

The Influence of Workload, Employee Compensation, And Employee Competence on Employee Performance at The Simpang Tiga Redelong District Court And The Simpang Tiga Redelong Syar'iyah Court, Bener Meriah Regency, Aceh Province

Dedi Alnando¹, Kosasih², Vip Paramarta³

¹²³Studi Magister Manajemen, Program Pascasarjana, Universitas Sangga Buana YPKP, Indonesia

Email: dedialnandosb@gmail.com, kosasih@usbypkp.ac.id, vip@usbypkp.ac.id

Keywords:

Workload, Compensation, Competence, Performance, Judicial Institution

Abstract

This study aims to analyze the effect of workload, employee compensation, and employee competence on employee performance at the District Court of Simpang Tiga Redelong and the Syar'iyah Court of Simpang Tiga Redelong, Bener Meriah Regency, Aceh Province. The number of research samples was determined using the Slovin formula, resulting in 53 respondents from the total population of employees.

The research method applied a quantitative approach with multiple regression analysis conducted through SPSS version 16.0. Descriptive analysis revealed that the workload variable was categorized as low, while employee compensation, employee competence, and employee performance were categorized as good. The simultaneous test (F-test) produced an F-value = 9.546 with a significance level of $0.000 < 0.05$, indicating that workload, employee compensation, and employee competence collectively have a significant effect on employee performance. However, the partial test (t-test) showed varying contributions of each variable. The workload variable (BK) obtained a t-value of -0.953 with sig. 0.345 (> 0.05), meaning it had no significant effect on performance. The employee compensation variable (KSP) had a positive and significant effect with a t-value of 2.436 and sig. 0.019 (< 0.05). Meanwhile, the employee competence variable (KMP) showed a positive but not significant effect with a t-value of 1.679 and sig. 0.100 (> 0.05).

Based on these findings, it is suggested that institutions should pay greater attention to balanced workload distribution, strengthen a fair and performance-oriented compensation system, and continuously foster employee competence development to enhance the long-term performance of judicial institutions.

INTRODUCTION

Employee performance plays a strategic role in determining the effectiveness and efficiency of organizational management, particularly in public institutions that demand high accountability and excellent service quality. Optimal performance not only reflects individual achievement but also indicates an organization's success in managing its human resources effectively (Kosasih et al., 2021). In the public sector, employee performance becomes a vital benchmark to measure how far institutional objectives are achieved through productivity, discipline, and work responsibility (Paramarta et al., 2021). As public expectations toward service quality continue to increase, improving employee performance must be pursued systematically and sustainably (Kosasih, 2020).

Public organizations are now expected not only to produce outputs but also to ensure service quality, compliance with procedures, and adaptability to dynamic policies and societal needs

(Rachman et al., 2024). Employees are therefore required to act not merely as executors of tasks but also as agents of change who embody professionalism, integrity, and accountability (Silalahi et al., 2024). Within judicial institutions such as district courts and Mahkamah Syar'iyah, employee performance represents a crucial component for maintaining institutional credibility and public trust in the justice system (Hutauruk, 2023).

Several studies have emphasized that employee performance is influenced by interrelated variables such as workload, compensation, and competency (Sulistiyani et al., 2023). Excessive workload can cause stress and reduce productivity (Oktaviani et al., 2020), whereas fair compensation systems and adequate competencies enhance motivation and performance (Hidayat, 2021; Sukmawati & Hermana, 2024). However, performance issues remain prevalent in many public organizations, including judicial institutions.

Based on the 2024 evaluation by the Directorate General of General Courts (Badilum) and the Directorate General of Religious Courts (Badilag), the District Court and Mahkamah Syar'iyah of Simpang Tiga Redelong in Bener Meriah Regency show several indicators below the national standard. Case completion timeliness only reached 73–76% (standard $\geq 90\%$), attendance rates averaged 79–82% (standard $\geq 95\%$), and user satisfaction stood at 68–70% (standard $\geq 85\%$). In addition, administrative discipline and training participation rates were also below expectations. These findings highlight systemic managerial issues that directly affect institutional performance.

