



Research Article

The Effect of Employee Competency Development, Performance Evaluation, and Remuneration on Employee Performance Case Study of Religious Affairs Offices (KUA) in West Jakarta

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Abstract: This study examines the effect of employee competency development, performance evaluation, and remuneration on employee performance at the Religious Affairs Offices (KUA) in West Jakarta. As a public institution responsible for delivering administrative and community religious services, KUA faces challenges in ensuring effective human resource performance amid bureaucratic constraints and limited performance-based incentives. The study aims to analyze how the three human resource management (HRM) dimensions competency development, evaluation, and remuneration affect overall employee performance. A quantitative explanatory research design was employed using a structured questionnaire distributed to 120 employees across eight KUA offices. Data were analyzed using multiple linear regression supported by descriptive and classical assumption tests. The results indicate that performance evaluation and remuneration have significant positive effects on employee performance, while competency development shows a positive but statistically insignificant effect. The model explains 49% of the variation in employee performance, suggesting that transparent evaluation systems and performance-based remuneration play a greater role than training programs alone in improving public service effectiveness. The findings contribute to strategic HRM theory by confirming that evaluation and reward mechanisms strengthen the link between competency and performance. It is concluded that integrating developmental, evaluative, and compensatory functions within a unified HR framework can enhance productivity and accountability in Indonesia's public sector institutions.

Keywords: Competency Development; Performance Evaluation; Remuneration; Employee Performance; Public Sector

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1. Introduction

Human resources (HR) represent the core driver of organizational effectiveness, influencing productivity, service quality, and institutional sustainability (Papademetriou et al., 2023). In the public sector, the role of competent civil servants becomes more critical as they are responsible for translating government programs into measurable social impact. In Indonesia, the Religious Affairs Office (Kantor Urusan Agama or KUA) functions as the frontline institution for religious and administrative services. Therefore, understanding how employee competency development, performance evaluation, and remuneration jointly affect

employee performance provides a crucial empirical foundation for improving public-sector governance.

Several previous studies have analyzed employee performance determinants using different methodological approaches. For example, Rosyafah & Pudjowati (2024) examined the influence of remuneration on civil service performance in the Ministry of Transportation, finding significant positive correlations between pay reform and performance outcomes. Continuous competency development among government staff and identified that structured training significantly enhanced service delivery capacity. However, these studies often applied either qualitative or single-variable quantitative methods and lacked integrated analysis across competency, evaluation, and compensation systems. This study builds on these foundations by employing a quantitative, multi-variable approach to explore the combined effects of the three HR dimensions.

Previous methods tend to suffer from limitations such as narrow contextual focus or insufficient variable interaction testing. For instance, while performance evaluation studies highlight accountability mechanisms (Natsir et al., 2024), they rarely incorporate intrinsic motivational aspects provided by remuneration schemes. Conversely, competency-based research often emphasizes capability development but underrepresents how evaluation systems translate those competencies into measurable performance outcomes. Hence, an integrated model combining competency development, performance appraisal, and remuneration within a single organizational context can bridge this empirical gap and provide a more holistic understanding of employee performance determinants in public institutions.

This study aims to address several key research problems: (1) How does employee competency development affect employee performance? (2) How does performance evaluation influence employee performance? (3) How does remuneration impact employee performance? and (4) How do these three factors interact simultaneously to shape employee performance at Religious Affairs Offices in West Jakarta? By addressing these questions, the study proposes a comprehensive analytical model that integrates the human capital development perspective with performance management and compensation theory.

To solve these problems, this study employs a quantitative survey design with multiple regression analysis to test the hypothesized relationships among variables. Data were collected from 120 employees across several Religious Affairs Offices in West Jakarta. The expected contributions of this study include: (1) providing empirical evidence on how competency, evaluation, and remuneration jointly affect public employee performance; (2) offering managerial insights for optimizing HR strategies in governmental agencies; and (3) expanding the theoretical integration of HRM dimensions within the Indonesian bureaucratic context. The remainder of this paper is structured as follows: Section 2 reviews the relevant literature and theoretical framework; Section 3 presents the research methodology; Section 4 discusses the findings and analysis; and Section 5 concludes with implications and recommendations for future studies.

