



Original Article

The Influence of Motivation and Empowerment on Employee Performance with Organizational Commitment as a Mediator (Study on Employees of the Empowerment and Village Affairs Agency, Batang Regency)

Sutiksan^{1✉}, Alimuddin Rizal Rifai²

^{1,2}Universitas Stikubank, Semarang.

Correspondence Author: sutiksan7001@mhsunisbank.ac.id✉

Abstract:

This study aims to analyze the effect of motivation and empowerment on employee performance with organizational commitment as a mediating variable among village officials in Batang Regency. The research employed a quantitative method with a survey approach involving 140 respondents selected using a census method. Data were collected through a 7-point Likert scale questionnaire and analyzed using SPSS. The results indicate that both motivation and empowerment have a positive and significant impact on employee performance, directly and indirectly through organizational commitment. These findings highlight the importance of enhancing motivational factors and empowerment to develop committed and high-performing personnel in the village government setting. Organizational commitment is proven to act as a partial mediator, strengthening the relationship between the independent variables and employee performance. This research provides practical implications for local governments in improving public service quality through more participatory and empowering human resource management strategies.

Keywords: Empowerment; Employee Performance; Motivation; Organizational Commitment

Introduction

Employee performance plays a crucial role in determining the success of any organization. Without optimal performance from employees, achieving organizational goals becomes difficult. Performance encompasses not only outcomes but also attitudes, behaviors, and the mental readiness to continuously improve. Employees who demonstrate strong performance often feel a sense of pride and satisfaction in contributing meaningfully to their organization. According to [Putri & Ardana \(2016\)](#),



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performance is rooted in a mindset that strives for better outcomes over time.

Motivation is a fundamental factor influencing performance. It drives individuals to act, persist, and exert effort toward achieving goals. Both intrinsic and extrinsic motivations can significantly shape employee behavior. Intrinsic motivation arises from within the individual, such as personal satisfaction or a sense of purpose, while extrinsic motivation is driven by external rewards like salary or recognition ([Anuraga et al., 2017](#)). A motivated employee is generally more focused, productive, and committed to their tasks.

In addition to motivation, empowerment is a key driver of performance. Empowerment involves giving employees the authority, resources, and confidence to make decisions related to their work. This fosters a sense of ownership and responsibility, which often leads to higher job satisfaction and efficiency ([Setyawan, 2017](#)). Empowered employees are more likely to utilize their skills fully, take initiative, and solve problems independently.

However, the relationship between motivation, empowerment, and performance is significantly influenced by organizational commitment. Organizational commitment reflects an employee's emotional and psychological attachment to their workplace. Employees who feel connected to their organization are more loyal, engaged, and willing to go above and beyond. As a mediating factor, commitment strengthens the impact of both motivation and empowerment on performance.

The present study focuses on the employees of the Empowerment and Village Affairs Office of Batang Regency, where performance is shaped not only by individual motivation and empowerment efforts but also by structural and organizational factors. Leadership plays a critical role in creating a positive work environment, fostering discipline, and encouraging collaboration. Nonetheless, challenges remain, such as reduced interest in functional roles due to regulatory changes and skill gaps among employees in certain positions.

Therefore, enhancing employee performance requires a holistic strategy one that nurtures motivation, provides meaningful empowerment, and fosters a strong sense of organizational commitment. With these elements in place, organizations can better align employee goals with institutional objectives, resulting in improved performance, service delivery, and long-term success.

Employee performance is a vital element in achieving organizational goals. Without good performance from all members of the organization, success is difficult to achieve. Performance reflects the mental attitude and behavior of individuals who consistently strive to achieve better results than before ([Putri & Ardana, 2016](#)). Employees with optimal performance not only meet organizational standards but also make significant contributions to enhancing company productivity and competitiveness ([Arifin et al., 2020](#)). Therefore, factors influencing performance, such as motivation, leadership, competence, and work environment, are important to analyze ([Rubiyanto, 2019](#); [Harahap & Prasetya, 2021](#); [Ridani & Sudadi, 2022](#)).