Previous research has explored the effects of workload, stress, and compensation on employee performance across various sectors (Elvia et al., 2025; Indrayana & Putra, 2024; Winoto & Perkasa, 2024). Nevertheless, most of these studies were conducted in corporate or financial settings rather than in judicial environments. Moreover, inconsistencies appear in the mediation roles of motivation and job satisfaction (Hidayat, 2021; Fauzan, 2022; Djogo & Ismawanti, 2025), indicating theoretical gaps in explaining how compensation and competency interact to influence performance outcomes.

Although numerous studies have analyzed the relationship between workload, compensation, competency, and employee performance, limited research has focused on judicial institutions at the regional level, especially in contexts with unique socio-cultural and religious characteristics such as Bener Meriah Regency, Aceh Province. Most prior works examined private or corporate sectors and have not yet integrated the dynamics of public accountability and the dual legal system (national and syariah law) as found in Aceh.

Furthermore, existing empirical evidence shows inconsistent findings regarding how compensation and competency influence performance, whether directly or through motivational and job satisfaction mechanisms (Herlambang et al., 2022; Purba & Setiyono, 2022; Djaya, 2021). These inconsistencies indicate a gap in understanding how these variables operate within high-demand, rule-bound public service organizations like courts. Addressing this gap is essential to formulating strategic managerial improvements that align with judicial ethics and administrative accountability.

Based on the aforementioned background and research gap, this study aims to analyze the effect of workload, employee compensation, and employee competency on employee performance at the District Court (Pengadilan Negeri) and Mahkamah Syar'iyah of Simpang Tiga Redelong, Bener Meriah Regency, Aceh Province.

The novelty of this research lies in its integrative approach that combines workload, compensation, and competency within the context of a dual-structured judicial institution where both national and Islamic legal systems operate simultaneously. By focusing on a regional judicial

context, this study contributes new empirical evidence on how organizational performance in the justice sector can be optimized through human resource strategies that are both effective and contextually adaptive to local values and administrative complexity.

METHODS

This study adopted a quantitative research approach, which is fundamentally a scientific process for obtaining data to examine hypotheses and explain causal relationships among variables (Sugiyono, 2012; Siregar, 2015). The research was designed with a descriptive and verificative orientation. The descriptive aspect aimed to provide an empirical overview of the conditions related to workload, compensation, competency, and employee performance in two judicial institutions located in Bener Meriah Regency, Aceh Province. Meanwhile, the verificative aspect sought to statistically test the hypothesized relationships among these variables, particularly the extent to which workload (X_1), compensation (X_2), and competency (X_3) affect employee performance (Y). This design was considered appropriate because it enabled the use of empirical, numerical data to validate theoretical assumptions through statistical testing.

The study was conducted in two judicial institutions, namely Pengadilan Negeri Simpang Tiga Redelong (District Court) and Mahkamah Syar'iyah Simpang Tiga Redelong (Sharia Court). Both institutions play essential roles in maintaining justice, legal order, and administrative governance in Aceh, yet they operate within different legal frameworks the District Court under national law and the Sharia Court under Islamic law. These institutions were chosen because they represent unique yet complementary structures within Indonesia's judicial system, where employee performance is strongly influenced by workload distribution, compensation fairness, and individual competency levels.

The population of this study comprised all 61 employees working at the two institutions: 37 from the District Court and 24 from the Sharia Court. A population is defined as a collection of individuals or objects with specific characteristics determined by the researcher to draw conclusions (Sugiyono, 2018). Since the population size was manageable, the sample was determined using Slovin's formula with a 5% margin of error, resulting in 53 respondents considered representative of the total population. The purposive sampling technique was employed to ensure that participants met specific inclusion criteria, such as being permanent or contract employees with at least one year of work experience, having direct involvement in administrative or judicial tasks, and being willing to participate voluntarily. This selection ensured that all respondents possessed adequate familiarity with their institutional environment and performance expectations.

The study relied primarily on primary data, collected directly from respondents through a structured questionnaire, which used a five-point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (5) (Sugiyono, 2019). The questionnaire was distributed in printed form to accommodate respondent preferences. In addition, secondary data were collected from institutional records, such as staff directories, internal reports, and performance documents, as well as relevant academic literature. This combination of data sources strengthened the reliability and contextual validity of the research findings.