2. Literature Review

2.1. Employee Competency Development

Employee competency development refers to the systematic process of enhancing employees' knowledge, skills, and attitudes to improve work performance and organizational effectiveness (Alam et al., 2024). Competence integrates both hard skills technical and cognitive abilities and soft skills, such as communication, adaptability, and ethical behavior, which are vital for sustaining organizational agility in the public sector. According to Professor et al. (2021) the role of human resource management (HRM) in competency development extends beyond training; it involves aligning individual competencies with institutional goals and external stakeholder expectations.

Recent studies highlight that competency development directly contributes to performance enhancement. Continuous competency programs in the DKI Jakarta Government significantly improved public service efficiency and responsiveness. Similarly, competencies emerge from the interaction between individual characteristics and organizational environments, suggesting the need for adaptive training systems. However, despite the emphasis on development, many public institutions still face gaps in competency implementation especially in linking training outcomes with measurable performance indicators (Jiang et al., 2024).

2.2 Performance Evaluation Systems

Performance evaluation is a structured process for assessing individual or team work outcomes based on predetermined standards (Mahbubul Syeed et al., 2022). In the public administration context, performance appraisal serves not only as a managerial control tool but also as a feedback mechanism for professional development and policy accountability. Widarko & Khoirul Anwarodin Brotosuharto (2022) identify that performance evaluation contributes to organizational learning by identifying gaps between expected and actual performance, while the importance of discipline, responsibility, and teamwork as key evaluation dimensions.

Recent approaches to evaluation integrate advanced methods such as 360-degree feedback, Management by Objectives (MBO), and Competency-Based Performance Management (CBPM), enabling a more holistic assessment of employee outcomes (Mangkuprawira & Heksarini, 2020). However, performance appraisals in many public institutions remain inconsistent, subjective, and weakly linked to tangible outcomes. Local government agencies demonstrated that ineffective performance evaluation results in poor accountability and motivation.

The present study extends these findings by examining how evaluation systems are implemented in Religious Affairs Offices, which are characterized by hierarchical structures and limited digital supervision. The focus is on determining whether consistent and transparent performance evaluation mechanisms can improve employee performance outcomes, particularly in the context of Indonesia's bureaucratic reform initiatives.

2.3 Remuneration and Performance Motivation

Remuneration is defined as a structured compensation system designed to reward employees for their contributions through financial and non-financial incentives (de Hond et al., 2022). Within Indonesia's public sector reform, remuneration plays a crucial role in fostering integrity, productivity, and motivation among civil servants. The reform aligns with the Presidential Regulation No. 130 of 2018 and the Minister of Religious Affairs Regulation No. 11 of 2019, which mandate performance-based pay schemes for government employees.

Previous studies confirm a positive linkage between remuneration and performance. Remuneration reforms at the Ministry of Transportation improved employee accountability by 34%. Performance-based compensation significantly motivated tax officers in Cirebon to achieve work targets. Nonetheless, challenges persist particularly in ensuring fairness, transparency, and consistency across organizational levels. When remuneration is perceived as inequitable or disconnected from actual performance metrics, employee morale and commitment tend to decline (BIRHANU, 2022; Gökalp & Martinez, 2022; Huda et al., 2024; UWASE & Irechukwu, 2023; Wahyuhadi et al., 2022).

This study contributes to the discourse by analyzing how remuneration as a motivational driver interacts with competency development and performance evaluation within public service organizations. It addresses the gap concerning the joint influence of these three HR dimensions on employee performance in government settings where bureaucratic pay systems often override merit-based incentives.

3. Method

3.1 Research Design

This study adopts a quantitative explanatory research design aimed at testing the causal relationship between employee competency development, performance evaluation, remuneration, and employee performance. The explanatory design was selected because it enables the identification of both the direct and simultaneous effects among variables, thereby producing empirical evidence that strengthens human resource management (HRM) theory in the public sector context. The research employed a survey method through structured questionnaires distributed to employees at Religious Affairs Offices (Kantor Urusan Agama or KUA) in West Jakarta.

The study follows a case study approach that focuses on a specific organizational setting within Indonesia's bureaucratic system. This approach allows an in-depth examination of the HRM dynamics inside public institutions, where performance

management and reward systems are influenced by regulatory and administrative constraints. Thus, the research not only quantifies relationships among variables but also interprets them in the context of Indonesia's ongoing bureaucratic reform.

