competence, unlike experience, competence tends to refer to an employee's aptitude for a particular field of work.

### Job Performance

According to Sutrisno (2014), work performance is defined as a person's level of proficiency in the tasks involved in their job, defined as the weight of an individual's abilities in meeting job requirements. Work performance is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with their assigned responsibilities (Marwansyah, 2016). According to Marwansyah (2016), work performance has several indicators, which are described as follows:

1. Quantity produced, related to the level of productivity based on the responsibilities assigned to employees.
2. Work quality, seen through results that meet established standards, meaning quality results acceptable to company management.
3. Improved results, seen based on a graph of achievements over time. An increase in employee results and quality over time indicates improvement.

## The Influence of Job Satisfaction on Work Performance

Employee job satisfaction reflects the fulfillment of their rights and needs in completing their work. Muhridin et al. (2020) argue that job satisfaction can increase employees' desire to achieve greater performance in the future, thus positively impacting employee performance.

## The Influence of Responsibility on Work Performance

Responsibility is a crucial part of an employee's role within an agency's human resources, where the responsibilities assigned to employees are based on the core duties and functions that must be fulfilled to achieve the desired work objectives. According to Wahyu and Estu (2022), achievable work objectives translate into employee performance, thus positively impacting employee performance.

## The Influence of Employee Ability on Work Performance

Employee skills determine the results achieved. Every employee who has the ability to understand and comprehend the work system and the needs of work targets will produce the work expected by the agency. According to Dewi and Wulandari (2020), increasing employee skills will improve work performance, thus positively impacting work performance.

## Conceptual Framework

The decline in work performance among employees of the Batu Bara Regency Communication and Information Technology Agency in 2023 resulted in the failure to achieve the established work targets; three factors are associated with this phenomenon, namely job satisfaction, accountability, and employee competence.

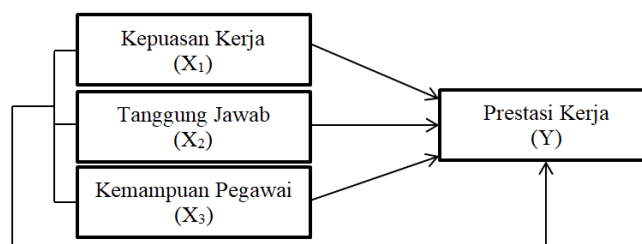


Figure 1. Conceptual Framework

## Hypothesis

- H<sub>1</sub>: Simultaneously, job satisfaction, responsibility, and employee ability influence the work performance of employees at the Batu Bara Regency Communications and Informatics Office.
- H<sub>2</sub>: Partially, job satisfaction, responsibility, and employee ability influence the work performance of employees at the Batu Bara Regency Communications and Informatics Office.

## METHOD

This type of research is quantitative, meaning it presents data numerically, from data collection and processing to presentation. The research is descriptive, explaining the results by presenting values through numbers, graphs, or images for each test result.

## Study Setting and Period

This research was conducted at the Office of the Communication and Informatics Service of Batu Bara Regency, located at Jln. Jenderal Sudirman, No. 77, Indrasakti Village, Air Putih District, Batu Bara Regency from February to May 2025.

## Population and Sample

The population in this study was all 33 employees, excluding the Head of the Batu Bara Regency Communications and Informatics Office. The sample size was the same as the population, namely 33 employees/respondents.

## Data Types and Sources

The data sources in this study are primary data, obtained through distributing questionnaires to employees and the annual performance report of the Batu Bara Regency Communication and Information Service, while secondary data, through student journals, HR management books, research methods and article sources on the internet.

## Data Collection Methods

1. Interviews were conducted with the Head of the Batu Bara Regency Communications and Informatics Office and civil servants.
2. Observations were conducted by observing the research subjects, namely employees of the Batu Bara Regency Communications and Informatics Office, to identify factors suspected of causing the research problems. Questionnaires were distributed to determine respondents' responses to each research variable.