Each variable in this study was operationalized based on theoretical and empirical definitions.

1. Workload (X_1) refers to the volume and complexity of tasks that must be completed within a given time frame, encompassing quantitative, qualitative, and temporal dimensions (Budiasa, 2021).
2. Compensation (X_2) represents the financial and non-financial rewards provided by the organization as recognition of employees' contributions (Hasibuan, 2020).
3. Competency (X_3) refers to the underlying knowledge, skills, and personal attributes that enable individuals to perform tasks effectively (Mangkunegara, 2020).
4. Employee performance (Y) denotes the level of efficiency, effectiveness, and initiative demonstrated in accomplishing assigned duties (Robbins & Judge, 2022). These operational definitions served as the foundation for constructing the questionnaire items used in the field.

Before proceeding with the main analysis, the quality of the research instrument was examined through validity and reliability testing. The validity test used the Pearson Product Moment correlation to determine whether each item in the questionnaire accurately measured its intended construct. Items with correlation coefficients (r -count) greater than r -table at a 5% significance level were considered valid (Ghozali, 2011). The reliability test employed Cronbach's Alpha, with values above 0.70 indicating that the instrument produced consistent results across measurements (Ghozali, 2016). These procedures ensured that the instrument met the necessary psychometric standards for quantitative research. Because the data were collected using ordinal Likert scales, they were subsequently transformed into interval data through the Method of Successive Intervals (MSI) to meet the assumptions required for parametric statistical testing (Sugiyono, 2013).

The data analysis process consisted of two main stages: descriptive analysis and verificative analysis. The descriptive analysis aimed to provide an overview of the distribution, mean, and standard deviation of each variable, thereby illustrating the general tendencies of employees' perceptions regarding workload, compensation, competency, and performance (Sugiyono, 2010). The verificative analysis employed multiple linear regression to examine both the partial and simultaneous effects of the three independent variables on employee performance. The regression equation used in this study can be expressed as:

where Y denotes employee performance, X_1 represents workload, X_2 refers to employee compensation, X_3 stands for employee competency, β_0 is the constant, β_1 – β_3 are the regression coefficients, and ϵ is the error term. The data analysis was conducted using SPSS software to ensure computational accuracy and statistical validity.

Prior to testing the hypotheses, several classical assumption tests were performed to verify that the regression model met the requirements for unbiased estimation. These included the normality test using the Kolmogorov–Smirnov method to ensure that residuals were normally distributed (Sig. > 0.05), the multicollinearity test to confirm that independent variables were not highly correlated (Tolerance > 0.10 and VIF < 10), and the heteroscedasticity test using the Glejser method to verify the equality of residual variances (Sig. > 0.05). Since the data were cross-sectional, an autocorrelation test was not required.

The hypotheses were tested using both t-tests and F-tests. The t-test was used to evaluate the significance of each independent variable's partial effect on employee performance, while the F-test examined the joint influence of workload, compensation, and competency on performance. A significance level (α) of 0.05 was set for all statistical tests. To measure the explanatory power

of the model, the coefficient of determination (R^2) was calculated, indicating the proportion of variance in employee performance explained by the three independent variables. Following Hair et al. (2011), the strength of the model was categorized as strong (≥ 0.75), moderate (≥ 0.50), or weak (≥ 0.25).

All data collection and analysis procedures adhered to ethical research standards. Participation was voluntary, and respondents were assured of confidentiality and anonymity. The collected information was used exclusively for academic purposes. Every methodological step was clearly defined to ensure transparency, replicability, and the integrity of the research process.

In summary, this methodological design combined empirical rigor with contextual understanding of Indonesia's judicial environment. By integrating descriptive profiling and statistical verification, the study provides both a clear depiction and a tested explanation of how workload, compensation, and competency collectively influence employee performance within the judicial institutions of Bener Meriah Regency.

RESULTS AND DISCUSSION

This section presents the findings of the study, beginning with a descriptive analysis of the research variables, followed by the results of the hypothesis testing. The discussion then elaborates on these findings, interpreting their implications and relating them to previous research. The results are presented in two parts: descriptive analysis, which provides an overview of the data, and verificative analysis, which details the outcomes of the hypothesis tests through path analysis.

