

## THE MEDIATING EFFECT OF MOTIVATION AND JOB SATISFACTION BETWEEN WORK ENVIRONMENT AND THE PERFORMANCE OF JUDGES AND COURT CLERKS IN RIAU ISLANDS PROVINCE

### *Efek Mediasi Motivasi dan Kepuasan Kerja antara Lingkungan Kerja terhadap Kinerja Hakim dan Panitera pada Pengadilan di Provinsi Kepulauan Riau*

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#### ABSTRACT

The objective of this research is to distinguish the effect of work environment on the performance of judges and court clerks in the Riau Islands Province of Indonesia, and the impact of motivation and job satisfaction as intervening variables in influencing the model. A census questionnaire was produced and validated employing a pilot data. A total of 109 questionnaires were distributed to judges and court clerks in Riau Island Province and all questionnaires were returned and validated. Regression was utilised to predict and measure the correlations; thus, the outcomes statistically suggest that there are a meaningful and positive impact in the model. The mediation test indicates that motivation and job satisfaction act as mediating variables (partial mediation) and mediate the relationship between the work environment and the performance of the judges and court clerks. This research implies that a good working atmosphere results in a better motivation and job satisfaction that boosts the working performance. Judges and court clerks enjoy considerable benefits if the determinant were being addressed. This study has extended the existing literature by identifying the mediating role of motivation and job satisfaction on determinants affecting work performance of judges and court clerks, specifically in the Indonesian context.

**Keywords:** *Work Environment, Work Performance, Motivation, Job Satisfaction*

#### ABSTRAK

Pandemic Tujuan penelitian ini adalah untuk memahami dampak lingkungan kerja terhadap kinerja hakim dan panitera di Provinsi Kepulauan Riau, Indonesia, beserta mempelajari pengaruh motivasi dan kepuasan kerja sebagai variabel intervening dalam mempengaruhi model penelitian. Penelitian ini adalah penelitian kuantitatif. Kuesioner sensus dikembangkan dan divalidasi menggunakan data percontohan. Sebanyak 109 kuesioner dibagikan kepada hakim dan panitera pengganti di Provinsi Kepulauan Riau. Semua kuesioner dikembalikan dan telah divalidasi. Analisa regresi digunakan untuk memprediksi dan memperkirakan hubungan dalam model penelitian; dan hasil penelitian secara statistik mengindikasikan bahwa hadir pengaruh yang substansial dan positif dalam model tersebut. Hasil uji mediasi juga menunjukkan bahwa motivasi dan kepuasan kerja berperan sebagai variabel mediasi dengan pengaruh mediasi parsial. Keberadaan variable intervening tersebut memediasi hubungan antara lingkungan kerja dengan kinerja hakim dan panitera. Studi ini menegaskan bahwa lingkungan kerja yang baik menghasilkan motivasi dan kepuasan kerja yang lebih baik sehingga seterusnya meningkatkan performa kerja. Para hakim dan panitera pengganti akan menerima benefit yang cukup besar jika variabel di atas ditangani dengan baik. Studi ini juga telah memperluas literatur yang ada dengan mengidentifikasi peran mediasi dari motivasi dan kepuasan kerja pada variabel-variabel yang mempengaruhi kinerja hakim dan panitera pengganti, khususnya dalam konteks di Indonesia.

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## INTRODUCTION

The An institution is only as good as its people precisely emphasizes the importance of the role of personnel as the spearhead of the success of an institution. The human (or staffing) factor certainly has a notable influence on the performance of an organization. They are the organs that work and determine the direction of the organization or institution. Therefore, a good work performance is a very vital aspect in the success of an organization or institution.

This research was conducted with a main focus on the performance of judges and court clerks at various judiciary institutions in the Riau Islands Province of Indonesia. The judiciary has the main duties of exercising judicial power in Indonesia. The effectiveness of the performance of the judiciary is greatly influenced by the performance of its personnel, in this case the judges and their court clerks. Based on the Circular Letter of the Chief Justice of the Supreme Court of the Republic of Indonesia Number 2 of 2014 concerning Case Settlement at the First Instance Courts and at Appeal Courts, it has been instructed that the settlement of cases at the first instance and appeal courts must not exceed 5 months and 3 months respectively. But in reality, previous researches have actually found that the settlement of cases in various judicial institutions in Indonesia still exceeds the time instructed in the Supreme Court Circular Letter. The Supreme Court itself confirmed that the settlement of cases within those courts are still being resolved longer than instructed (Agnesia, 2018; Azhari, 2020; Hutajulu, 2017; Ratnasari, 2018; Riskawati, 2018; Sasta & Adiasih, 2018).