Work motivation plays a strategic role in encouraging employees' enthusiasm and perseverance in completing their tasks. Appropriate motivation can improve performance because it encourages people to work energetically, purposefully, and consistently ([Daanthi, 2017](#)). In both work and learning processes, motivation serves as a driving force that provides direction and purpose for behavior. Motivation can be intrinsic or extrinsic, depending on the source of the drive ([Anuraga et al., 2017](#)). This drive motivates individuals to achieve success and avoid failure, thereby becoming an

internal force for achievement.

In addition to motivation, employee empowerment is also an important strategy in improving work efficiency and effectiveness. Empowerment involves the process of delegating authority, responsibility, and trust to employees to make decisions related to their work ([Setyawan, 2017](#)). This allows employees to be more actively involved in the work process and can increase their sense of responsibility, loyalty, and job satisfaction. Effective empowerment is believed to improve service quality, productivity, and employee loyalty to the organization ([Samuel & Ramli, 2024](#)).

However, the relationship between motivation, empowerment, and performance cannot be separated from the role of organizational commitment. This commitment reflects employees' emotional, intellectual, and moral attachment to the organization. Employees with high commitment tend to be more loyal and able to strengthen the influence of motivation and empowerment on performance. Therefore, this study aims to analyze the influence of motivation and empowerment on employee performance with organizational commitment as a mediating variable. This study is also supported by previous findings that emphasize the importance of customer satisfaction ([Kurniasari & Rizal, 2023](#)), work incentives ([Ivan & Alimuddin, 2022](#)), and the role of leaders in creating a productive work climate at the village level.

Preliminaries or Related Work or Literature Review

Motivation

Motivation is an internal drive that directs a person's behavior toward a specific goal, whether verbal, physical, or psychological ([M. A. Yusuf & Suhada, 2024](#)). Motivation reflects the process of movement from within an individual that is triggered by a specific situation and results in action ([Febrina & Rahmat, 2024](#)). Based on its level, motivation can be categorized into strong, moderate, and weak ([Muazaroh & Subaidi, 2019: 18-31](#)). Types of motivation include fear motivation, achievement motivation, and inner motivation, which is based on a specific mission or life values ([Handayani et al., 2020](#)).

Factors that influence motivation are divided into two categories: internal and external factors. Internal factors include self-esteem and achievement, needs, expectations, responsibility, and job satisfaction, which encourage individuals to excel and take responsibility in their work. Meanwhile, external factors include the type and nature of the work, work groups, working conditions, safety and security at work, and interpersonal relationships in the work environment, both with colleagues and superiors ([Ibrahim et al., 2018](#)). These two factors complement each other in forming optimal work motivation.

Empowerment

Empowerment, etymologically speaking, means the process of enabling someone to act or take action, and in an organizational context, it is understood as the granting of authority, responsibility, and trust to employees to actively participate in decision-making and task execution ([Ulfatin & Triwiyanto, 2016: 90](#)). Empowerment is not merely about providing input but also about fostering individual autonomy and creativity within an organization. According to [Usman in Mulyono \(2017: 29\)](#), empowerment is a learning process that develops potential so that individuals or groups can understand and control social, economic, and political power to improve their position. The objectives of empowerment include improving the quality of decisions, better program implementation, and employees' sense of

responsibility for the decisions made ([Nasution, 2015: 173](#)). Furthermore, Keban in [Mulyono \(2017\)](#) states that empowerment aims to develop individuals and communities to become independent cognitively, conatively, psychomotorically, and affectively.

In human resource management, empowerment aims to improve the capabilities, performance, and commitment of employees, which can be done by delegating authority in planning and making decisions about their tasks. [Kadarisman \(2013: 260–261\)](#) outlines six methods of human resource empowerment, namely desire, trust, confidence, credibility, accountability, and communication. Empowerment steps also include developing understanding, identifying supporting activities, selecting strategic activities, understanding work expectations, follow-up procedures, building trust, and evaluating empowerment outcomes ([Kadarisman, 2013: 251–252](#)). The entire process aims to create a work environment that supports independence, creativity, and continuous improvement in employee performance.