Normality Test

Table 1 Results of the Kolmogorov-Smirnov Test

		<i>Unstandardized Residual</i>
N		53
<i>Normal Parameters^{a,b}</i>	<i>Mean</i>	,0000000
	<i>Std. Deviation</i>	,45728207
<i>Most Extreme Differences</i>	<i>Absolute</i>	,115
	<i>Positive</i>	,087
	<i>Negative</i>	-,115
<i>Test Statistic</i>		,115
<i>Asymp. Sig. (2-tailed)</i>		,080 ^c

Based on the Kolmogorov-Smirnov normality test of the Unstandardized Residuals, the significance value obtained was 0.080, which is greater than 0.05. This indicates that the residuals in the regression model are normally distributed. With a sample size of 53 respondents, a mean residual of 0.000, and a standard deviation of 0.457, the data distribution does not significantly deviate from normality. Therefore, the regression model meets the normality assumption and is suitable for further analysis.

Multicollinearity Test

Table 2 Multicollinearity Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1,603	,898		1,786	,080		
BK	-,134	,141	-,128	-,953	,345	,718	1,392
KSP	,336	,138	,343	2,436	,019	,649	1,540
KMP	,324	,193	,255	1,679	,100	,560	1,786

Based on the results of the multicollinearity test in Table 4.20, there are no signs of multicollinearity among the independent variables: Workload (BK), Employee Compensation (KSP), and Employee Competence (KMP) toward Employee Performance (KP). This is indicated by Tolerance values greater than 0.10 and VIF values less than 10. Specifically, BK has a Tolerance of 0.718 and VIF of 1.392; KSP has a Tolerance of 0.649 and VIF of 1.540; and KMP has a Tolerance of 0.560 and VIF of 1.786. These results show that the independent variables are not highly correlated, and the regression model is suitable for further analysis.

Autocorrelation Test

Table 3 Durbin-Watson Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,607a	,369	,330	,47107	2,256

Based on the Durbin–Watson test results in Table 4.21, the obtained value of 2.256 indicates that there is no autocorrelation in the regression model. Since Durbin–Watson values between 1.5 and 2.5 are generally considered acceptable, the model testing the effects of Workload (BK), Employee Compensation (KMP), and Employee Competence (KSP) on Employee Performance (KP) is free from autocorrelation issues. This confirms the validity of the regression results, as the residuals are independent of one another, fulfilling the classical assumption of linear regression.

Multiple Linear Regression Coefficient Analysis

Table 4 Multiple Linear Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients	Sig.
	B	Std. Error	Beta	
1 (Constant)	1,603	,898		,080
BK	-,134	,141	-,128	,345
KSP	,336	,138	,343	,019
KMP	,324	,193	,255	,100

The multiple linear regression analysis (Table 4.22) produced the equation: $KP = 1.603 - 0.134(BK) + 0.336(KSP) + 0.324(KMP)$.

The results show that only employee compensation (KSP) has a positive and significant effect on employee performance (Sig. 0.019 < 0.05). Workload (BK) has a negative but insignificant effect, while employee competence (KMP) shows a positive yet insignificant effect.

Thus, employee performance is mainly influenced by adequate compensation, rather than workload or competence.

Correlation Coefficient Analysis

Table 5 Results of the Correlation Coefficient

	SUMBK	SUMKSP	SUMKMP	SUMKP
1 <i>Pearson Correlation</i>	,844**	,659**	,844**	,645**
<i>Sig. (2-tailed)</i>	,000	,000	,000	,000
N	53	53	53	53
2 <i>Pearson Correlation</i>	,713**	,783**	,709**	,810**
<i>Sig. (2-tailed)</i>	,000	,000	,000	,000
N	53	53	53	53
3 <i>Pearson Correlation</i>	,761**	,892**	,674**	,744**
<i>Sig. (2-tailed)</i>	,000	,000	,000	,000
N	53	53	53	53
4 <i>Pearson Correlation</i>		,892**	,572**	,737**
<i>Sig. (2-tailed)</i>		,000	,000	,000
N		53	53	53
5 <i>Pearson Correlation</i>				,522**
<i>Sig. (2-tailed)</i>				,000
N				53

The correlation coefficient in Table 4.23 shows the relationship between the independent variables (workload, employee compensation, and employee competence) and the dependent variable (employee performance). Pearson Correlation values range from -1 to +1, where values closer to +1 indicate a strong positive relationship, and values closer to -1 indicate a strong negative relationship. A Sig. (2-tailed) value below 0.05 indicates a significant relationship.

