

A MODEL EVALUATION OF JUDGE PERFORMANCE THROUGH JOB SATISFACTION AND JOB MOTIVATION IN THE RELIGIOUS COURT OF WEST SUMATERA

¹ Rahmel Fitri, ^{2,3} Hendra Lukito, ³ Tedi Hidayat

^{1,2} Program Magister Management, Universitas Terbuka

³ Program Magister Management, Universitas Andalas

Correspondence Author: Rahmel.fitri1983@gmail.com

Kota Padang, 25176, Indonesia

Abstract

A sustainable decline in judges' performance is very risky for the future of justice, especially in the religious context. Therefore, the present study aims to evaluate religious judges' performance by the impact of job satisfaction and job motivation. The questionnaires were distributed on two target criteria. They are 32 persons on each, so a total of 64 judges have participated. The questionnaire distribution process is online, then the feedback data is analyzed with the assistance of SPSS's latest version. The result stated job satisfaction has no significant effects on judge performance, both mutation within province and inter-province. While job motivation has a significant effect on judge performance who have experienced mutation within and inter-province. These results suggest future research to investigate another factor that affects performance in the religious court because judge performance is really important to the effectiveness of religious courts.

Keywords: Job Motivation; Job Performance; Job Satisfaction; Religious Court

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INTRODUCTION

Amid challenging law transparency, the performance of judges is increasingly becoming the spotlight for those who want to seek justice (Vonna, Rahayu, and Nur 2019), especially justice of a religious nature such as the management of inheritance rights, sharia economics, and even to marriage matters (Idri 2009). In the basic concept, job performance is the result that people achieved on the task given by the organization (Motowidlo and Kell 2012). Almost all organizations focused on their employee performance due to considered as the main method to achieve organizational goals (Aguinis 2019). In the concept of religious courts, the performance of judges is more concerned with how precise and accurate the decision made in the court, because a judge's decision will determine the fate and dignity of a person, group of people, or an institution or organization (Bornstein and Miller 2009). The performance of each judge also affects the performance of the Religious Court due to an implementation of the main duties that are closely related to the functions which prioritize social justice based on religious values (Idri 2009; Safrillah and Risal 2022).

In the religious court of West Sumatra there has been a decline in the performance of

judges, it as seen from the level of resolution of religious problems over the last three years. Therefore, it is necessary to investigate whether this problem can be resolved and enhance future performance. The investigation is divided into two criteria, *First*, the measurement of judges who have experienced mutation within the province, and *Second*, judges who are experienced inter-province. The division of performance targets aims to achieve high accuracy for the future performance of judges, so that each decision is correct and appropriate, because the duties and judicial powers of religious judges are related to justice regulated by divine law (Idri 2009). Several factors have been found that affect judge's performance including job satisfaction (Aisyah 2018), and job motivation (Safrillah and Risal 2022).

The relationship between job satisfaction, motivation, and performance is important and stated as an aspect of institutional psychology (Salim Al Idrus 2019). Therefore, many researchers tried to test the relationship between job satisfaction, motivation, and religious judge performance. According to Hidayat et al (2021), job satisfaction can be measured based on the employees' feelings and emotions toward their job conditions. Job satisfaction has a positive impact on people's behavior which lead to increasing performance (Roberts and David 2020). Meanwhile, Sadhna, Gupta, and Rastogi (2020) found that motivation is a representation of self-emotion which determined working spirit and performance consistency. Therefore, the government should pay high attention to the way of offering bonuses, vacations, and extra facilities to gain a high level of satisfaction and motivation which leads to the judge's high effort.

METHODOLOGY

Initially, several problems were identified related to the performance of judges of West Sumatera religion court, in which the decline is being serious day by day. Therefore, necessary to do quick anticipation on it for common justice. Regarding the phenomenon that was ascertained, this study established two related variables as predictors including job satisfaction and job motivation. This study was used a quantitative approach (Sekaran and Bougie 2016), in which the questionnaires distributed on two target criteria including "the judge once mutation inside province", and outside of province". Both of them are 32 persons on each, so total of 64 religious judges have participated.