Performance

Performance is an important element in the success and sustainability of a company or institution. According to [Mangkunegara \(2017: 9\)](#), performance is the result of an employee's work in terms of quality and quantity over a period of time in accordance with their responsibilities. This is in line with [Hasibuan \(2019: 94\)](#), who states that performance is the result of tasks carried out with skill, experience, and sincerity. Meanwhile, [Khaeruman et al. \(2021: 8\)](#) define performance as the achievement of work objectives within a specific timeframe. Performance evaluation is conducted systematically to identify potential areas for development ([Khaeruman et al., 2021: 10](#)). According to Hasibuan in [Khaeruman et al. \(2021: 10–11\)](#), performance evaluation includes indicators such as loyalty, work performance, creativity, cooperation, competence, and employee responsibility.

Furthermore, [Khaeruman et al. \(2021: 9\)](#) explain two main factors that influence performance, namely individual factors and environmental factors. Individual factors include the integrity between psychological and physical functions that enable a person to manage their potential optimally. Environmental factors, on the other hand, include organizational elements such as clear job descriptions, challenging work targets, effective communication, harmonious working relationships, and adequate work facilities ([Mangkunegara, 2017: 16](#)). Therefore, achieving optimal performance requires support from both the employee themselves and a conducive work environment.

Organizational Commitment

Organizational commitment is an important topic in management and the study of human behavior in organizational settings ([Yusuf & Syarif, 2018: 25](#)). This commitment refers to a condition in which an employee is loyal and committed to the organization's goals and has a strong desire to maintain their membership ([Sarita et al., 2023](#)). [Robbins \(2016: 100\)](#) adds that organizational commitment reflects an employee's willingness to remain working in the organization because of their sense of ownership toward the organization's goals.

[Robbins \(2016: 101\)](#) outlines three main indicators of organizational commitment, namely: affective commitment (emotional attachment to the organization), continuance commitment (consideration of the benefits of remaining in the organization), and normative commitment (moral obligation to remain in the

organization). Additionally, factors influencing an individual's level of commitment to an organization include personal characteristics, job and role characteristics, and organizational structure characteristics ([Ma'rufi & Anam, 2019](#)).

Review of Previous Research

Research conducted by [Siregar and Lubis \(2016\)](#) shows that work motivation has a significant influence on employee performance, with motivated employees demonstrating better productivity and work quality. However, this study only focuses on the motivation variable without involving empowerment or organizational commitment. In contrast, [Putra and Kurniawan \(2018\)](#) examined the impact of empowerment on employee performance in the public sector and found that empowerment increases self-confidence and participation in decision-making, although this study does not mention the variables of motivation or commitment. [Supriyadi and Wijayanti \(2019\)](#) added the dimension of organizational commitment and showed that commitment can mediate the relationship between empowerment and performance, although their study was limited to state-owned enterprises, not local government agencies.

[Pertiwi and Utami \(2020\)](#) took a more comprehensive approach by examining the simultaneous influence of motivation and empowerment on employee performance, as well as the role of organizational commitment as a mediator, but this study did not specifically focus on the Empowerment and Village Agency in Batang Regency. [Anggraeni and Suryono \(2021\)](#) found that motivation directly influences performance, while organizational commitment strengthens this relationship as a mediator, but empowerment was not included in their research variables. [Wahyuni and Handayani \(2017\)](#) highlighted the importance of effective empowerment, especially when supported by high commitment, but motivation was not part of their analysis. Finally, research by [Nurhayati and Hakim \(2022\)](#) revealed that motivation and organizational commitment significantly influence employee performance, but the empowerment variable was not studied in their research.

Research Model

Empowerment is the process of developing and transforming individuals so that they have the ability, confidence, authority, and responsibility to carry out organizational activities to improve performance ([Fadzilah, 2016](#)). In addition to improving performance, empowerment also encourages employees to remain in the organization because they feel satisfied with their work.