Several releases by the Judicial Commission of the Republic of Indonesia in the period of January to October 2020 also showed 1,891 reports received from the members of the public regarding the performance of judges throughout Indonesia. Furthermore, in the same year, the Judicial Commission also made 121 sanction proposals to judges consisting of 77 light sanctions, 39 moderate sanctions and 5 heavy sanctions (Judicial Commission of the Republic of Indonesia, 2020). Furthermore, the release by the Head of the Supervisory Board of the Supreme Court of the Republic

of Indonesia, shows that in September 2020 alone, there were 52 judges and 13 court clerks that had been punished for disciplinary action (Supervisory Board of the Supreme Court of the Republic of Indonesia, 2020).

The empirical data above shows the significance of the judicial institutions in the Riau Islands Province; and for this reason, research and studies on the performance of judges and court clerks at the judiciary institutions in the Riau Islands Province are very important. In this study, the researcher will focus on 3 variables, including work environment as independent variables. Motivation and job satisfaction as intervening variable or mediating variable. The selection of these factors is based on the fact that these 3 factors are the variables that were most frequently discussed and researched in various literatures and journal articles that discuss about the determinants that affect work performance for people working in the public sector.

The novelty of this research is outlined in the interesting study objectives, which are: the population of the study itself which are seldomly research; novelty concentrating on the perceived variables in this study; along with the numerous empirical data that signify the foundation of this research in enhancing the performance of public workers, especially at the judiciary in the Indonesian context. The research attempts to study the direct effect of the work environment, motivation and job satisfaction on the work performance of the judges and court clerks; while also studying the mediating/indirect impact of motivation and job satisfaction on the work environment and work performance correlations. The researchers believe that this research is appropriate and greatly lacked. This research contributes to the review, discussion, and the implications of determinants of worker's performance in the public sector from an Indonesian context. It also furthers the context and research in relation to creating human resource management ethical climate conducive for organizational atmosphere. Contributions from this paper also provide for accurate and empirical information on the needs of the public sector to respond to the identified determinants. Figure 1 maps and pictures the hypothesized model.

## Work Environment and Motivation

The work environment encompasses physical and behavioural elements that positively and negatively influence worker behaviour and performance. According to Ilgen and Favero, the work environment is one of the determinants that influence worker performance. Carson (1991) believes that the work environment has an impact on employee behavior and work outcomes. How commendable employees employ with the company, particularly with their direct work environment, influences their failure frequencies, discovery rates, cooperation with another workers, absenteeism and eventually, how longspun they linger on the work (Nguyen et al., 2014). The features of the work environment can be designed to contain cues for performance standards, thereby affecting productivity on the job (Dharmanegara et al., 2016). Cocul'ová describes the work environment as physical conditions such as lighting, temperature, noise, workplace safety and so on (Cocul'ová, 2016).

According to Islam and Ismail, motivation is something that drives a person from monotony to engagement. It operates similar to a steering wheel or transport wheel that guides a character's movements. In his viewpoint, Halepota explains motivation as the enthusiastic encouragement and dedication of a person to complete designated outcomes. Moreover, he contends that the idea of motivation is obscure because various approaches yield varying consequences from time to time; no particular tactics can offer confirmed returns every time (David & Eguzoikpe, 2014). A motivating job atmosphere renders a definite course so that workers grasp what is demanded of them.

Previous research that examines the relationship between the work environment and motivation has been investigated by, among others, but not limited to Rahardjo (2014), Setiyani et. al. (2019), Nurhuda et. al. (2019), Erawati et. al. (2019), Kurniawan and Heryanto (2019), Rozi (2019), Parashakti et. al. (2019) and Nawawi et. al. (2020). This research group concludes from the results of their research that there is a meaningful favourable impact between the work environment on the motivation of workers in conducting out their job. This suggests that

the more enjoyable the work conditions, the greater the worker's motivation.