In terms of measurement scale, twenty-five items of job satisfaction were adopted from the study of Hidayat et al (2021) and Luz et al (2018). While the judge's performance was measured based on ten indicators which adopted from Kolapo et al (2021) and Sudiardhita et al (2019). As information, all indicators then fit the research population targets. Further, job motivation with eighteen-point items was adopted from the study of Arujunan et al (2021). The distribution process is an online method throughout g-form questionnaires (Sekaran and

Bougie 2016), and it was returned completed. Furthermore, the software SPSS latest version has assisted for the data analysis both descriptive and regression due to it being stated as accurate software in regression analysis (Games et al. 2022).

RESULTS AND DISCUSSION

In term of the judges that was mutation inside the province, recorded as many as 53,1% is man and 46,9% is woman, in which most of them ages over than 50 years, and 37,5% recorded ages ranging 41 to 50 years, while 15,6% ages ranging 30 to 40 years. The majority of participants well-educated at master's degree, it was recorded as many as 50%, and 49% of them have completed a bachelor's degree, then the other is a doctoral degree. They have worked experiences over than 10 years. Concerning the monthly income, recorded 78,13% of them earned in the range of IDR 18,1 million to IDR 23 million, and IDR 13,1 million to IDR 18 million are 18,75%, while only single of judge was earned over than IDR 23 million. Further, the judge that once mutation inter-province recorded as many as 32 persons, in which 71,9% is man and 28,1% is woman. The majority of them ages over than 50 years, namely 53,1 %. 28.1% of them 41 to 50 years, and 18.8% ages ranging 30 to 40 years have participated. They are well-educated at master as many as 62,5%, bachelor degree 37,5 %, and no doctoral degree. The judge with monthly income over than IDR 15 million have participated as many as 71,9 %, then IDR 10,1 million to IDR 15 million are 25 %, and only single person (3,1%) earned ranging IDR 7,1 to 10 million 3,1 %. 100% of them have married. Furthermore, regarding to their response to the indicators, Table 1 below shown it.

Table 1. Descriptive Statistic

	Variable Mean	
	Mutation Within Province	Mutation Inter-Province
Job Satisfaction	4,25	4,02
Job Motivation	4,28	3,45
Job Performance	4,49	4,20

Source: Processed Data, 2023

According to table 1, it was found that the responses of the judges who mutation within province categorized very high to the variable proposed, it was evidenced by an average variable has mean scores up to 4,25. Meaning that, the judge who mutation within province has a high work motivation and satisfaction to the benefits received, so they also feel their performance is in line with expectations. As analysis, we argue that these judges have an understanding of the standard of living costs in West Sumatra, and most of them close with their families. Further, to the judge who mutation inter-province, job motivation and

satisfaction has a mean score little bit lower, meaning that the lack of motivation for judges who experienced mutation inter-province is made possible by being far from family, not to familiar with West Sumatera culture, and possibly receiving less benefits than what is received in other areas.

In terms of measurement model, the convergent validity was first tested and it stated all the variables have an Average Variance Extracted (AVE) score greater than 0,5, meaning that it passed the cut value of convergent validity or 0,5 of AVE (Hair et al. 2010). Reliability of the construct was tested which referring to Cronbach alpha score on each scale should > 0,7 (Heale and Twycross 2015), and the results showed that all the constructs exceeded 0,7. Further, the multicollinearity among constructs were examined and stated no problem by Tollerance value, then all the results obtained were shown in Table 2.

Tabel 2. Model Measurement

		Mutation Within Province	Mutation Inter-Province
Job Performance	AVE	0,612	0,594
	CA	0,922	0,952
	R-Square	0,649	0,615
Job Satisfaction	AVE	0,551	0,553
	Tollerance	0,375	0,732
	CA	0,889	0,919
Job Motivation	AVE	0,583	0,511
	Tollerance	0,374	0,732
	CA	0,884	0,947

***Note:** CA is Cronbach Alpha, AVE is Average Variance Accounted For.

Source: Processed Data, 2023

Furthermore, the results of variable connection can be seen in the figure 1 below.