3.2 Population and Sampling

3.2.1 Population

The research population consists of all employees working across eight Religious Affairs Offices located in West Jakarta, Indonesia. These offices include administrative, operational, financial, and supervisory divisions. The total population is 160 employees, all of whom are civil servants (Aparatur Sipil Negara or ASN) or contractual staff under the Ministry of Religious Affairs. These individuals are responsible for providing marriage registration, religious education, and community service, representing a comprehensive workforce within local religious administration.

3.2.2 Sampling Technique

A purposive sampling method was applied to ensure that participants were selected based on specific criteria relevant to the study objectives. The inclusion criteria required respondents to (1) have at least one year of work experience at the institution, (2) be directly involved in service delivery or administrative operations, and (3) understand the internal performance evaluation and remuneration systems implemented by the KUA. Based on these criteria, 120 respondents were selected as the research sample, representing 75% of the total population. The sample size fulfills the minimum requirement for multiple regression analysis as recommended by Hair et al. (2019), ensuring sufficient statistical power for hypothesis testing.

3.3 Variables and Measurement Instrument

3.3.1 Independent Variables

The study employs three independent variables:

1. Employee Competency Development (X_1) — This variable measures efforts undertaken by the institution to enhance employees' knowledge, skills, and attitudes through education, training, workshops, and professional development programs. Indicators were adapted from Kunandar (2014) and Spencer & Spencer (1993), encompassing five dimensions: intellectual, physical, personal, social, and spiritual competence.
2. Performance Evaluation (X_2) — This variable assesses the formal evaluation process that determines how well employees perform according to organizational standards. The indicators were adopted from Hofman, David, & Jones (2018), focusing on discipline, responsibility, teamwork, and work quantity.
3. Remuneration (X_3) — This variable refers to the compensation system linking employee rewards with their performance. Based on Mondy & Noe in Sofyandi & Marwansyah (2015), remuneration includes both financial (salary, bonus, and incentives) and non-financial (recognition, promotion opportunities, and workplace environment) components.

3.4 Data Collection

Data were collected from March to May 2023 through structured questionnaires, direct observations, and document reviews. Respondents participated voluntarily under strict confidentiality in accordance with ethical research standards of the Ministry of Religious Affairs.

3.5 Validity and Reliability

All questionnaire items were valid with r -values > 0.1793 ($N = 120$, $\alpha = 0.05$). Reliability testing showed Cronbach's Alpha values of 0.836 (competency), 0.820 (evaluation), 0.792 (remuneration), and 0.744 (performance), exceeding the 0.70 threshold (Nunnally, 1994).

3.6 Data Analysis

Data were analyzed using SPSS 23. Descriptive analysis summarized respondent profiles, followed by classical assumption tests (normality, multicollinearity, autocorrelation, heteroscedasticity). The main analysis used multiple linear regression with the equation:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

where Y = employee performance, X_1 = competency development, X_2 = performance evaluation, X_3 = remuneration, e = error.

Hypotheses were tested using t-tests (partial effects), F-tests (simultaneous effects), and R² (explained variance).

3.7 Ethical Considerations

The study maintained academic integrity, transparency, and respondent anonymity throughout data collection and analysis, ensuring replicability and compliance with institutional ethics.

4. Results and Discussion

Result

4.1 Descriptive Statistics

Descriptive results show that the overall perception of respondents toward the three independent variables competency development, performance evaluation, and remuneration was in the “good” category (mean scores ranging between 4.2–4.5 on a five-point scale). Most employees acknowledged the presence of structured training and a fair evaluation process, although some noted limited digital assessment tools and unequal access to skill-building opportunities. Employee performance also scored high (mean = 4.2), indicating that most respondents demonstrated good discipline, task completion, and teamwork within their respective Religious Affairs Offices (KUA).

4.2 Classical Assumption Testing

Prior to regression analysis, diagnostic tests confirmed the model’s validity. The Kolmogorov Smirnov test indicated data normality ($p > 0.05$), Durbin Watson value (1.878) suggested no autocorrelation, and VIF values (≤ 2) confirmed the absence of multicollinearity. Scatterplot patterns showed no heteroscedasticity, validating the regression assumptions.