Based on the above description, an empirical model can be clearly illustrated as shown in the following figure

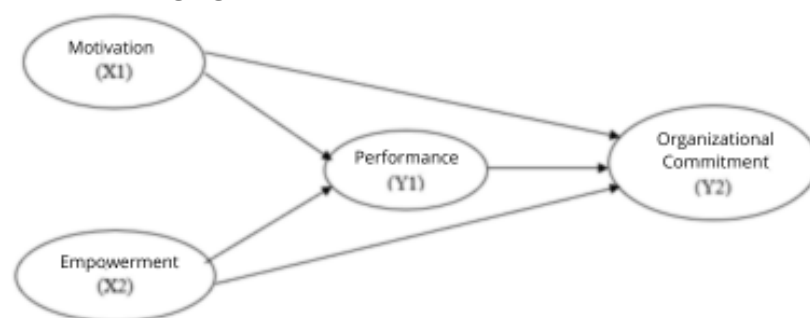


Figure 1. Research Model

Based on the above model framework, it is then compiled into the following mathematical model

$$Y_1 = \beta X_1 + \beta X_2 + e_1$$

$$Y_2 = \beta X_1 + \beta X_2 + \beta Y_1 + e_2$$

Relationships Between Variables and Research Hypotheses

The Influence of Motivation on Employee Performance

Work motivation plays an important role in improving employee performance, as motivated employees tend to be more productive and committed. Research by [Basalamah et al. \(2022\)](#) and [Suparman et al. \(2023\)](#) indicates that work motivation has a positive and significant impact on performance in the electricity and banking sectors. [Rahmawati & Sultoni \(2024\)](#) also emphasize that motivation, environment, and work culture collectively influence employee performance in government agencies.

In general, literature shows that work motivation has a positive impact on employee performance. Therefore, organizations need to implement strategies such as incentives, career development, and a supportive work environment to improve performance.

H1: Motivation has a positive and significant effect on employee performance.

The Effect of Empowerment on Employee Performance

Empowerment is an important factor that influences employee performance by providing flexibility in decision-making and actions to improve organizational success ([Suryadewi et al., 2019](#)). In addition to improving performance, empowerment also fosters employee loyalty toward the organization ([Fadzilah, 2016](#)). Empowerment has a positive impact by creating a sense of comfort, the importance of work, self-confidence, and a good work environment ([Thahir et al., 2022](#)). The higher the level of empowerment, the higher the loyalty and productivity of the organization ([Santoso et al., 2025](#)), as supported by the findings of [Ali & Ali \(2025\)](#) that empowerment significantly improves employee performance.

H2: Empowerment has a positive and significant effect on employee performance.

The Influence of Organizational Commitment on the Relationship Between Motivation and Empowerment and Employee Performance

Organizational commitment, which encompasses affective, continuance, and normative dimensions, reflects employees' attachment to the organization and plays an important role in supporting optimal task performance ([Irawati et al., 2021](#)). High levels of motivation and empowerment also strengthen this commitment and have a positive impact on employee performance ([Priyanto & Rozak, 2017](#)). The study by [Irawati et al. \(2021\)](#) shows that commitment and empowerment simultaneously have a significant impact on employee performance at Dr. H. Chasan Boesoirie Ternate General Hospital. Meanwhile, [Zahli et al. \(2016\)](#) found that work motivation and organizational commitment also positively contribute to employee performance at Sungi Kulon Village.

Organizations need to develop strategies such as training, career development, and an inclusive work culture to increase employee motivation, empowerment, and commitment in order to achieve optimal performance.

H3: Organizational commitment has a positive effect on motivation and empowerment with employee performance.

Methods

This study adopts a quantitative approach, where data collected are in the form of numerical values that are subsequently analyzed statistically. The focus of this research is to examine the influence of Non-Performing Financing (NPF) represented by indicators of motivation and empowerment on Return on Assets (ROA), with organizational commitment and employee performance serving as the dependent variables.

The research was conducted on village officials in Batang Regency, comprising a population of 140 individuals. Given the manageable size of the population, the census method was employed, where the entire population was used as the research sample to ensure full representatio.