## RESULTS AND DISCUSSION

### Validity Test Results

The validity test compares the calculated  $r$  value (corrected item total correlation) with the  $r_{table}$  value for degree of freedom ( $df = n - 2 = 33 - 2 = 31$ ) (0.344) through the responses of 33 respondents with data tabulation in the following table:

**Table 1. Validity Test Results**

| Item Pernyataan Pada Kuesioner | Nilai $r_{hitung}$ | Nilai $r_{tabel}$ | Keterangan Uji Validitas |
|--------------------------------|--------------------|-------------------|--------------------------|
| P1                             | 0,384              | 0,344             | Valid                    |
| P2                             | 0,497              | 0,344             | Valid                    |
| P3                             | 0,373              | 0,344             | Valid                    |
| P4                             | 0,458              | 0,344             | Valid                    |
| P5                             | 0,379              | 0,344             | Valid                    |
| P6                             | 0,372              | 0,344             | Valid                    |
| P7                             | 0,429              | 0,344             | Valid                    |
| P8                             | 0,413              | 0,344             | Valid                    |
| P9                             | 0,380              | 0,344             | Valid                    |
| P10                            | 0,378              | 0,344             | Valid                    |
| P11                            | 0,499              | 0,344             | Valid                    |
| P12                            | 0,413              | 0,344             | Valid                    |
| P13                            | 0,381              | 0,344             | Valid                    |
| P14                            | 0,439              | 0,344             | Valid                    |
| P15                            | 0,399              | 0,344             | Valid                    |
| P16                            | 0,459              | 0,344             | Valid                    |

The tabulation in the validity test table above explains that each statement item produces a value  $> 0.344$ , meaning that  $r_{count} > r_{table}$ , so the results of the validity test on all statement items in this research questionnaire are declared valid.

### Reliability Test Results

The results of the reliability test on each research variable will be presented in the following table:

**Table 2. Reliability Test Results**

| Variabel            | Nilai Cronbach's alpha | Syarat Reliabel | Hasil Uji Reliabilitas |
|---------------------|------------------------|-----------------|------------------------|
| Kepuasan kerja (X1) | 0,790                  | $> 0,60$        | Reliabel               |
| Tanggung jawab (X2) | 0,747                  | $> 0,60$        | Reliabel               |

|                        |       |        |          |
|------------------------|-------|--------|----------|
| Kemampuan pegawai (X3) | 0,725 | > 0,60 | Reliabel |
| Prestasi kerja (Y)     | 0,733 | > 0,60 | Reliabel |

The results of the reliability test produced each variable with a Cronbach's alpha value for job satisfaction (0.790), responsibility (0.747), employee ability (0.725) and work performance (0.733) > 0.60, meaning that all variables in this study were declared reliable or passed the reliability test.

### Descriptive Results of Research Variables

The characteristics of the research variables consisting of the lowest value, highest value, average value (mean) and standard deviation value can be seen in the table presented below:

### Classical Assumption Test Results

#### Normality Test Results

The results of the normality test consist of two categories: graphical representations, including histograms and P-P plots, and statistical measures, as described below:

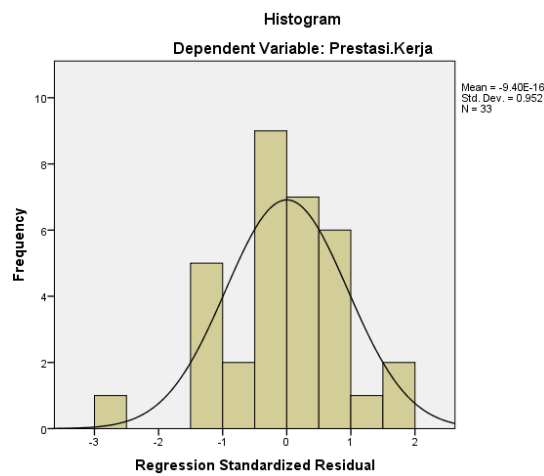


Figure 2. Histogram

The data is normally distributed, as evidenced by the curve that runs through the entire scatter plot, forming a bell shape, and does not appear to skew to the left or right.

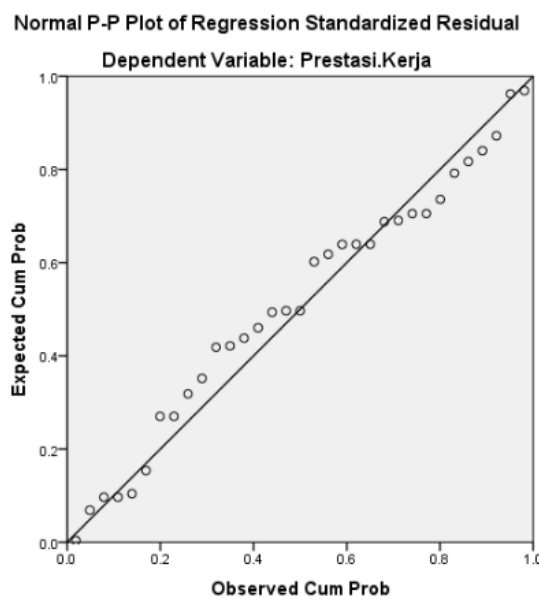


Figure 3. Normal P-P Plot of Regression Standardized Residual

The data are normally distributed, as evidenced by the points starting at (0,0) and following and gradually converging toward the diagonal line along the X and Y axes.

