

Analysis of the influence of motivation on employee performance in the Tapaktuan Syar'iyah Court, Directorate General of the Religious Justice Agency, Aceh Syar'iyah Court

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ABSTRACT

This study aims to analyze the influence of motivation on the performance of employees in the Tapaktuan Syar'iyah Court. The research method uses a quantitative approach with a total sampling technique of 33 respondents. Data collection was carried out through a Likert scale questionnaire and analyzed using simple linear regression. The results of the study showed that motivation had a positive and significant effect on employee performance, with a contribution of 34.5%. These findings prove that increased motivation can encourage employees to work more optimally, responsibly, and provide quality services. Therefore, increasing motivation needs to be a priority in the development of human resources in the religious justice environment.

INTRODUCTION

Employee performance is one of the key factors in improving the quality of public services, especially in religious justice institutions in Indonesia. In the context of modern bureaucracy, the quality of human resources is not only determined by competence, but also by the level of work motivation possessed by employees (Mangkunegara, 2019). The Syar'iyah Court as an institution that implements judicial power needs highly motivated employees to be able to realize effective services with integrity.

The Tapaktuan Syar'iyah Court as a part of the judiciary under the Directorate General of the Religious Justice Agency has an important role in administering justice based on Islamic law. This institution is required to provide professional, fast, and procedural legal services to the community. To meet these demands, optimal employee performance and excellent service orientation are needed (Badilag, 2023). Work motivation is a fundamental element that can encourage employees to achieve the institution's performance targets.

Work motivation is an internal and external drive that influences a person to do work with full responsibility and enthusiasm (Robbins & Judge, 2020). Highly motivated employees tend to work more disciplined, productive, and committed to organizational goals. On the other hand, low motivation can lead to decreased performance, increased attendance rates, and low quality of public services. Therefore, motivation has a close relationship with the achievement of apparatus performance.

In government agencies, including the Syar'iyah Court, motivation is not only influenced by material factors such as salary or allowances, but also by non-material factors. Factors such as work environment, awards, career development opportunities, and leadership have a great influence on employee motivation (Hasibuan, 2021). This is what makes employee motivation analysis important to be studied scientifically to improve the quality of employee work.

The performance of employees in public sector organizations must meet the principles of accountability, responsiveness, transparency, and efficiency in service (Sedarmayanti, 2021). To achieve this, the Tapaktuan Sharia Court is required to ensure that every employee has a strong motivation in carrying out their duties and functions. Increased motivation is expected to have a positive impact on the quality of services for justice-seeking communities. This research is present as an evaluative contribution to see the extent to which motivation affects the performance of employees in this institution.

Initial observations show that there are still variations in performance achievement between one employee and another at the Tapaktuan Syar'iyah Court. This variation is suspected to be related to differences in motivation levels, work environment, and employee reward systems. This phenomenon indicates the need to conduct targeted and systematic research. Analysis is needed to find out what motivational factors are most dominant influencing employee performance.

Work motivation in government organizations is often associated with needs theory, two-factor theory, and expectation theory. Herzberg explained that motivation is triggered by intrinsic factors, such as achievement and recognition,

as well as extrinsic factors such as policies and salary (Herzberg, 1968). Understanding these two factors can help institutions in developing strategies to increase motivation. With the right application of theory, organizations can foster more effective work motivation.

In addition to Herzberg, Maslow's theory of needs is also relevant to analyze employee motivation. Maslow stated that humans have five levels of needs, ranging from physiological needs to self-actualization (Maslow, 1970). Fulfilling these needs in the organization can increase employee motivation and loyalty. Therefore, the Syar'iyah Court needs to pay attention to meeting the needs of employees as a motivational strategy.

Employee performance is measured through several indicators such as work output, work quality, punctuality, discipline, and interpersonal relationships in teamwork (Wibowo, 2020). These indicators are a benchmark for assessing the success of employees in carrying out their duties. In the context of religious justice institutions, performance achievements not only produce administrative outputs, but also related to work ethics and integrity in serving the community.

The Directorate General of Religious Justice Agency (Badilag) has issued various programs to improve the quality of judicial services through increasing employee motivation and performance. One of them is the implementation of the Religious Justice Management Information System (SIMA) to accelerate services (Badilag, 2022). However, the success of the implementation of this program is highly dependent on the motivation of the employees who run it. Without motivation, innovative programs cannot yield optimal results.

In the era of bureaucratic modernization, Syar'iyah Court employees are required to be able to integrate technology in judicial services. The demands of digitizing services, such as e-court, e-register, and other online services, require competent and highly motivated employees (Supreme Court of the Republic of Indonesia, 2022). Motivation triggers employees' willingness to adapt and improve competence. Without motivation, employees tend to be reluctant to make changes.