The sampling technique used is based on a time series design, which aims to capture the consistency and stability of behavioral patterns over a given time frame, especially in uncertain or dynamic situations. This design allows for better understanding of employee behavior and performance patterns across changing organizational or regulatory contexts.

Data used in this study consist of both primary and secondary sources. Primary data were collected directly from respondents through a structured questionnaire, designed using a 7-point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (7). This method enables the researcher to capture respondents' perceptions, attitudes, and behavioral tendencies in a measurable form.

Secondary data were obtained from relevant literature, journal articles, and credible internet sources related to the research topic. These sources provide theoretical and empirical support to reinforce the findings and analysis. As stated by Sugiyono (2009), secondary data serve as a valuable complement to primary data when examining broader trends and theoretical frameworks.

The use of both data types ensures comprehensive coverage of the research problem and enhances the validity and reliability of the findings. By integrating insights from both direct observations and existing scholarly works, this study aims to present a well-rounded understanding of how motivation and empowerment influence employee performance through organizational commitment within public institutions at the village administrative level

Results

The findings of this study, conducted on 140 village officials in Batang Regency, revealed that both motivation and employee empowerment have a significant positive influence on employee performance, with organizational commitment serving as a crucial mediating variable. The study applied a quantitative approach using a questionnaire with a 7-point Likert scale and utilized regression analysis and Sobel testing for mediation assessment.

Descriptive statistics showed relatively high mean scores across variables, suggesting positive perceptions among respondents:

Results of the research obtained in the current research on the results of the research reported by previous researchers referred to in this study. Scientifically, the results of research obtained in the study may be new findings or improvements, affirmations, or rejection of a scientific phenomenon from previous researchers.

Table 1. Descriptive Statistics of Research Variables

Variable	Mean	Std. Deviation
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Motivation (X1)	5.78	0.65
Empowerment (X2)	5.60	0.72
Organizational Commitment (Z)	5.55	0.68
Employee Performance (Y)	5.85	0.60

Source: SPSS output (processed primary data), 2025

These scores indicate that most employees feel motivated, empowered, committed to their organization, and perceive their performance to be above average.

Regression and Mediation Results

Multiple regression analysis showed that both independent variables motivation and empowerment had a positive and statistically significant effect on employee performance ($p < 0.001$). Specifically.

Table 2. Regression Analysis Results

Model	B	t	Sig.
Motivation	0.354	3.978	.000
Empowerment	0.298	3.921	.000

Source: SPSS output (processed primary data), 2025

The model explains 62.8% of the variance in performance ($R^2 = 0.628$), indicating a strong predictive capability.

In the mediation analysis, both motivation and empowerment were found to significantly predict organizational commitment, and organizational commitment itself significantly predicted employee performance.

Table 3. Results Analysis of the Relationship Between Variables

Relationship	B	t	Sig.
Motivation → Commitment	0.411	4.219	.000
Empowerment → Commitment	0.376	3.985	.000
Commitment → Performance	0.432	5.101	.000

Source: SPSS output (processed primary data), 2025

The Sobel test value was 3.28 ($p < 0.05$), confirming that organizational commitment mediates the relationship between motivation/empowerment and performance.

These findings support the theoretical framework proposed in this study. Motivation emerged as a critical internal factor that drives employees to work with enthusiasm, persistence, and goal orientation. Employees who are motivated—whether intrinsically (e.g., personal satisfaction, purpose) or extrinsically (e.g., recognition, rewards)—tend to contribute more effectively to organizational goals ([Anuraga et al., 2017](#); [Al Halbusi et al., 2022](#)).

Empowerment, on the other hand, functions as a structural and psychological mechanism that gives employees authority, trust, and autonomy in decision-making. When employees feel empowered, they are more likely to develop a sense of ownership, accountability, and initiative in performing their duties. This aligns with the study by [Setiawan & Nugroho \(2020\)](#), which found that empowerment significantly enhances work engagement and, consequently, performance in the public sector.