This research demonstrates that the greater the work atmosphere the level of motivation might be more beneficial. Hence, the stated hypothesis is as follows:

**H1: Work Environment is positively and significantly related to Motivation**

## Work Environment and Job Satisfaction

The working atmosphere is one of the most vital determinants that determine its workers' content and drive. The importance of studying job satisfaction is due to the urgency to understand and recognize people in any organization. Successful organizations usually view regular employees as a major the root of quality and fecundity development. Such an institution does not observe capital expenditure, but venture in its workers as a necessary cause of enhancement. Job satisfaction is considered as the main factor affecting the effectiveness and efficiency of business organizations (Kavita et al., 2012).

Previous inquiries that examined the link between the work environment and job satisfaction has been investigated by, among others, but not limited to Plangiten (2013), Raziq and Maulabakhsh (2015), Agbozo et. al. (2017), Tumboimbela (2018), Priarso (2018), Sabei et. al. (2019), Sabit (2019) and Yulianti (2020). From the outcomes of their study, this study group decides that there is a meaningfully positive impact between the work environment on job satisfaction of workers in conducting out their profession. This suggests that the greater the work environment, the greater the level of content of the worker.

This study argues that the greater the work environment then the level of job satisfaction will be better. Thus, the proposed hypothesis is as follows:

**H2: Work Environment is positively and significantly related to Job Satisfaction**

## Work Environment & Work Performance

Work performance is a major concept in occupational and organizational psychology (Abdullahi et al., 2019). According to Mathis and Jackson, performance is associated with the quantity and quality of outputs, opportuneness of

yields, appearance/participation at work, the effectiveness of job performed and effectiveness of job achieved (Mathis & Jackson, 2006). Relevant to prior study investigating the association between work environment and work performance has been studied by, among others, but not limited to Nguyen *et al.* (2014), Rai and Tripathi (2015), Cocul'ová (2016), Dharmanegara *et al.* (2016), Kurniawan and Heryanto (2019) and Badrianto and Ekhsan (2020). Workers' workplace setting is a crucial determinant of the character of their commitment and their level of potency.

The work environment has an influence on worker performance and the company's operations, either directly or indirectly, which affects the level of company productivity. A good work environment will certainly increase employee productivity. Susanto in his research reveals that the work atmosphere has a meaningful impact on worker performance. Hallmarks of the work conditions can be devised to indicate performance measures, whereby altering productivity on the work (Dharmanegara *et al.*, 2016). The work environment itself consists of various specific circumstances such as organization culture, supervision method, organizational bureaucracy and human resource strategies (Rai & Tripathi, 2015). Cocuk'ová describes the work environment as physical conditions such as lighting, temperature, noise, safety at work and so on (Cocul'ová, 2016).

Relevant to previous research that examines the correlation among the work atmosphere and worker performance, it has been investigated by, among others, but not limited to Nguyen *et al.* (2014), Rai and Tripathi (2015), Dharmanegara *et al.* (2016), Kurniawan and Heryanto (2019) and Badrianto and Ekhsan (2020). This research group from their research indicates that the work atmosphere has a strong impact on the level of employee performance (work performance) and this impact is very statistically significant, where a great work atmosphere can enhance worker performance. However, research by Cocul'ová (2016) actually shows the opposite results related to the relationship among the work climate (work setting) and worker performance (work performance). The investigation was carried to review the degree to which work

environment variables affect and are related to employee performance. The tests carried out did not confirm the hypothesis proposed by the researcher, therefore the above researchers reached the result that the thought of the work atmosphere was not associated to worker performance. This research contends that the greater the work environment then the degree of work performance will be better. Thus, the proposed hypothesis is as follows:

**H3: Work Environment is positively and significantly related to Work Performance**

### **Motivation and Work Performance**

Motivation refers to the level of readiness of an organism to pursue a purpose that has been designed by implying a determination of the nature and focus of the forces driving that level of readiness (Nabi *et al.*, 2017). According to Uno, work motivation is one of the determinants that determine a worker's performance (Mudawiyah *et al.*, 2019). DeCenzo and Robbins describe motivation as the readiness or inclination to make something, accustomed by the pursuit or the capacity to satisfy some requirements (Muda *et al.*, 2014). In his viewpoint, Halepota explains motivation as the energetic cooperation and dedication of a worker to accomplish a particularised issue. He moreover demonstrates that the idea of motivation is complex because diverse approaches yield various results over time, no particular plan can provide confirmed returns every time (David & Eguzoikpe, 2014). According to Hasibuan, the idea of motivation is to increase worker spirit and work content, enhance job potency and effectiveness, develop worker discipline, build worker accountability for their jobs, improve worker well-being levels, boost commitment, creativity and worker cooperation. Intensify workers' affection for the organisation (Mangkunegara & I, 2018).

