



## Factors affecting employee performance in religious courts

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### ABSTRACT

This study investigates the factors influencing employee performance at the Religious Court of Unaaha, Class IB, in Konawe Regency, Southeast Sulawesi Province, Indonesia. Using the multiple linear regression analysis method to test hypotheses, these variables were evaluated based on feedback from 30 employees. Findings indicate that while compensation and motivation are at satisfactory levels, neither significantly influences employee performance. However, a conducive work environment has been shown to have a positive and significant impact on employee performance. The implication of these findings underscores the need for greater attention to the work environment factor to enhance employee performance. Awareness of the importance of a favorable work environment can help organizations foster a more productive and motivating atmosphere for employees. Recommendations resulting from this study include evaluating compensation policies, enhancing motivation through career development, and paying closer attention to the work environment. These recommendations can assist the Religious Court of Unaaha in improving employee performance and overall organizational effectiveness.

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## INTRODUCTION

The Religious Court of Unaaha, located in Konawe Regency, Southeast Sulawesi Province, Indonesia, holds a pivotal position within the Indonesian judicial system. Unlike larger judicial institutions in major cities, the Unaaha Court may face unique challenges due to its regional context and cultural dynamics. This makes it a compelling subject for research into factors influencing organizational performance. Human resources (HR) constitute one of the primary factors influencing organizational performance (Karunia, Darmawansyah, Prasetyo, et al., 2023), including in judicial institutions. Dynamic changes in the business world and increasing complexity demand high-quality and competent HR (Prasetyo & Ariawan, 2023). Employees in the judiciary, with their abilities, energy, and creativity, are key elements in achieving the institution's goals.

However, recent years have seen a concerning decline in employee performance at the Unaaha Court, as evidenced by a drop in performance ratings from 54.11% in 2020 to 47.95% in

2022. This decline highlights the need to identify and understand the factors influencing employee performance at the court. The decline in performance, measured by performance ratings, reflects a reduction in the court's effectiveness in fulfilling its duties. These ratings are typically based on indicators such as case resolution times, case backlog, accuracy of judgments, and stakeholder satisfaction surveys. Understanding the specific parameters used to assess performance allows for a more nuanced analysis of the factors contributing to the decline.

Previous research on performance factors in judicial institutions, both in Indonesia and internationally, reveals a range of findings and methodologies. Studies in Indonesia have explored similar themes, such as compensation, work motivation, and the work environment, but with varying conclusions. For instance, Kumalasari & Efendi (2022), found a significant positive relationship between compensation and employee performance, whereas Sari & Pancasasti (2022) reported a weaker correlation. Similarly, research on work motivation shows divergent results, with some studies indicating a significant positive influence (Abdurrahman et al., 2018; Hasanah & Lo, 2020; Laras et al., 2021; Riyanto & Prasetyo, 2021) and others suggesting a less significant impact (Sukriyani, 2021). Furthermore, studies on the work environment's effect on employee performance have yielded inconsistent findings, with some demonstrating a significant positive influence (Awidiya & Netra, 2021; Wonda et al., 2022) and others indicating a less significant relationship (Sukriyani, 2021; Warongan et al., 2022).

In the context of the Unaaha Religious Court, exploring the factors affecting employee performance becomes crucial given the observed decline in performance. This study aims to examine how compensation, work motivation, and the work environment impact employee performance within this institution. What sets this research apart is its focus on the Unaaha Religious Court, an area that has received relatively little attention regarding the relationship between these factors. By taking this approach, the study brings fresh perspectives on how these elements interact and shape employee performance in a judicial setting, particularly in that locale. Consequently, this research is anticipated to offer deeper insights into the intricacies of the connection between compensation, work motivation, the work environment, and employee performance at the Unaaha Religious Court. It is hoped that this research will uncover suitable strategies or frameworks to enhance employee performance at the court. With a more comprehensive understanding of the factors influencing performance, the court can implement appropriate measures to elevate service quality and operational efficiency. Hence, this research bears significant importance in the context of advancing the judicial system in the region.