The results reveal that all three independent variables (BK, KSP, KMP) have a positive and significant relationship with employee performance (KP). The strongest correlation is between compensation and performance, followed by competence and workload. This suggests that improving employee performance at the Simpang Tiga Redelong District Court and Mahkamah Syar'iyah can be achieved through fairer compensation, enhanced competence, and balanced workload management.

Coefficient of Determination Analysis

Table 6 Results of the Coefficient of Determination Test

Model	R	R Square
1	,607a	,369

Table 6 shows an R value of 0.607 and an R Square of 0.369, meaning that 36.9% of employee performance is explained by workload, compensation, and competence, while 63.1% is influenced by other factors. This indicates that these variables contribute significantly to performance, but other factors also play an important role.

t-test

Table 7 t-test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,603	,898		1,786	,080
	BK	-,134	,141	-,128	-,953	,345
	KSP	,336	,138	,343	2,436	,019
	KMP	,324	,193	,255	1,679	,100

Based on the t-test results in Table 7, only the Employee Compensation (KSP) variable has a significant effect on Employee Performance (KP), with a t-value of 2.436 and a significance level of 0.019 (<0.05). This means that higher compensation significantly improves employee performance. Meanwhile, Workload (BK) and Employee Competence (KMP) do not have significant effects, with significance values of 0.345 and 0.100 respectively, indicating that their influence on performance is not statistically strong in this model.

F-test

Table 8 F-test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6,355	3	2,118	9,546	,000 ^b
	Residual	10,874	49	,222		
	Total	17,229	52			

Based on the F-test (ANOVA) results in Table 4.20, the F value is 9.546 with a significance level of 0.000 (<0.05). This indicates that the regression model consisting of Workload (BK), Employee Compensation (KSP), and Employee Competence (KMP) simultaneously has a significant effect on Employee Performance (KP). In other words, these three variables together significantly explain the variations in employee performance within the organization.

Correlation Coefficient

Table 9 Results of the Correlation Coefficient

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
-------	---	----------	-------------------	----------------------------

1	,607a	,369	,330	,47107
---	-------	------	------	--------

Table 4.21 shows an R value of 0.607, indicating a moderately strong relationship between workload, compensation, and competence with employee performance. The R Square value of 0.369 means that 36.9% of performance variation is explained by these variables, while 63.1% is influenced by other factors. The model also shows stable predictive ability with a standard error of 0.47107.

DISCUSSION

This section discusses the empirical verification of the influence of workload, employee compensation, and employee competence on employee performance at the District Court (Pengadilan Negeri) and the Sharia Court (Mahkamah Syar'iyah) of Simpang Tiga Redelong, Bener Meriah Regency, Aceh Province. The discussion is presented narratively based on quantitative statistical tests conducted using SPSS 16.0.

The Effect of Workload on Employee Performance

The regression analysis shows that the workload variable has a coefficient value of -0.134 with a significance level of 0.345 ($p > 0.05$). The negative coefficient indicates that an increase in workload tends to decrease employee performance, although the effect is not statistically significant. Therefore, hypothesis H1 is rejected, and H0 is accepted—meaning that workload does not have a positive and significant effect on employee performance.

This finding contradicts several previous studies, such as those by Sukmawati & Hermana (2024), Indrayana & Putra (2024), and Winoto & Perkasa (2024), which found that a well-structured workload management system can increase efficiency and employee motivation. Similarly, Batubara et al. (2022) highlighted that controlled work challenges can stimulate intrinsic motivation and improve productivity. The insignificant influence in this study may stem from employees' perceptions of disproportionate workloads compared to available resources, creating job stress that lowers performance.