Alonso and Lewis (2001) explore the motivational design of state services correlated with production and merit. There is substantial proof that motivation undoubtedly impacts the utility and performance assessment, indicating that workers are demanded to obtain substance compensations for exceptional achievement that delivers greater performance counts and ranks. The

critical connection among public service motivation for work performance was strengthened by Taylor (2008), Belle (2012) and Cheng (2015). Further evidence from the Leisink and Steijn (2009) research is to encourage the belief that civil service motivation can develop with age that maturer public sector operators tend to express these motivations (Hidayati & Sunaryo, 2019). Prior studies that examined the association between motivation and work performance has been studied by, among others, but not limited to GÜNGÖR (2011), David and Eguzoikpe (2014), Widodo (2017), Mangkunegara and Budi. (2018), Fajrin and Susilo (2018), Muda *et al.* (2014), Beltrán-Martin and Bou-Llusar (2018), Mudawiyah *et al.* (2019) and Kurniawan and Heryanto (2019).

This study argues that the better the motivation then the level of work performance will be better. Thus, the proposed hypothesis is as follows:

**H4: Motivation is positively and significantly related to Work Performance**

#### **Job Satisfaction and Work Performance**

Job satisfaction is linked to a worker's condition of consciousness or perceptions concerning the character of the work. Job satisfaction can also be attributed to an ardent job familiarisation towards one's contemporary condition. Job satisfaction is an "affective reaction" (emotional) to work that has resulted from a comparison between the actual output and the desired outcome. According to Spector, job contentment is whence worker perceive their works and several features of their work, such as the extent to which worker like (content) or dislike (disappointed) with their job (Valaei & Jiroudi, 2016). According to Dugguh and Denies (2014), job content is a sensation of joy that results from a feeling of achievement in conducting their job. According to Miah *et al.* (2019) and Amin *et al.* (2017), job satisfaction is described as the emotional, mental and environmental situation, shared beliefs, and workers' opinions towards their job. The thoughts hugely impact this of workers regarding the various assignments to them. This is perceived not only as the general attitude and feelings of workers towards work but also, from a wider point of

view, received as an heartfelt answer (Ratia & Tuzlukaya, 2019). According to Spector (1997) which asserts that job satisfaction is focused on the perceptions of workers about their undivided job, which highlights the degree at which people like or dislike their works (Inuwa, 2016). Hence, job satisfaction works as a test whereby workers perceive positively or negatively regarding their work. The quality of hollowing job satisfaction is due to the urgency to understand and recognize people in any organization. Successful organizations usually see regular workers as a primary cause of excellence and productivity improvements (Kavita *et al.*, 2012).

Job content is manifested in the method of performing duties and perceived by the end-users. It is admittedly an essential component of the labouring quality subject. Job satisfaction immediately affects the spirit and style in which the job is accomplished, influencing the job quality endured. Comprehensive investigations advise that work satisfaction represents a critical function in maintaining administration in the workplace (Gu & Siu, 2009). Previous research that examined the correlation between job satisfaction and work performance has been investigated by, among others, but not limited to Ali and Farooqi (2014), Fu and Deshpande (2014), Kuswandi *et al.* (2015), Sawitri *et al.* (2016), Inuwa (2016), Zain and Setiawati (2018), Yee (2018), Al-Banna (2018), Kawiana *et al.* (2018), Narasuci *et al.* (2018) and Hanum *et al.* (2019).

This inquiry argues that the better the job satisfaction then the degree of work performance will be better. Thus, the proposed hypothesis is as follows:

**H5: Job Satisfaction is positively and significantly related to Work Performance**

#### **Work Environment and Work Performance through Motivation**

Motivation is psychological process that mediates the perception of work environment and translates it into performance enhancement (Elnaga, 2013). Relevant to previous research that examines the association among the work environment (work environment) and employee performance (work performance) through

motivation, it has been investigated by, among others, but not limited to Ismanto (2015), Moulana et. al. (2017), Erawati et. al. (2019), Kurniawan and Heryanto (2019), Sirait and Budiarmo (2019), Purba and Heryanto (2019), Syahputro (2019), Parashakti et. al. (2019), and Chukwu (2019). This research group from their research indicates that motivation has a strong impact (positive impact) and has an intervening/mediation effect in explaining why the work environment can encourage employee performance (work performance) more significantly. However, the results of research from Widyaningrum and Rachman (2019) and Wardani and Awatara (2019) have actually succeeded in showing and indicating that the work environment does not possess a contradictory influence/impression on worker performance (work performance) with the presence of the intervening influence of motivation (motivation).