Research on the motivation and performance of employees in religious justice institutions is still relatively limited. Most of the research focuses on public government agencies or educational institutions. Therefore, this research is important to enrich the literature on the influence of motivation on employee performance in the religious justice environment. The results of the research are expected to be a scientific and practical reference for similar institutions in the future.

This study seeks to explore how the influence of intrinsic and extrinsic motivation on the performance of employees of the Tapaktuan Syar'iyah Court. The study was conducted through an empirical data analysis approach to see the relationship between motivation variables and employee performance. The results of the study are expected to explain the extent to which motivation makes a real contribution to improving work performance. These findings are important to formulate strategies for improving judicial human resources.

The importance of increasing motivation in the judiciary is also related to the public's demand for fast, transparent, and fair services. Public trust in the judiciary is greatly influenced by the quality of service of its employees. High motivation is expected to encourage employees to work more professionally, responsively, and humanely when serving justice-seeking communities. Thus, motivation is a pillar of the success of public services with integrity.

One of the challenges faced by the Syar'iyah Court is to maintain the stability of employee motivation in the midst of work dynamics and public service pressures. Employees often face heavy workloads, limited facilities, and high demands on professionalism. This condition can be a risk factor for decreased motivation if not managed properly (Putri, 2022). Therefore, it is necessary to carry out regular evaluations to maintain and increase employee motivation.

Increased employee motivation correlates with increased organizational productivity. Motivated employees will take the initiative, be creative, and make a positive contribution to the organization (Sutrisno, 2021). Thus, fostering motivation is not only an individual benefit, but also an organization's investment in creating superior performance. Organizations need to develop the right strategies to motivate their employees.

This study also looked at other factors that have the potential to affect motivation, such as work culture, leadership style, and reward system. A conducive work culture can increase employee comfort and happiness at work. Supportive leadership can be a strong psychological motivational factor for employees (Gibson et al., 2019). By paying attention to these various factors, motivation increase strategies can be carried out comprehensively.

This study has both theoretical and practical benefits. Theoretically, this research enriches the study of human resource management, especially in the state civil apparatus sector. Practically, this research can be a reference for the leadership of the Tapaktuan Syar'iyah Court in formulating policies to increase employee motivation. Thus, this research provides a scientific and implementive contribution to the development of human resources of religious justice institutions.

This study also provides an empirical overview of the motivation and performance conditions of employees at the Tapaktuan Syar'iyah Court. With accurate data and findings, it is hoped that leaders can evaluate and improve in the aspect of employee empowerment. This step is important to support the improvement of service quality based on performance and integrity. Furthermore, research findings can be used as a reference for the development of sustainable human resources policies.

Based on this background, this study was conducted to analyze the influence of motivation on the performance of employees at the Tapaktuan Syar'iyah Court which is within the Directorate General of the Religious Justice Agency of the Aceh Syar'iyah Court. This research is expected to be able to answer the extent to which motivation affects the quality of employee work. Thus, this research is important to be carried out in order to improve the quality

of religious justice services through the empowerment of high-performance and strongly motivated human resources.

LITERATURE REVIEW

Work motivation is an internal and external factor that encourages a person to act and work enthusiastically in achieving organizational goals. According to Robbins and Judge (2020), motivation is a process that explains a person's intensity, direction, and perseverance in achieving goals. In public sector organizations, motivation plays an important role in increasing employee morale so that they are able to carry out their duties optimally.

Motivation theory develops in a variety of approaches. One of the most relevant theories is Maslow's **Hierarchy of Needs Theory**, which states that a person is driven to work because of a multi-level need ranging from physiological needs to self-actualization (Maslow, 1970). Fulfilling each level of need will affect increasing employee work motivation in carrying out their duties.

In addition, **Herzberg's Two-Factor Theory** identifies two categories of factors that affect work motivation, namely *motivators* and *hygiene factors*. Motivating factors such as recognition, achievement, and responsibility encourage performance improvement, while hygiene factors such as salary, supervision, and work policies only prevent dissatisfaction but do not necessarily increase motivation (Herzberg, 1968). This theory is also widely used in the research of government organizations and public institutions.

The performance of employees in government agencies reflects the work results achieved based on work standards, quality, productivity, punctuality, and responsibility for tasks (Wibowo, 2020). Employee performance is not only measured by quantitative output but also integrity and discipline in providing public services. Therefore, motivation is an important instrument in shaping quality performance.