The mediating role of organizational commitment is particularly noteworthy. Commitment serves as an emotional and moral bond between the employee and the

organization. According to [Wahyuningtyas et al. \(2021\)](#), employees who are highly committed are more likely to channel their motivation and empowerment into productive behaviors. In this study, employees with higher levels of commitment also exhibited higher levels of performance.

Interestingly, the study also uncovered several contextual issues at the research site. Changes in bureaucratic structure and employment regulations have led to a shift from functional to structural positions, making structural roles more appealing to employees. This shift has created motivation gaps and skill mismatches among some functional staff—an issue also identified by [Kurniawan & Sulisty \(2023\)](#). These internal challenges, if left unaddressed, may undermine the potential of otherwise motivated and empowered employees.

From a practical perspective, these findings highlight the need for integrated human resource strategies that include continuous motivation, structured empowerment initiatives, and programs that strengthen organizational commitment. Village-level institutions in particular should prioritize training, transparent communication, and participatory decision-making to sustain employee engagement and performance.

Furthermore, leadership plays a pivotal role. A competent and visionary leader can foster a supportive work climate where motivation is reinforced, empowerment is encouraged, and commitment is cultivated. Leadership was observed to be a factor influencing discipline and collaboration among village officials in Batang Regency, thus indirectly shaping employee performance.

Lastly, these results confirm that motivation and empowerment are not isolated determinants. Their full potential can only be realized when employees also feel emotionally invested in their organization. Organizations that succeed in synchronizing these elements will not only see improvements in individual performance but also achieve broader institutional goals with greater efficiency.

The Influence of Motivation on Employee Performance

Work motivation is one of the main factors influencing employee performance in an organization. Employees with high motivation, both intrinsic and extrinsic, tend to demonstrate higher productivity, better focus, and dedication in completing their tasks. In the context of this study, motivation was found to have a positive and significant impact on employee performance at the Department of Community Empowerment and Village Development in Batang Regency. These findings align with the studies by [Basalamah et al. \(2022\)](#) and [Suparman et al. \(2023\)](#), which indicate that increased work motivation directly impacts the quality and quantity of employees' work outcomes.

Statistically, the regression analysis results show that motivation has a coefficient of $B = 0.354$ with a significance value of $p = 0.000$, which indicates a positive and significant effect on employee performance. This means that the higher the motivation of employees, the better their performance. Strong motivation encourages employees to work harder and more consistently in completing their assigned tasks.

The motivation referred to in this study includes factors such as the need for achievement, recognition, job satisfaction, and opportunities for growth. When organizations are able to meet these psychological needs through incentives, career development, and recognition, employees will feel more motivated to achieve their work targets. This also strengthens employees' emotional attachment to their work and the

organization as a whole.

Therefore, it is important for organizations, especially local government agencies, to design strategies for sustainable motivation improvement. Training, rewards, and career promotion opportunities are some of the interventions that can be implemented. The goal is to create a work environment that encourages intrinsic and extrinsic motivation among employees so that their performance is optimized.

The Effect of Empowerment on Employee Performance

Empowerment is a managerial strategy that gives employees authority, responsibility, and trust to complete their work independently. Research findings indicate that empowerment has a positive and significant impact on employee performance, as evidenced by increased initiative, sense of ownership, and employee involvement in decision-making processes. The regression coefficient for empowerment in this study is $B = 0.298$, with $p = 0.000$, indicating strong significance.

Employees who feel empowered have self-confidence and feel valued by their organization. They do not just perform their duties mechanically, but also actively seek solutions, improve service quality, and take responsibility for their work results. Empowerment also increases employee loyalty and job satisfaction, which ultimately strengthens their contribution to the achievement of organizational goals.

This study reinforces previous findings by [Thahir et al. \(2022\)](#) and [Ali & Ali \(2025\)](#), which state that empowerment improves performance by creating a comfortable work environment and encouraging productivity. In addition, [Santoso et al. \(2025\)](#) also confirm that the higher the level of empowerment, the higher the loyalty and productivity of employees.

Therefore, public organizations such as the Office of Empowerment and Villages need to implement empowerment policies by involving employees in planning, decision-making training, and granting autonomy in the performance of duties. This approach not only improves individual performance but also strengthens the organization's capacity to provide better public services.