This study argues that the motivation arbitrates the connection between work climate and motivation. Thus, the proposed hypothesis is as follows:

**H6: Motivation mediates the relationship between Work Environment and Work Performance**

**Work Environment and Work Performance through Job Satisfaction**

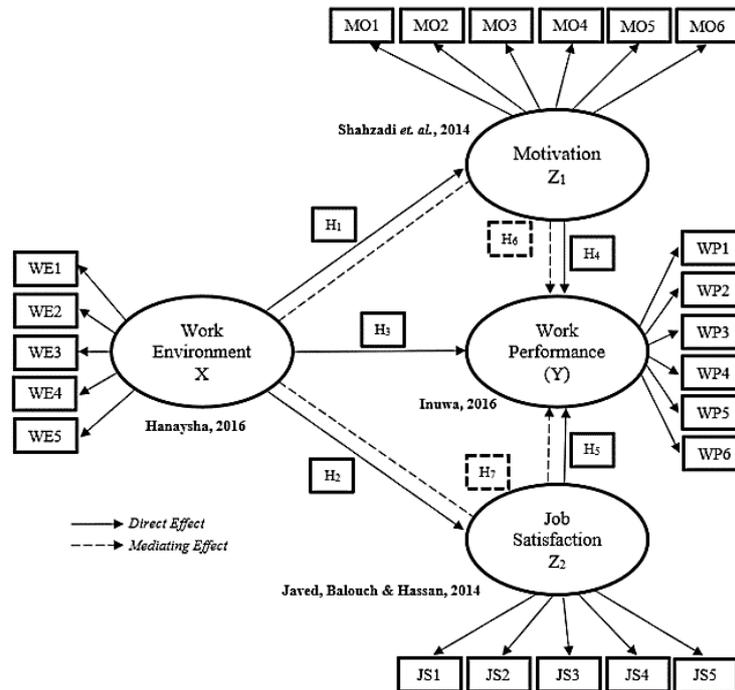
A good physical working environment will influence the level of workers' satisfaction as well as motivation employees to work productively, hence improving work performance (Kavita et al., 2012; Ratia & Tuzlukaya, 2019). According to need fulfillment models, satisfaction is defined by the degree to which work, with its designated properties and services, concedes an individual worker to reach his/her individual demands. Discrepancy patterns propose that content is a fruit of met, or seldom unmet, expectations. Value fulfilment models are based on the assumption that content originates from the thought that one's work meets a person's job preferences (Kreitner & Kinicki, 2007).

Relevant to previous research that examines the relationship between the work environment and employee performance through job satisfaction as an intervening variable, the results of literacy searches have found that the topics above have been studied by, among others, but not limited to Harahap and Hidayat (2016), Hardiyono et. al. (2017), Fatihudin and Firmansyah (2018), Priarso et. al. (2018), Dafruddin and Heryanto (2019), Purba and Heryanto (2019) and Yanuar and Suparto (2020). This research group has successfully indicated that the work atmosphere has a powerful and/or concrete influence on the degree of worker performance (work performance) and this impact is very statistically significant through the presence of job content as an intervening variable, where A good work atmosphere supported by a high level of job satisfaction can significantly encourage worker performance. In contrast, inquiry by Waris et. al. (2018), Narasuci et. al. (2018) and Septyanto and Pertiwi (2020) actually show the opposite results related to the relationship among the work environment (work environment) and employee performance (work performance) through the presence of job satisfaction (job satisfaction) as an intervening variable. His research has shown that the intervention of job satisfaction as an intervening variable actually weakens the influence of the work environment on employee performance (work performance). The tests carried out did not confirm the hypothesis proposed by the researcher at that time, therefore the study reached the result/perception that job satisfaction did not have a positive and significant impact in explaining the correlation among the influence of the work environment on employee performance.