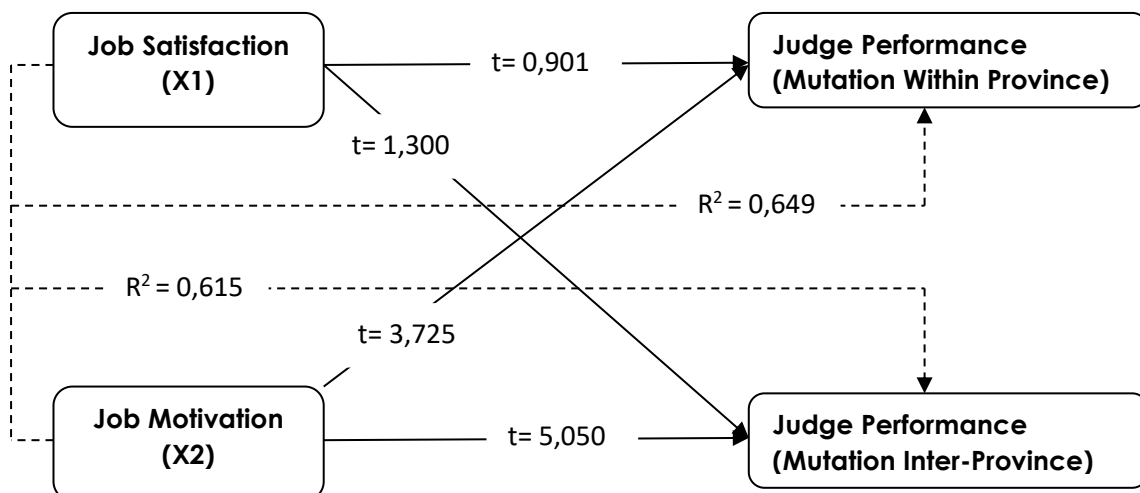


Figure 1. Structural Model

The relationship between job satisfaction and judge performance who have

experienced mutation within province is not significant by t-value of $1,300 < 1,64$ (*one-tail*). Meaning that, high or low job satisfaction does not affect the performance of religious court judges who experience mutations within province of West Sumatra. This was triggered by the judges' sense of responsibility in resolving cases due to the harmonious superior and subordinate relations in the West Sumatra religious court. In addition, they have a sense of humanity towards the fate of people's who look for justice. In this result, no specific supporting literature has been found, but the connectivity between these variables is supported by several literatures (Angraini 2019; Diamantidis and Chatzoglou 2019; Hidayah and Tobing 2018), which stated that judge's performance is not always affected by their job satisfaction due to different work orientation, such as a sense of responsibility, pride, and self-actualization.

The relationship between job motivation has a significant effect on performance of judge who experienced mutation within province by t-value of $3,725 > 1,64$ (*one-tail*). This result support previous result by Safrillah and Risal (2022). We argue that is due to a clear career path, as well as opportunities for judges currently serving in West Sumatra to learn and develop themselves, so that their work motivation is more driven by their long-term goals. Meanwhile, cultural knowledge also makes their morale higher.

The relationship between job satisfaction and judge performance who have experienced mutation inter-province is not significant by t-value of $1,300 < 1,64$ (*one-tail*). Meaning that the performance of judges in the religious courts of West Sumatera who have experienced mutation inter-provinces does not depend on their level of job satisfaction, because most of them consider the facilities provided, such as private vehicles, good official housing, and the sense of family they receive at the West Sumatra religious court. These results are related to some literature which states that facilities and a sense of family have made a person feel valued, safe, and comfortable in their workplace (Aguinis 2019; Gameda and Lee 2020; Masenya, Ngoepe, and Jiyane 2020), especially in the judge's level.

The relationship between job motivation and judge performance who have experienced mutation inter-province is significant by t-value of $5,050 > 1,64$ (*one-tail*). Judge's performance who have experienced mutation inter-province in the religious court of West Sumatera is depending on their job motivation. This result was triggered by the fact that most judges are very considerate of awards and respect for their expertise, because judge's who experienced mutation inter-provinces are more ambitious to become big leader and occupy higher structural positions. The results of this study are supported by several studies (Fokas 2015; Safrillah and Risal 2022), which states that the performance of religious court judges is significantly influenced by the level of their work motivation.

CONCLUSION

Empirical scholarship on judges shows that psychological, attitudinal, and background factors play an important role in performance stability. Religious court judges are officials who carry out the duties of judicial power, to examine, decide, and resolve religious cases and even related sharia economics, etc (Idri 2009). Therefore, performance of judges which serve in the religious courts is important to be evaluated periodically. In West Sumatra Religious Court, performance of judges is not too dependent on job satisfaction, because most of them consider moral aspects, such as feeling valued and respected when making decisions, and being recognized for their expertise and experience. However, the performance of judges is highly dependent on their work motivation, this is triggered by high integrity which makes them more responsible for the mandate given and long-term career goals such as becoming leaders at the central level, or moving up in the structural positions.

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