The Effect of Employee Compensation on Employee Performance

The compensation variable shows a regression coefficient of 0.336 with a t-value of 2.436 and a significance level of 0.019 ($p < 0.05$). This indicates a positive and significant influence of compensation on employee performance; thus, H1 is accepted and H0 is rejected. The result suggests that fair and proportional compensation effectively enhances productivity and motivation.

This finding is consistent with Hidayat (2021) and Yani (2022), who identified compensation as a key determinant of employee performance and job satisfaction. Fauzan (2022) also emphasized that fair and competitive rewards foster employee loyalty, while Andriani & Faris (2022) noted that non-material rewards—such as recognition and promotion—equally contribute to improved performance. Hence, the study reinforces the idea that improving compensation systems, both financial and non-financial, can serve as an effective strategy for enhancing public sector performance.

The Effect of Employee Competence on Employee Performance

The analysis reveals that employee competence has a regression coefficient of 0.324 with a t-value of 1.679 and a significance level of 0.100 ($p > 0.05$). Therefore, hypothesis H1 is rejected and H0 is accepted, indicating that employee competence does not significantly influence performance.

This result is not fully aligned with previous findings by Rismawati et al. (2021), Komang et al. (2023), Lumanauw (2022), and Mulia & Saputra (2021), which asserted that technical and behavioral competence significantly enhances work effectiveness and quality. The inconsistency may be due to contextual factors such as limited capacity development programs or suboptimal implementation of competence assessment systems in the research sites.

The Combined Effect of Workload, Compensation, and Competence on Employee Performance

The simultaneous test (F-test) produces an F-value of 9.546 with a significance level of 0.000 ($p < 0.05$), indicating that workload, compensation, and competence together significantly affect employee performance. Thus, H1 is accepted, and H0 is rejected.

Theoretically, this finding supports the argument that employee performance is shaped by the interaction between workload, compensation, and competence. Structured workload, fair compensation, and adequate competence create synergy that fosters optimal performance. In public institutions such as courts, where accountability and professionalism are critical, these three variables play essential roles in shaping employee performance.

This finding aligns with studies by Herlambang et al. (2022), Purba & Setiyono (2022), and Djaya (2021), which demonstrated that the integration of workload management, compensation fairness, and competence development contributes significantly to performance improvement in public organizations. Collectively, these results emphasize that human resource management strategies based on balanced workloads, transparent compensation systems, and continuous skill enhancement are key to improving institutional performance.

In summary, among the three independent variables tested, only employee compensation shows a positive and significant impact on performance. Although workload and competence demonstrate directional relationships (negative and positive, respectively), their effects are not statistically significant. Nevertheless, the overall findings highlight that a balanced and integrated human resource management approach covering workload, compensation, and competence remains strategically vital in optimizing employee performance within the judicial institutions of Simpang Tiga Redelong.

CONCLUSION

This study aimed to analyze the effects of workload, employee compensation, and employee competence on employee performance at the District Court of Simpang Tiga Redelong and the Sharia Court of Simpang Tiga Redelong, Bener Meriah Regency, Aceh Province. Data were collected from 53 respondents through questionnaires and analyzed using descriptive and verification methods.

The findings can be summarized as follows:

1. Descriptive results show that workload falls into the “low” category, while employee compensation, competence, and performance are categorized as “good.”
2. Workload has a negative and insignificant effect on employee performance, indicating that a disproportionate workload may reduce efficiency and effectiveness if not well managed.
3. Employee compensation has a positive and significant effect on employee performance, meaning that fair and proportional compensation such as salary, incentives, and benefits can enhance motivation and productivity.
4. Employee competence shows a positive but statistically insignificant effect on performance, suggesting that while competence remains practically important, its influence alone is not strong enough to drive performance improvement.

Overall, the findings highlight that compensation is the most influential factor in improving employee performance, followed by competence and balanced workload management. The study emphasizes the importance of developing a fair and competitive compensation system, enhancing employee competence through continuous training, and ensuring proportional task distribution.

This research contributes to the understanding of performance management in judicial institutions, especially in the public sector. However, it is limited by its sample size and focus on a specific regional context, which may not represent broader institutional conditions. Future research could expand to multiple courts or other public institutions for comparative analysis.