**Table 3. One-Sample Kolmogorov-Smirnov Test**

|                                  |                | Unstandardized Residual |
|----------------------------------|----------------|-------------------------|
| N                                |                | 33                      |
| Normal Parameters <sup>a,b</sup> | Mean           | 0E-7                    |
|                                  | Std. Deviation | .56025651               |
| Most Extreme Differences         | Absolute       | .111                    |
|                                  | Positive       | .073                    |
|                                  | Negative       | -.111                   |
| Kolmogorov-Smirnov Z             |                | .640                    |
| Asymp. Sig. (2-tailed)           |                | .808                    |

a. Test distribution is Normal.  
 b. Calculated from data.

The data are normally distributed, as evidenced by the Asymp. Sig. (2-tailed) value of 0.808 > 0.05.

**Multicollinearity Test Results**

Multicollinearity in this study was tested by examining the tolerance and VIF values for each independent variable, which included job satisfaction, responsibility, and employee competence.

**Table 4. Multicollinearity Test Results**

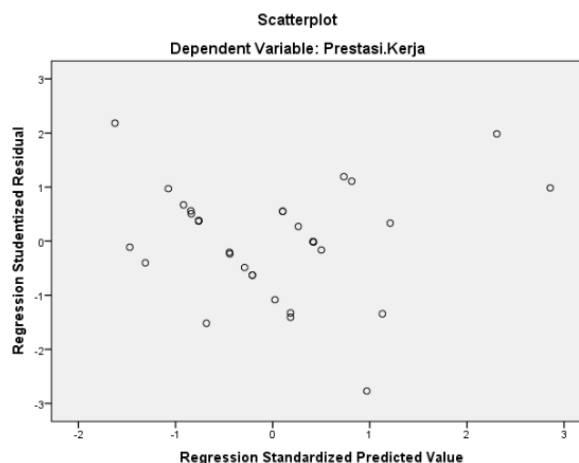
| Coefficients <sup>a</sup> |                         |       |
|---------------------------|-------------------------|-------|
| Model                     | Collinearity Statistics |       |
|                           | Tolerance               | VIF   |
| (Constant)                |                         |       |
| 1 Kepuasan.Kerja          | .888                    | 1.126 |
| Tanggung.Jawab            | .745                    | 1.343 |
| Kemampuan.Pegawai         | .820                    | 1.220 |

a. Dependent Variable: Prestasi.Kerja

The data in this study is free from multicollinearity, as each variable yields a tolerance value for job satisfaction (0.888), responsibility (0.745), and employee competence (0.820) > 0.1, and the VIF values for job satisfaction (1.126), responsibility (1.343), and employee competence (1.220) < 10.

**Heteroscedasticity Test Results**

The results of the heteroscedasticity test in this study can be seen in the following scatterplot:



**Figure 4. Heteroscedasticity Test Results**

The results of the heteroscedasticity test based on the scatterplot above indicate that the data in this study are free from heteroscedasticity, as all data points are scattered between the straight lines above and below the 0.0 line (the X and Y axes).

## Hypothesis Test Results

### Multiple Linear Regression Analysis Results

The hypothesis testing began with a multiple linear regression analysis, which is an analysis designed to demonstrate the direction (effect) of each independent variable in the study, namely, job satisfaction, responsibility, and employee competence on the dependent variable of job performance.

**Table 5. Multiple Linear Regression Analysis Results**

| Coefficients <sup>a</sup> |                             |            |                           |
|---------------------------|-----------------------------|------------|---------------------------|
| Model                     | Unstandardized Coefficients |            | Standardized Coefficients |
|                           | B                           | Std. Error | Beta                      |
| (Constant)                | 1.526                       | .922       |                           |
| 1 Kepuasan.Kerja          | .161                        | .061       | .249                      |
| Tanggung.Jawab            | .649                        | .085       | .783                      |
| Kemampuan.Pegawai         | .244                        | .098       | .244                      |

a. Dependent Variable: Prestasi.Kerja

$Y = 1.526 + 0.161X_1 + 0.649X_2 + 0.244X_3$ , which indicates that:

1. The constant value of 1.526 indicates that if the values of the job satisfaction ( $X_1$ ), responsibility ( $X_2$ ), and employee competence ( $X_3$ ) variables are zero, then the work performance ( $Y$ ) value remains constant at 1.526 units.
2. The regression coefficient for job satisfaction ( $X_1$ ) is 0.161, meaning that for every one-unit increase in the job satisfaction variable ( $X_1$ ), work performance ( $Y$ ) increases by 0.161 units.
3. The regression coefficient for responsibility ( $X_2$ ) is 0.649, meaning that for every one-unit increase in the responsibility variable ( $X_2$ ), work performance ( $Y$ ) increases by 0.649 units.
4. The regression coefficient for employee competence ( $X_3$ ) is 0.244, meaning that for every one-unit increase in the employee competence variable ( $X_3$ ), work performance ( $Y$ ) increases by 0.244 units.