This study argues that the job satisfaction mediates the link among work environment and motivation. Thus, the proposed hypothesis is as follows:

**H7: Job Satisfaction mediates the relationship between Work Environment and Work Performance**

**Figure 1.** Hypothesized Model: Depicting the Relationship between Independent, Mediating and Dependent Variables



Source : processed by researchers

## RESEARCH METHOD

The total population to be studied in this research based on a direct survey by the authors from every court in the Riau Islands Province has identified 109 judges and court clerks. The sample of the study comprised of all judges and court clerks stationed at every court in the Riau Islands Province. The questionnaire was distributed to all of the respondents. The questions were arranged randomly to depreciate general practice bias. All of the questionnaires were filled and usable, amounting 109 questionnaires. All the respondents had scholarly criterion beyond graduation.

All the questionnaires employed in the research are conventional questionnaires reused from previous studies. A corroborative factor review was conveyed on every stratagem to determine reliability and validity in the Indonesian setting. Answers to items surveyed all variables on a six-point Likert scale ranging from 6 – strongly agree to 1 – strongly disagree because basically, quantitative research is a research that measures perceptions, therefore the respondents are expected to be able to give

their perceptions that are more likely to agree or disagree (no neutral/doubt or abstentions).

The work environment according to Jalal Hanaysha has 5 indicators, namely: satisfaction with workspace, cleanliness, adequate space, quiet workspace, and pleasant and appealing workspace (Hanaysha, 2016). This variable can be measured by 5 reflective statements. Cronbach's  $\alpha$  value of the scale was 0.974.

Motivation has 6 indicators that are reflective, namely: personal satisfaction, personal opinion, pride, happiness, job sense and employee motivation for effective ways (Shahzadi et al., 2014). This variable can be measured by 6 reflective statements which are adopted from the indicators of the research by Shahzadi *et al.* (2014). Cronbach's  $\alpha$  value of the scale was 0.815.

Job satisfaction has 5 reflective indicators, namely: sufficient pay, salary increase, appreciated work, fair chance of promotion and fast promotion possibility (Shahzadi et al., 2014). This variable is adopted from research indicators by Javed, Balouch and Hassan (2014) which are also derived from the five-item measurement scale by Depré and Hondgehem (1995) in their

research at the Belgian Ministry of Finance. Cronbach's  $\alpha$  value of the scale was 0.973.

Work performance has 6 indicators which are reflective, namely: quality of work, quantity of work, work timeliness, good attendance, effective and efficient work, and conversant to SOP (Inuwa, 2016). This

variable is adopted from indicators obtained from research by Mohammed Inuwa. Cronbach's  $\alpha$  value of the scale was 0.975.

All of the variables' operationalization in this study can be observed on table 1 that is provided below.

**Tabel 1.** Variables' Operationalization

Variable	Indicator	Items/Statements	Reference	
Work Environment	Satisfaction with Workspace	I am content with the location allotted for me to do my job.	Hanaysha, 2016	
	Cleanliness	My workstation is clean.	Hanaysha, 2016	
	Adequate Space	There is sufficient area between my most adjacent co-worker and me.	Hanaysha, 2016	
	Quiet Workspace	My work environment is tranquil.	Hanaysha, 2016	
	Pleasant and Appealing Space	Overall, my work atmosphere is comfortable and visually attractive.	Hanaysha, 2016	
	Motivation	Personal Satisfaction	I perceive a feeling of individual fulfilment when I do my work well.	Shahzadi <i>et al.</i> , 2014
		Personal Opinion	My impression of myself withdraws down when I end my work poorly.	Shahzadi <i>et al.</i> , 2014
Pride		I feel self-confidence in performing my work as fine as I can.	Shahzadi <i>et al.</i> , 2014	
Happiness		I felt miserable when my job is not pertinent to my general criterion.	Shahzadi <i>et al.</i> , 2014	
Job Sense		I fancy to watch back at a day's job with a feeling of work expertly accomplished.	Shahzadi <i>et al.</i> , 2014	
Job Satisfaction	Motivation to Work Effectively	I attempt to imagine means of taking my work efficiently.	Shahzadi <i>et al.</i> , 2014	
	Sufficient Pay	My pay is adequately compensated based on my daily working hours.	Balouch and Hassan, 2014	
	Salary Increase	I am contented with my prospects for wage raises.	Balouch and Hassan, 2014	
	Appreciated Work	The job I perform is valued.	Balouch and Hassan, 2014	
	Promotion Chance	I understand that those who perform strongly on the work possess even odds of being promoted.	Balouch and Hassan, 2014	
Work Performance	Fast Promotion Possibility	It is likely to become promoted quickly in my work.	Balouch and Hassan, 2014	
	Quality of Work	I understand the criteria of job performance review.	Inuwa, 2016	
	Quantity of Work	I know my work and whence to perform it.	Inuwa, 2016	
	Work Timeliness	I can settle unpredictable agendas on time.	Inuwa, 2016	
	Good Attendance	I keep satisfying job presence reports.	Inuwa, 2016	
	Effective and	I can perform allotted tasks	Inuwa, 2016	

Efficient Work	productively and efficiently.
Conversant to	I am pretty familiar with the Standard Inuwa, 2016
SOP	Operating Procedure of my work.