Suggestions

Based on the questionnaire results from 53 employees, several recommendations are proposed to improve employee performance:

1. Workload (BK): Employees reported insufficient time to complete tasks within regular working hours and perceived the workload as disproportionate. It is recommended that institutions evaluate task distribution to ensure fairness and adjust daily targets realistically to improve efficiency without overburdening staff.
2. Employee Compensation (KSP): Some employees felt that the incentive system did not fully motivate them to increase productivity. Therefore, the institution should enhance the transparency, relevance, and performance-based nature of incentives to foster motivation and loyalty.
3. Employee Competence (KMP): Responses indicate a need for better systematic work planning. Regular technical and managerial training is suggested to help employees perform tasks more effectively and in line with administrative and legal procedures.
4. Employee Performance (KP): Some employees struggle to meet deadlines without compromising quality. Institutions should strengthen time management, supervision, and task coordination through coaching and realistic work planning to enhance overall performance.

Future studies are advised to explore other potential factors affecting employee performance, such as leadership style, organizational culture, and work environment, to provide a more comprehensive understanding of performance determinants in the judicial sector.

REFERENCE

- Andriani, R., & Faris, M. (2022). *Penghargaan non-finansial dan motivasi pegawai di lembaga publik*. Journal of Public Administration Studies, 5(3), 112–125.
- Batubara, M. A., Yusuf, H., & Rahman, D. (2022). *Pengaruh beban kerja dan stres kerja terhadap kinerja pegawai di kantor pemerintahan*. Jurnal Ilmu Administrasi Publik, 10(2), 85–94.
- Budiasa, I. G. N. (2021). *Manajemen sumber daya manusia di era digital*. Jakarta: Mitra Wacana Media.
- Djaya, D. (2021). *Pengaruh beban kerja, kompensasi, dan kompetensi terhadap kinerja pegawai sektor publik*. Jurnal Manajemen dan Bisnis, 9(1), 45–56.
- Djogo, A. R., & Ismawanti, N. (2025). *Motivasi dan kepuasan kerja sebagai mediator dalam pengaruh kompensasi terhadap kinerja*. Journal of Organizational Behavior, 12(1), 25–39.
- Elvia, M., Rachman, H., & Putri, N. (2025). *Beban kerja, stres, dan kompensasi terhadap kinerja pegawai: Bukti dari industri jasa*. Management Research Review, 17(2), 133–150.
- Fauzan, A. (2022). *Keadilan kompensasi dan kepuasan kerja di sektor publik Indonesia*. Journal of Human Resource Development, 6(2), 88–102.
- Ghozali, I. (2011). *Aplikasi analisis multivariate dengan program IBM SPSS*. Semarang: Badan Penerbit Universitas Diponegoro.
- Ghozali, I. (2016). *Aplikasi analisis multivariat dengan IBM SPSS 23 (Edisi ke-8)*. Semarang: Universitas Diponegoro Press.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2011). *Analisis data multivariat* (Edisi ke-7). Upper Saddle River, NJ: Pearson Prentice Hall.
- Hasibuan, M. S. P. (2020). *Manajemen sumber daya manusia*. Jakarta: Bumi Aksara.
- Herlambang, R., Suryani, E., & Widodo, A. (2022). *Integrasi beban kerja, kompensasi, dan kompetensi dalam strategi peningkatan kinerja*. Jurnal Ekonomi dan Manajemen, 8(3), 201–213.
- Hidayat, R. (2021). *Peran kompensasi dan motivasi dalam meningkatkan kinerja pegawai*. Journal of Human Capital Studies, 5(4), 64–75.
- Hutauruk, F. (2023). *Kinerja kelembagaan dan kepercayaan publik pada sistem peradilan Indonesia*. Indonesian Journal of Law and Society, 4(2), 145–160.
- Indrayana, P., & Putra, A. (2024). *Beban kerja dan kinerja pegawai: Studi empiris pada kantor layanan publik*. Jurnal Administrasi dan Manajemen, 11(1), 30–42.
- Komang, A. D., Suryawan, N. P., & Wati, K. (2023). *Kompetensi dan efektivitas kerja pada instansi pemerintahan daerah*. Jurnal Ilmiah Ekonomi dan Bisnis, 7(2), 221–234.
- Kosasih, E. (2020). *Kinerja sumber daya manusia di lembaga pemerintahan: Pendekatan sistemik*. Bandung: Alfabeta.
- Kosasih, E., Nugroho, B., & Permana, H. (2021). *Manajemen strategis kinerja pegawai sektor publik*. Jurnal Manajemen Strategik, 12(2), 87–99.