### Simultaneous Test Results (F-Test)

To calculate the F-table value, use the formula  $(n - k) - Y = (33 - 3) - 1 = 29$ , which is 2.93.

**Table 6. Simultaneous Test Results**

| ANOVA <sup>a</sup> |                |    |             |        |                   |
|--------------------|----------------|----|-------------|--------|-------------------|
| Model              | Sum of Squares | df | Mean Square | F      | Sig.              |
| 1 Regression       | 34.016         | 3  | 11.339      | 32.737 | .000 <sup>b</sup> |
| Residual           | 10.044         | 29 | .346        |        |                   |
| Total              | 44.061         | 32 |             |        |                   |

a. Dependent Variable: Prestasi.Kerja

b. Predictors: (Constant), Kemampuan.Pegawai, Kepuasan.Kerja, Tanggung.Jawab

The results of the F-test indicate that job satisfaction, responsibility, and employee competence simultaneously influence job performance, as evidenced by the calculated  $F_{\text{value}}$  exceeding the critical  $F_{\text{value}}$  ( $32.737 > 2.93$ ) (significance level:  $0.000 < 0.05$ ); therefore,  $H_1$  has been proven and accepted.

### Partial Test Results (t-Test)

To obtain the t-table value, the formula  $(n - k) = 33 - 3 = 30$  is used, which yields 2.042. The results of the t-test are presented in the table and description below:

Table 7. Partial Test Results

| Coefficients <sup>a</sup> |       |      |
|---------------------------|-------|------|
| Model                     | t     | Sig. |
| (Constant)                | 1.013 | .189 |
| 1<br>Kepuasan.Kerja       | 2.650 | .013 |
| Tanggung.Jawab            | 7.623 | .000 |
| Kemampuan.Pegawai         | 2.496 | .018 |

a. Dependent Variable: Prestasi.Kerja

1. Job satisfaction has a significant partial effect on job performance, as indicated by a calculated t-value greater than the critical t-value ( $2.650 > 2.042$ ) (p-value  $0.013 < 0.05$ ); therefore,  $H_2$  has been proven and accepted.
2. Responsibility has a significant partial effect on work performance, as indicated by a calculated t-value greater than the critical t-value ( $7.623 > 2.042$ ) (p-value  $0.000 < 0.05$ ); therefore,  $H_2$  has been proven and accepted.
3. Partially, employee competence has a significant effect on work performance as evidenced by the calculated t-value exceeding the critical t-value ( $2.496 > 2.042$ ) (significance  $0.018 < 0.05$ ); therefore,  $H_2$  has been proven and accepted.
4. Responsibility ( $X_2$ ) yields the highest t-value (7.623) among the other independent variables, making it the most dominant independent variable influencing work performance.

### Coefficient of Determination Results ( $R^2$ Test)

The coefficient of determination ( $R^2$  test) is a test conducted to determine the extent of the combined influence of all independent variables, namely job satisfaction ( $X_1$ ), responsibility ( $X_2$ ), and employee competence ( $X_3$ ), on job performance ( $Y$ ), by examining the percentage of variation explained by the correlation among all independent variables.

Table 8. Coefficient Of Determination Results

| Model Summary <sup>b</sup> |                   |          |                   |                            |
|----------------------------|-------------------|----------|-------------------|----------------------------|
| Model                      | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1                          | .879 <sup>a</sup> | .772     | .748              | .589                       |

a. Predictors: (Constant), Kemampuan.Pegawai, Kepuasan.Kerja, Tanggung.Jawab

b. Dependent Variable: Prestasi.Kerja

The results are accurate ( $R^2$  coefficient  $> 50\%$ ), with an adjusted  $R^2$  value of 0.748, demonstrating that the variables of job satisfaction, responsibility, and employee competence account for 74.8% of the variation in job performance, while the remaining 25.2% is influenced or explained by other variables not included in this study.