## RESEARCH METHOD

The research methodology employed in this study is grounded in the philosophical foundation of positivism, utilizing a quantitative approach and a descriptive research design (Kusnadi et al., 2022; Sekaran & Bougie, 2016). The research design serves as a plan or framework of activities to be carried out by the researcher as a guide in conducting the research (Arikunto, 2018; Sugiyono, 2019). Sampling in this study was conducted among all employees of the Religious Court of Unaaha, Class IB, Konawe Regency, Southeast Sulawesi Province, totaling 30 individuals, using the saturation sampling method (Sugiyono, 2018). Data were collected through questionnaires distributed to the respondents, employing a Likert scale with a range of 1 to 5 to measure responses, chosen for its ability to capture nuanced opinions and variations in perception (Sugiyono, 2018). Additionally, data processing and analysis were performed using software such as Microsoft Excel and SPSS version 26 (Ghozali, 2018; Sugiyono, 2019).

The research procedure began with the definition of the variables to be investigated, namely compensation, motivation, work environment, and performance of employee. Subsequently, the determination of the analysis unit and population focus of the research was conducted. The next stage involved sample selection using the saturation sampling method, where all employees of the Religious Court of Unaaha became the research sample (Sugiyono, 2019). Once

the sample was chosen, data collection proceeded by distributing questionnaires to the participants (Karunia, Darmawansyah, Dewi, et al., 2023; Riyanto et al., 2021).

Subsequently, the gathered data underwent processing utilizing software such as Microsoft Excel and SPSS version 26 to produce descriptive statistics, encompassing mean, median, mode, standard deviation, and percentage (Ghozali, 2018). Additionally, multiple linear regression analysis was performed to assess the correlation between independent variables (compensation, motivation, work environment) and the dependent variable (performance of employee) (Sugiyono, 2018). The entire research process was conducted systematically and structured, following the steps established in the research design (Cronje, 2020; Sekaran & Bougie, 2016). Thus, this research methodology provides a clear overview of the chronological flow of the research, from planning the research design to data analysis, supported by scholarly references to ensure the validity and scholarly rigor of the research process (Fryer & Dinsmore, 2020).

## RESULTS AND DISCUSSIONS

### Results

The validity and reliability testing in this study aimed to ensure that the instruments used were valid and reliable in measuring the research variables (Sugiyono, 2019; Virgiawan et al., 2021). Construct validity was evaluated through factor analysis using 20 respondents as an initial sample. Each statement in the instrument was considered valid if the total score exceeded the item score value set at 0.3. The validity test results indicated that all statements regarding employee performance, compensation, motivation, and work environment were valid as their total scores exceeded the designated item scores (Sugiyono, 2019).

**Table 1.** The Instrument Testing Results

Variables	Indicators	Total Score	Cronbach's Alpha
Employee Performance	Y.1-Y.13	0.438-0.885	0.901
Compensation	X1.1-X1.10	0.453-0.845	0.903
Motivation	X2.1-X2.12	0.674-0.943	0.949
Work Environment	X3.1-X3.13	0.480-0.850	0.892

Furthermore, instrument reliability was assessed using the Cronbach Alpha method. A Cronbach Alpha value greater than 0.60 indicates that the instrument can be considered reliable (Ghozali, 2018; Sugiyono, 2019). Based on the reliability test results, all research variables showed Cronbach Alpha values that met the reliability criteria, demonstrating consistency among the items in the instrument. These results confirm that the instruments used in this study have been proven valid and reliable for measuring employee performance, compensation, motivation, and work environment variables. Therefore, the data obtained from these instruments can be relied upon for further analysis in this study (Ataunur & Ariyanto, 2016; Sekaran & Bougie, 2016).