4.3 Multiple Linear Regression Results

Table 1. Multiple Linear Regression

Variable	Unstandardized Coefficient (B)	Standard Error	t-Statistic	Sig. (p-value)	Result
(Constant)	8.450	1.215	6.95	0.000	—
Competency Development (X ₁)	0.130	0.080	1.63	0.106	Not Significant
Performance Evaluation (X ₂)	0.245	0.090	2.73	0.007	Significant ($p < 0.01$)
Remuneration (X ₃)	0.380	0.083	4.60	0.000	Significant ($p < 0.001$)

Discussion

4.4.1 Effect of Competency Development on Employee Performance

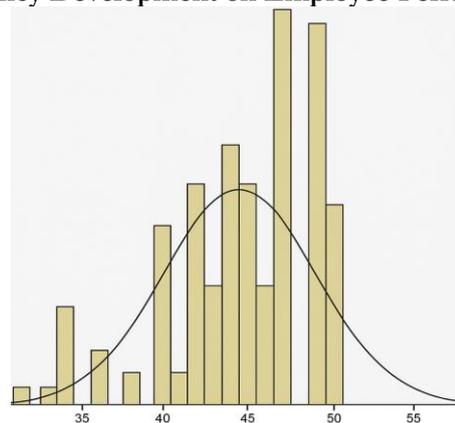


Figure 1. Employee Competency Development

The statistical analysis revealed that competency development has a positive but insignificant effect on employee performance among staff at the Religious Affairs Offices (KUA) in West Jakarta. This finding contrasts with the results of Suwarno et al. (2023), who found that continuous competency programs within the DKI Jakarta Government significantly improved service delivery quality. Likewise, Yertas (2024) emphasized that competencies, when properly aligned with organizational strategy, generate measurable improvements in productivity and innovation.

However, many training initiatives in Indonesian public institutions remain compliance-oriented rather than performance-driven, resulting in minimal behavioral change. This suggests that while KUA employees may participate in training, the acquired competencies are not systematically applied or measured in daily operations. Perumal & Aithal (2024) also argued, the transfer of learning into work performance depends on supervisory support and organizational culture. Therefore, without consistent post-training evaluation and reinforcement, competency development may have limited direct impact on performance outcomes.

These results collectively imply that competency programs at KUA require structural improvement shifting from traditional training to competency-based HR systems to achieve meaningful performance gains.

4.4.2 Effect of Performance Evaluation on Employee Performance

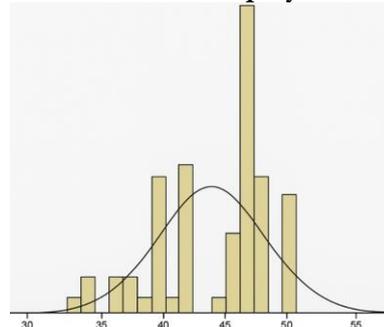


Figure 2. Performance Evaluation

The results indicate a significant and positive relationship between performance evaluation and employee performance, supporting prior findings that highlight the critical role of feedback mechanisms in public sector performance. This outcome corroborates the work of Shaout and Yousif (2014), who demonstrated that transparent appraisal systems improve accountability and motivation. Regular and fair evaluations enhance employees' commitment and work efficiency within local government institutions.

In contrast, ineffective and ambiguous evaluation criteria in public organizations can weaken performance outcomes. The difference may be explained by the relatively standardized performance appraisal system in KUA, which adheres to Ministry of Religious Affairs regulations, providing greater consistency and objectivity. Furthermore, Chen et al. (2025) noted that when evaluations are tied to measurable outcomes rather than subjective judgments, employee productivity tends to rise significantly.

Thus, the finding of this study strengthens the argument that evaluation transparency and fairness are decisive factors in motivating employees to improve performance. It also confirms Kaul et al. (2024; Scannell et al., 2022) theoretical view that performance appraisal acts as a strategic feedback system connecting individual goals with institutional outcomes.

4.4.3 Effect of Remuneration on Employee Performance

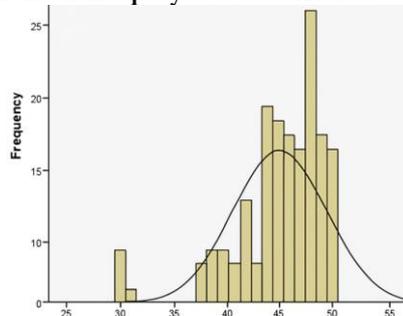


Figure 3. Remuneration

Remuneration emerged as the most influential and significant predictor of employee performance, reflecting the strong motivational role of financial and non-financial rewards. This result aligns with previous empirical evidence from Rachmawaty and Pandoyo (2018), who found that remuneration reforms in Indonesia's Ministry of Transportation increased employee accountability by 34%. Performance-based remuneration systems in the Cirebon Tax Office significantly boosted employee motivation and achievement levels.