## Discussions

### The Influence of Job Satisfaction, Responsibility, and Employee Competence on Job Performance

Based on the research results obtained through the F-test, job satisfaction, responsibility, and employee competence simultaneously influence the work performance of employees at the Batu Bara Regency Communication and Information Technology Office, with an F-calculated value ( $32.737 > F$ -table value (2.93) and a significance level of  $0.000 < 0.05$ ; therefore, it was concluded that  $H_1$  is accepted.

The results obtained from the simultaneous test prove that, collectively, the variables of job satisfaction, responsibility, and employee competence have an impact on improving work performance; thus, the first hypothesis ( $H_1$ ) proposed in this study has been proven and accepted.

These results from the simultaneous test align with those of previous studies conducted by Dewi and Wulandari (2020), which found that work ability and work attitude simultaneously influence work performance; the study by Dody et al. (2023), which found that motivation and job satisfaction simultaneously influence work performance; and the study by Muhridin (2020), employee competence,

work commitment, and job satisfaction simultaneously influence work performance; the study by Nurapiah and Rukhayati (2021), in which responsibility, flexibility, and recognition simultaneously influence work performance; and the study by Wahyu and Estu (2022), in which compensation, job satisfaction, and responsibility simultaneously influence work performance.

### The Effect of Job Satisfaction on Job Performance

Based on the research results obtained through the t-test, job satisfaction has a partial effect on the work performance of employees at the Batu Bara Regency Communication and Information Technology Office, with a calculated t-value (2.650) > critical t-value (2.042) and a significance level of  $0.013 < 0.05$ ; therefore, it was concluded that  $H_2$  is accepted.

The results of the multiple linear regression analysis and partial tests indicate that job satisfaction yields a positive and significant effect, meaning that increased job satisfaction plays a crucial role in efforts to improve work performance. Thus, the second hypothesis ( $H_2$ ) proposed in this study—that job satisfaction influences work performance—has been proven and accepted.

These partial test results are consistent with the findings of previous studies conducted by Dody et al. (2023), Muhridin (2020), and Wahyu and Estu (2022), which demonstrated that, in part, job satisfaction has a significant effect on work performance.

### The Effect of Responsibility on Job Performance

Based on the research results obtained through the t-test, responsibility has a partial effect on the work performance of employees at the Batu Bara Regency Communication and Information Technology Office, with a calculated t-value (7.623) > critical t-value (2.042) and a significance level of  $0.000 < 0.05$ ; therefore, it was concluded that  $H_2$  is accepted.

The responsibility variable yields a positive value and a significant effect based on regression analysis and partial tests. This indicates that as employees' sense of responsibility increases, their work performance also improves; thus, the second hypothesis ( $H_2$ ) proposed in this study—that responsibility influences work performance—has been proven and accepted.

The results of this partial test are consistent with the results of previous studies conducted by Nurapiah and Rukhayati (2021) and by Wahyu and Estu (2022), which found that, partially, responsibility has a significant effect on work performance.

### The Impact of Employee Competence on Job Performance

Based on the research results obtained through the t-test, employee competence partially influences the work performance of employees at the Batu Bara Regency Communication and Information Technology Office, with a calculated t-value (2.496) > critical t-value (2.042) and a significance level of  $0.018 < 0.05$ ; therefore, it was concluded that  $H_2$  is accepted.

The results of the multiple linear regression analysis and partial tests indicate that employee competence yields a positive and significant effect, meaning that an increase in employee competence is a crucial component in efforts to improve work performance. Thus, the second hypothesis ( $H_2$ ) proposed in this study—that there is an influence of employee competence on work performance—has been proven and accepted.

These partial test results are consistent with the findings of previous studies conducted by Dewi and Wulandari (2020) and Muhridin (2020), which found that, in part, employee competence has a significant effect on performance.

## CONCLUSION

1. The results of the multiple linear regression analysis yielded the equation  $Y = 1.526 + 0.161X_1 + 0.649X_2 + 0.244X_3$ , proving that each independent variable comprising job satisfaction ( $X_1$ ), responsibility ( $X_2$ ), and employee competence ( $X_3$ ) contributes positively to the improvement of employee work performance ( $Y$ ).
2. The results of the simultaneous test (F-test) prove that, collectively, job satisfaction, responsibility, and employee competence influence work performance.

3. The results of the partial test (t-test) demonstrate that, individually, job satisfaction influences work performance, responsibility influences work performance, and employee competence influences work performance.
4. The  $R^2$  test results demonstrate that the determination is accurate ( $R^2$  coefficient > 50%), with an adjusted  $R^2$  value of 0.748, indicating that the variables of job satisfaction, responsibility, and employee competence contribute 74.8% to work performance, while the remaining 25.2% is influenced or explained by other variables not included in this study.

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