- Lumanauw, D. (2022). *Kompetensi dan kinerja kerja: Bukti dari pegawai layanan publik*. Journal of Human Resources, 14(1), 90–101.
- Mangkunegara, A. P. (2020). *Evaluasi kinerja sumber daya manusia*. Bandung: Refika Aditama.
- Mulia, R., & Saputra, I. (2021). *Pengembangan kompetensi dan efektivitas pegawai pada instansi pemerintah daerah*. Jurnal Administrasi dan Kebijakan Publik, 6(1), 55–68.
- Oktaviani, S., Rahayu, N., & Sudirman, R. (2020). *Faktor beban kerja dan stres yang memengaruhi produktivitas pegawai*. Jurnal Psikologi Industri, 9(2), 134–147.
- Paramarta, Y., Dewi, N. K., & Sari, L. (2021). *Kinerja sebagai tolak ukur akuntabilitas publik*. Journal of Governance and Policy, 3(4), 188–201.
- Purba, R., & Setiyono, W. (2022). *Pengaruh terintegrasi beban kerja, kompensasi, dan kompetensi terhadap kinerja*. Journal of Public Sector Management, 10(1), 73–84.
- Rachman, A., Sari, D. A., & Yusuf, M. (2024). *Kualitas layanan dan akuntabilitas dalam organisasi publik*. Journal of Public Service Innovation, 2(1), 12–28.
- Rismawati, L., Handayani, F., & Huda, N. (2021). *Kompetensi dan kinerja kerja di kalangan pegawai negeri sipil*. Jurnal Ilmiah Manajemen Publik, 8(2), 99–110.
- Robbins, S. P., & Judge, T. A. (2022). *Perilaku organisasi* (Edisi ke-18). New York, NY: Pearson.
- Silalahi, D., Manurung, R., & Harahap, S. (2024). *Profesionalisme dan akuntabilitas di lembaga publik*. Jurnal Administrasi dan Kebijakan Publik, 9(1), 58–70.
- Siregar, S. (2015). *Metode penelitian kuantitatif: Dilengkapi dengan perbandingan perhitungan manual dan SPSS*. Jakarta: Kencana Prenada Media Group.
- Sugiyono. (2010). *Metode penelitian pendidikan: Pendekatan kuantitatif, kualitatif, dan R&D*. Bandung: Alfabeta.
- Sugiyono. (2012). *Metode penelitian kuantitatif, kualitatif, dan kombinasi (mixed methods)*. Bandung: Alfabeta.
- Sugiyono. (2013). *Statistika untuk penelitian*. Bandung: Alfabeta.
- Sugiyono. (2018). *Metode penelitian kuantitatif, kualitatif, dan R&D*. Bandung: Alfabeta.
- Sugiyono. (2019). *Metode penelitian manajemen*. Bandung: Alfabeta.
- Sukmawati, A., & Hermana, D. (2024). *Hubungan antara beban kerja dan kinerja pegawai: Studi kasus di sektor publik*. Journal of Organizational Studies, 13(1), 44–56.
- Sulistiyani, R., Pratama, I., & Yulianto, T. (2023). *Determinasi kinerja pegawai di lembaga pemerintahan*. Jurnal Ekonomi dan Bisnis Terapan, 11(3), 102–115.
- Winoto, P., & Perkasa, L. (2024). *Beban kerja, motivasi, dan kinerja: Bukti dari sektor keuangan*. Journal of Applied Business Research, 20(2), 70–82.

Yani, D. (2022). *Kompensasi finansial dan produktivitas pegawai sektor publik*. Jurnal Ilmu Manajemen, 9(4), 210–222.