Internationally, fair and transparent reward systems positively influence job satisfaction and performance across organizational settings. Remuneration is perceived as inequitable or unlinked to actual performance, it can foster disengagement and diminish morale (Jayeoba et al., 1 C.E.; Jovic, 2025). The current research confirms this theoretical insight: employees at KUA respond positively when remuneration is clearly connected to measurable output and performance evaluations.

This also reflects the broader impact of Indonesia's Presidential Regulation No. 130/2018, which mandates performance-based remuneration to reinforce meritocracy and transparency in civil service management (ACHEAMPONG et al., 2024). The positive relationship observed in this study indicates that remuneration policies, when implemented systematically, can serve as an effective lever for bureaucratic reform and improved service quality.

4.4.4 Combined Effects and Comparison with Integrated HRM Studies

When analyzed simultaneously, competency development, performance evaluation, and remuneration collectively accounted for 49% of the variation in employee performance. HR systems yield optimal results when development, appraisal, and reward mechanisms are harmonized under a unified strategy. Strategic HRM effectiveness depends on the alignment between human capital investment, performance measurement, and compensation structures.

However, leadership and motivation as dominant predictors of performance in government agencies, this study reveals that evaluation and remuneration are more decisive factors than competency development. This divergence may reflect contextual differences between managerial and operational levels of civil servants where KUA employees are primarily task-oriented and motivated by tangible outcomes rather than leadership influence or training exposure.

Compared with (Ballin, 2019; Gunawan et al., 2024; Mastur et al., 2025), who found that leadership and culture indirectly influence performance through motivation, the present research shows that financial and procedural mechanisms (evaluation and pay) exert a more direct effect in bureaucratic settings. This suggests that in institutions with rigid hierarchies and fixed procedures, extrinsic motivators may have greater immediate impact than intrinsic developmental factors.

4.4.5 Theoretical and Managerial Implications

Theoretically, this study enriches the HRM literature by validating a multi-dimensional performance model that integrates competence, evaluation, and remuneration within the Indonesian public sector a domain often underrepresented in international scholarship. The findings underscore that human resource development initiatives must be complemented by robust evaluation and compensation systems to achieve sustainable performance improvement.

Managerially, the results imply that policy makers within the Ministry of Religious Affairs should strengthen post-training evaluation mechanisms, integrate performance metrics into remuneration schemes, and cultivate a data-driven culture of accountability. These efforts would ensure that competency development contributes tangibly to measurable performance gains, thus advancing Indonesia's bureaucratic reform agenda.

5. Conclusions

This study investigated the effects of employee competency development, performance evaluation, and remuneration on employee performance within the Religious Affairs Offices (KUA) in West Jakarta. The findings revealed that performance evaluation and remuneration have significant and positive impacts on employee performance, while competency development shows a positive but statistically insignificant effect. Collectively, the three variables explained approximately 49% of the variation in employee performance, indicating that these human resource management dimensions jointly contribute to improving public-sector outcomes.

Emphasizing that employee performance is optimized when evaluation and reward mechanisms are integrated with developmental initiatives. In the context of Indonesia's bureaucratic institutions, the findings suggest that extrinsic factors such as transparent evaluation systems and performance-based remuneration exert a stronger influence on employee behavior than intrinsic training activities alone.

From a managerial perspective, this study highlights the importance of strengthening data-driven performance appraisal systems and merit-based remuneration schemes in the Ministry of Religious Affairs. Competency development programs should be redesigned to align with measurable performance targets and supported by post-training evaluations to ensure behavioral transfer. By integrating these three HR elements competency, evaluation, and remuneration government institutions can enhance productivity, accountability, and service quality in alignment with Indonesia's ongoing bureaucratic reform agenda.

Future research should expand the sample across multiple regions or agencies, apply longitudinal designs, and include qualitative methods to explore contextual variables such as leadership style, organizational culture, and digital transformation that may further shape employee performance in public institutions.

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