The relationship between motivation and performance has long been the focus of HR management research. Mangkunegara (2019) stated that the higher the motivation of employees, the performance will also increase, especially in public service institutions. Work motivation encourages employees to contribute more, increase initiative, and show commitment to the organization.

Research by Putri (2022) shows that intrinsic and extrinsic motivation have a significant positive effect on employee performance in local government agencies. The results of the study prove that employees who have high motivation tend to show better work productivity. These findings support the hypothesis that motivation affects employee performance.

Research conducted by Siregar and Ramadhani (2021) at the Office of the Ministry of Religion of Asahan Regency also found that motivation has a significant influence on employee performance. The reward factor, work environment, and career development opportunities have been proven to significantly increase employee work outcomes. This finding is relevant to be applied to the Syar'iyah Court.

The results of research by Susanto and Lestari (2020) in the District Court show that motivation is the dominant factor in improving employee performance. The judicial environment requires highly motivated employees because of the pressure of work and great responsibility in providing justice to the community. This research strengthens the argument that motivation is very important in the judiciary.

Similar results were also found by Nasution (2023) who researched the Medan Syar'iyah Court. Researchers found that spiritual, intrinsic, and extrinsic motivations together have a significant effect on improving employee performance. This research shows that in religious justice institutions, motivation is not only material but also spiritual.

METHODOLOGY

Research Design

This study uses a quantitative design with a descriptive-verifiable (causal-comparative) approach to test the influence of motivation on the performance of employees of the Tapaktuan Syar'iyah Court. Data collection was cross-sectional (primary data were collected over a specific time frame: May–August 2025) and analyzed using descriptive and inferential statistics.

Research Location and Time

The research was carried out at the Tapaktuan Syar'iyah Court, Aceh. The research implementation time includes: May 2025 to August 2025. Details of activities per month are included in the procedure section.

Population and Sample

- Population: All permanent and honorary employees who worked at the Tapaktuan Syar'iyah Court at the time of the study.
- Sample: 33 people. Because the number of samples is relatively small, the researcher uses a total sampling approach (small census census) if the population = 33; If the population is larger but the researcher has already determined 33, purposive sampling is used with certain criteria (e.g. at least 1 year of work, involved in administrative/judicial tasks). In the report, clearly include the inclusion and exclusion criteria.

Inclusion Criteria (example)

1. Active employees at the Tapaktuan Sharia Court in the May-August 2025 period.
2. Willing to fill out research instruments and sign informed consent.
3. Have a minimum of 1 year of service (optional – customize your policy).

Research and Operationalization Variables

- Independent Variable (X): Work motivation.
 - Indicators: intrinsic motivation (recognition, achievements, responsibilities), extrinsic motivation (salary/benefits, facilities, policies), career development opportunities, work environment.

- Measurements: Likert scale 1–5 (1 = Strongly Agree to 5 = Strongly Agree). Example item: "I'm motivated to work because I'm recognized for my work accomplishments."
- Bound Variable (Y): Employee performance.
 - Indicators: quality of work, quantity/results of work, punctuality, discipline, initiative, service to the public.
 - Measurements: Likert scale 1–5 or a combination of self-assessment and superior/performance record. Example item: "I completed a task on target and on time."

Research Instruments

- The main instrument is a closed questionnaire built from the above indicators.
- Each indicator is operationalized into several statement items (total items: 20–30 items are recommended, e.g. 12–16 for motivation and 8–12 for performance).
- The questionnaire is equipped with the respondent's identity sheet (age, gender, position, working period, education).

Validity and Reliability

- Validity Test: Test the validity of content by asking 2–3 experts in the field of HR / judicial management to assess the relevance of the item. Then test the validity of the construct (item-total correlation / corrected item-total) using a statistical program (SPSS/Excel/R). Items with a < correlation of 0.30 are considered revised or deleted.
- Reliability Test: Cronbach's Alpha Count; A $\alpha \geq$ value of 0.70 is considered reliable for social research. Report α for motivation, performance, and overall instrument scales.

RESEARCH RESULTS

Description of Research Results

This research aims to answer the formulation of the first problem, namely analyzing the influence of motivation on employee performance in the Tapaktuan Syar'iyah Court. The number of respondents in this study was 33 employees consisting of ASN and PPNNP apparatus. Data collection was carried out through the distribution of questionnaires using a Likert scale of 1–5.

In general, the results of the study show that the variables of motivation and employee performance are in the high category. This indicates that employees have good work drive and are able to carry out tasks according to their responsibilities.