Of the 30 respondents who participated in the study, the majority were male, accounting for 56.67%, while female respondents comprised only 43.33%. Generally, there was a tendency for a larger proportion of male respondents in the sample. Based on age data, the majority of respondents were between 26 and 30 years old, accounting for 36.67%. This was followed by respondents aged over 40 years, at 33.33%. Additionally, there was significant age variation in the sample, indicating representation from various age groups in this study. Regarding the highest level of education, the majority of respondents were Bachelor's (S1) graduates, accounting for 56.67%, followed by respondents with Master's (S2) degrees at 26.67%. This educational diversity indicates a variety of educational backgrounds within the research sample. Meanwhile, in terms of work experience, the majority of respondents had work experience ranging from 7 to 10 years, accounting for 56.67%. Additionally, respondents with 1-3 years of work experience were also significant, at 43.33%. Variation in respondents' work experience indicates diverse workplace experiences. Overall, the characteristics of respondents in this study show diversity in terms of

gender, age, highest education level, and work experience. Thus, the findings of this study can be interpreted considering the diverse characteristics of respondents, which could potentially influence the results and findings of the analysis on factors affecting employee performance at the Unaaha Religious Court.

Descriptive analysis results for the employee performance variable indicated that respondents gave the highest scores to statements indicating good employee performance, such as the ability to use office equipment properly. Conversely, the lowest scores were obtained for statements highlighting the discovery of new ways to complete tasks effectively. However, overall, the total average of the employee performance variable dimensions showed excellent results. Similar results were observed for the compensation variable, where respondents gave the highest scores to statements indicating satisfaction with bonuses and incentives provided, while the lowest scores were obtained for statements related to additional facilities such as company cars. Overall, responses to the compensation variable were also classified as very good.

However, in the motivation variable, the highest scores were given to statements reflecting adequate income to meet daily needs, while the lowest scores were obtained for statements emphasizing career development opportunities. The total average of the motivation variable dimensions showed good results, although not as good as other variables. Lastly, for the work environment variable, the highest scores were given to statements indicating good working relationships with supervisors, while the lowest scores were obtained for statements indicating disturbance from external noise. Overall, responses to the work environment variable showed very good results. From this descriptive analysis, it can be concluded that employee performance at the Unaaha Religious Court Class IB is rated highly, with supportive compensation and work environments. However, there is still potential to improve employee motivation, especially in terms of career development. Therefore, it is recommended that the management of the Unaaha Religious Court Class IB pay further attention to these motivation aspects to enhance employee morale and overall performance.

In the hypothesis testing phase, the t-test outcomes revealed that neither the compensation nor the motivation variables had a noteworthy impact on employee performance, with t-values falling below the critical t-table value (2.055) and significance levels exceeding 0.05. Conversely, the variable related to the work environment exhibited a notable influence on employee performance, evidenced by a t-value surpassing the critical t-table value (2.055) and significance levels below 0.05. Consequently, it can be concluded that the work environment variable strongly correlates with employee performance, whereas compensation and motivation variables do not yield significant effects.

**Table 2. Significance Test Results (t-test)**

Model	Coefficients <sup>a</sup>			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	25.942	13.190		1.967	.060
1 Compensation	.239	.288	.147	.830	.414
Motivation	-.021	.095	-.035	-.226	.823
Work environment	.421	.138	.545	3.045	.005

The F-test analysis revealed that when considered together, the compensation, motivation, and work environment variables significantly influence employee performance, as indicated by a significance value below 0.05 and an F-value surpassing the critical F-table value (2.975). This indicates that the combination of these three variables collectively influences employee performance.

**Table 3.** Simultaneous Test Results

		ANOVA <sup>a</sup>				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	136.163	3	45.388	5.598	.004 <sup>b</sup>
	Residual	210.803	26	8.108		
	Total	346.967	29			

Ultimately, the coefficient of determination ( $R^2$ ) test outcome of 0.322 suggests that around 32.2% of the variance in employee performance can be accounted for by the collective influence of compensation, motivation, and work environment variables. The remaining approximately 67.8% is attributed to other factors not investigated in this study.