The Influence of Motivation on Organizational Commitment

Work motivation not only affects direct performance but also contributes to the formation of strong organizational commitment. Motivated employees tend to be more loyal, dedicated, and emotionally attached to their organization. In this study, motivation had a positive and significant effect on organizational commitment, with a value of $B = 0.411$ and $p = 0.000$, indicating that the higher the motivation of employees, the higher their level of commitment.

Internal motivation, such as personal satisfaction and meaning in work, as well as external motivation such as rewards and promotions, both play an important role in strengthening employee engagement with the organization. Employees who feel motivated will be more enthusiastic about their work and feel proud to be part of the organization.

[Priyanto & Rozak \(2017\)](#) state that high motivation plays an important role in strengthening employee commitment to the organization. Research by [Irawati et al. \(2021\)](#) also shows that motivation is one of the variables that influence the dimensions of affective, continuance, and normative commitment. When motivation is fulfilled, employees tend to stay, contribute their best abilities, and support the achievement of

the organization's vision.

Therefore, organizations need to actively create motivation systems that support long-term employee engagement. In addition to financial incentives, strategies such as recognition of achievements, career certainty, and work-life balance will also strengthen employee motivation and commitment to the organization.

The Effect of Empowerment on Organizational Commitment

Empowerment not only affects performance, but also plays an important role in increasing organizational commitment. This study found that empowerment has a significant effect on employee commitment, with a value of $B = 0.376$ and $p = 0.000$. Employees who are given trust, responsibility, and autonomy in their work tend to feel more valued and have a stronger attachment to the organization.

Empowerment fosters a sense of ownership, increases emotional engagement, and creates a work environment that promotes loyalty. When employees feel involved in important organizational processes, they develop a strong sense of moral responsibility and are willing to contribute further to the advancement of the institution.

This finding is supported by [Irawati et al. \(2021\)](#), who state that empowerment and commitment are closely related in the context of hospital employee performance. In addition, [Wahyuningtyas et al. \(2021\)](#) emphasize that effective empowerment will increase organizational commitment, which in turn will lead to better performance.

Thus, empowerment needs to be an integral part of human resource management strategies. Through leadership training, involvement in decision-making, and clarity of roles, organizations can create a work climate that facilitates the formation of strong commitment from employees to the mission and values of the organization

Conclusion

The findings of this study empirically confirm that both motivation and employee empowerment significantly influence employee performance, both directly and indirectly through the mediating variable of organizational commitment. Based on the results of the path analysis using SPSS, the direct effect of motivation on employee performance shows a significant coefficient ($\beta = 0.194$; $p < 0.05$), indicating that employees with strong intrinsic and extrinsic motivational drivers tend to perform better in carrying out their duties.

Similarly, empowerment significantly affects performance ($\beta = 0.262$; $p < 0.05$), supporting the argument that employees who are given autonomy, involvement, and trust by their organization feel more responsible and proactive in their roles. In addition, motivation ($\beta = 0.247$) and empowerment ($\beta = 0.185$) also significantly influence organizational commitment, which in turn has a strong impact on performance ($\beta = 0.378$). These results suggest a partial mediation, in which organizational commitment bridges the effect of motivation and empowerment on performance.

These findings reinforce the theoretical proposition that individual psychological resources (motivation) and organizational interventions (empowerment) play synergistic roles in enhancing work commitment and performance, especially in public sector settings such as village governance. This is in line with the studies of [Al Halbusi et al. \(2022\)](#) and [Wahyuningtyas et al. \(2021\)](#), who argue that motivation and empowerment are foundational pillars in building effective and sustainable public

institutions.

In the context of village governance in Batang Regency, these results emphasize the need for structured human resource strategies that promote both psychological engagement and institutional support. A committed and well-empowered workforce contributes not only to better individual outcomes but also to broader organizational goals such as public trust, efficiency, and service delivery. Thus, fostering a high level of organizational commitment through tailored motivation and empowerment strategies is essential in ensuring optimal performance among government employees at the village level.

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