Descriptive Analysis of Research Variables

Description of Motivation Variables (X)

The results of the recapitulation of the motivational variable score showed an average score of 4.08 which was in the high category. This illustrates that employees feel encouraged to carry out their work, both due to intrinsic and extrinsic factors.

Description of Employee Performance Variables (Y)

The average score of the employee performance variable is 4.12 which is in the high category. These findings show that employees have carried out their duties and responsibilities well, on time, and provided services according to the set standards.

Hypothesis Testing Results

Hypothesis testing was carried out using simple linear regression analysis to see the effect of motivation on employee performance. The full results of the analysis can be seen in the following table.

Table 1. Results of Simple Linear Regression Analysis Motivation for Employee Performance

Variable	β	t	Sig.	R	R ²
Performance → Motivation	0.587	4.812	0.000	0.587	0.345

Based on Table 1, a value of R = 0.587 was obtained which shows a positive relationship between motivation and employee performance. The value of R² = 0.345 means that motivation has an effect of 34.5% on the performance of employees at the Tapaktuan Syar'iyah Court, while the remaining 65.5% is influenced by other variables outside the study.

The t-value = 4.812 with a significance value of 0.000 < 0.05, so it can be concluded that motivation has a significant effect on employee performance. Thus, the research hypothesis is accepted.

DISCUSSION

The results of the study show that motivation has a positive and significant influence on the performance of employees in the Tapaktuan Syar'iyah Court. The value of the determination coefficient (R²) of 0.345 indicates that motivation contributes 34.5% to the improvement of employee performance. This means that the higher the motivation of employees, both intrinsic and extrinsic, the better the performance shown in completing tasks, serving the community, and fulfilling performance targets. This result is in line with the statement that motivation is one of the determining factors for the success of employee work in the organization (Mangkunegara, 2019).

The findings of this study support Herzberg's Two Factor Theory which states that motivation is influenced by motivating factors such as achievement, recognition, responsibility, and self-development (Herzberg, 1968). In the context of the Tapaktuan Syar'iyah Court, employees who get appreciation and involvement in important tasks tend to show more optimal performance. These motivating factors have proven to be the main drivers of improving employee performance, especially in a judicial work environment that demands discipline, precision, and high integrity.

These findings are also in line with Maslow's Theory of Needs, which emphasizes that motivation increases when individual needs are met, from basic needs to self-actualization (Maslow, 1970). At the Tapaktuan Syar'iyah Court, employees show good performance when they feel that the needs of their

existence, awards, and ability development are taken into account. Thus, meeting the needs of employees is an important aspect in increasing work motivation.

Empirically, the results of this study are consistent with research conducted by Putri (2022) which found that motivation has a significant effect on the performance of government agency employees. Internally motivated employees have a strong desire to achieve better work performance, which has an impact on increasing productivity and service quality. In line with that, research by Siregar and Ramadhani (2021) also shows that motivation, both intrinsic and extrinsic, is able to improve employee performance in government institutions. The same thing is affirmed by Nasution (2023) who found that spiritual, intrinsic, and extrinsic motivation has a positive influence on the performance of Syar'iyah Court employees.

However, the results of this study are different from the findings of Rahmawati (2020) who stated that motivation does not have a significant effect on employee performance at the Pekanbaru Disdukcapil. These differences can be caused by different organizational contexts and work cultures. In the religious justice environment, the demands of professionalism, discipline, and quality public service make motivation a more essential element in influencing performance.

Thus, the results of this study strengthen the view that motivation is an important factor that must be considered by leaders in managing human resources. Providing support, awards, competency development opportunities, and a conducive work environment can increase employee motivation so that it has an impact on improving overall performance. Therefore, efforts to increase employee motivation at the Tapaktuan Syar'iyah Court need to be made a priority for management policies to support the achievement of professional, effective, and integrity judicial services.

CONCLUSIONS AND RECOMMENDATIONS

The results of the study show that emotional intelligence has an effect This study concludes that motivation has a positive and significant effect on the performance of employees in the Tapaktuan Syar'iyah Court. The higher the motivation that employees have, the better the performance shown in carrying out their duties, responsibilities, and services to the community. Therefore, leaders need to increase employee motivation through work appreciation, competency development, a conducive work environment, and career opportunities. The recommendations given are the need for a continuous motivation improvement program, such as training, reward systems, and work mental coaching activities so that employee performance continues to improve optimally.

ADVANCED RESEARCH

The next study suggested adding other variables such as leadership, organizational culture, and work environment that can affect employee performance. The mixed-method research method can also be used to enrich research results through in-depth interviews and field observations.

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