**Table 4.** Coefficient of Determination Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of The Estimate
1	0.626	0.392	0.322	2.847

In summary, while compensation and motivation don't individually impact employee performance significantly, the work environment does. Yet, collectively, all three variables do influence employee performance significantly, albeit only explaining about 32.2% of its variation. Hence, it's advisable for the management of the Unaaha Religious Court Class IB to prioritize work environment factors to enhance employee performance.

## Discussions

The findings from hypothesis testing reveal that compensation does not have a significant impact on employee performance at the Unaaha Religious Court Class IB. Despite the institution's compensation being generally classified as "Very Good," this result corresponds with prior research indicating that compensation doesn't directly affect employee performance (Sari & Pancasasti, 2022). Nonetheless, contrasting studies (Kumalasari & Efendi, 2022; Nugraha & Tjahjawati, 2018) have shown that compensation positively and significantly influences employee performance. Nevertheless, evaluating the compensation policies at the Unaaha Religious Court Class IB remains important to ensure that the rewards provided align with employee contributions and can enhance overall performance.

Furthermore, the hypothesis testing results show that the motivation variable also does not significantly influence employee performance. Despite the overall categorization of work motivation in the institution as "Good," this outcome aligns with previous research indicating that motivation doesn't significantly influence employee performance (Sukriyani, 2021). Nevertheless, there are studies (Arisman, 2022; Cahaya et al., 2023; Hasanah & Lo, 2020; Laras et al., 2021; Riyanto & Prasetyo, 2021; Virgiawan et al., 2021) that have demonstrated a positive and significant impact of motivation on employee performance. Hence, paying attention to factors that can enhance employee motivation remains crucial to ensure that employees stay motivated to achieve organizational goals.

On a different note, the noteworthy outcome of the hypothesis testing reveals that the work environment variable significantly impacts employee performance. However, there is research (Warongan et al., 2022) suggesting that the work environment doesn't notably affect employee performance. Nonetheless, this finding contradicts other studies (Awidiya & Netra, 2021; Wonda et al., 2022) indicating that the work environment has a positive and significant effect on employee performance. Hence, there is a need to intensify efforts in developing and maintaining a conducive work environment at the Unaaha Religious Court Class IB to ensure the well-being and performance of employees.

Based on these findings, institutions need to reconsider their compensation policies and existing motivation programs. Additionally, attention to the development and maintenance of a

conducive work environment also needs to be increased. Thus, the Unaaha Religious Court Class IB can improve employee performance and achieve organizational goals more effectively.

## CONCLUSION

The findings of this study conducted at the Unaaha Religious Court Class IB in Konawe Regency, Southeast Sulawesi Province, reveal that while compensation and employee motivation are rated at satisfactory levels, they do not significantly impact employee performance. However, it is evident that a conducive work environment plays a crucial role in enhancing employee performance, as it fosters a setting where employees can thrive and excel.

Implementing the recommendations derived from these findings can significantly benefit the Unaaha Religious Court. Firstly, by conducting a thorough evaluation of compensation policies, the court can ensure that rewards align with employee contributions, thereby motivating them to perform at their best. Secondly, efforts should be intensified to enhance employee motivation through various means such as offering career development opportunities and training programs. Lastly, prioritizing the development and maintenance of a conducive work environment will contribute to the overall well-being and productivity of court employees.

While the recommendations are tailored to the specific context of the Unaaha Religious Court, they hold relevance for other judicial institutions facing similar challenges. These findings underscore the importance of creating a supportive work environment and aligning compensation and motivation strategies with organizational goals.

From a policy perspective, this research suggests the need for judicial institutions to review and adapt their compensation policies to ensure fairness and equity. Furthermore, investing in employee development programs and prioritizing the creation of a positive work environment should be integral components of organizational strategies aimed at improving employee performance.

In both theory and practice, this research highlights the intricate interplay between organizational factors and employee performance in judicial institutions. By addressing the limitations identified in this study and building upon its findings, future research can further enrich our understanding of how to optimize organizational performance in similar contexts. Ultimately, the implications of this research extend beyond the Unaaha Religious Court, offering valuable insights for enhancing the effectiveness and efficiency of judicial systems more broadly.

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