Source : processed by researchers

The hypotheses of the investigation experimented within a couple of distinct but connected measures. In the initial step, a modest direct model was tested, and in the following step, the mediator/intervening variable was included and examined. H1-H5 collectively suggest a direct effect model while H6-H7 suggest an indirect effect model. The analysis of the mediator hypothesis was carried based on the multi-step method introduced by Baron and Kenny (1986). Moreover, the intervention study was based on the indirect impact analysis, as advised by Sobel (1982). The SPSS expedites the evaluation of direct and indirect impact.

## RESULT AND DISCUSSION

### Direct Effect Test

Table 2 presents results to H1-H5. Work environment was positively related with motivation and was betokened by significant findings ( $\beta=0.194$ ,  $t=2.225$ ,  $\text{Sig.}=0.028$ ). The result of this study is consistent with the results of research by Rahardjo (2014), Setiyani *et al.* (2019), Nurhuda *et al.* (2019), Erawati *et al.* (2019), Kurniawan and Heryanto (2019), Rozi (2019), Parashakti *et al.* (2019) and Nawawi *et al.* (2020). Work environment was positively related with job satisfaction and was betokened by notable findings ( $\beta=0.341$ ,  $t=3.646$ ,  $\text{Sig.}=0.000$ ). The results of this study, which are as stated above, are consistent with the previous results of research by Plangiten (2013), Raziq and Maulabakhsh (2015), Agbozo *et al.* (2017), Tumboimbela (2018), Priarso (2018), Sabei *et al.* (2019), Sabit (2019) and Yulianti (2020).

Work environment was positively related with work performance and was indicated by significant findings ( $\beta=0.163$ ,  $t=2.103$ ,  $\text{Sig.}=0.038$ ). The outcomes of this inquiry are consonant with and consistent with the results of study by Nguyen *et al.* (2014), Rai and Tripathi (2015), Dharmanegara *et al.* (2016), Kurniawan and Heryanto (2019) and Badrianto and Ekhsan (2020); however, the outcomes of this inquiry were inconsistent with the findings of prior research by Cocol'ová (2016). Motivation was positively related with work performance and was indicated by significant findings ( $\beta=0.838$ ,  $t=10.242$ ,  $\text{Sig.}=0.000$ ). The findings of this inquiry are consonant with with the inquiry by Güngör (2011), David and Eguzoikpe (2014), Widodo (2017), Mangkunegara and Budi (2018), Fajrin and Susilo (2018), Muda *et al.* (2014) and Kurniawan and Heryanto (2019); however, the results of the research does not align with the results of previous studies by Beltrán-Martin and Bou-Llugar (2018) and Mudawiyah *et al.* (2019). Job satisfaction was positively related with work performance and was indicated by significant findings ( $\beta=0.207$ ,  $t=2.706$ ,  $\text{Sig.}=0.008$ ). The findings of this investigation are consistent with the study by Ali and Farooqi (2014), Inuwa (2016), Zain and Setiawati (2018), Yee (2018), Al-Banna (2018), Kawiana *et al.* (2018) and Hanum *et al.* (2019); nevertheless, the findings are not in patter with the conclusions of earlier researches by Fu and Deshpande (2014), Kuswandi *et al.* (2015), Sawitri *et al.* (2016) and Narasuci *et al.* (2018). Based on the results as stated above, therefore it can be concluded that H1-H5 was supported and proven.

**Table 2.** Regression Results for Direct Effect

No	Variable	$\beta$	t	Sig.
1	Work Environment → Motivation	0.194	2.225	0.028
2	Work Environment → Job Satisfaction	0.341	3.646	0.000
3	Work Environment → Work Performance	0.163	2.103	0.038
4	Motivation → Work Performance	0.838	10.242	0.000
5	Job Satisfaction → Work Performance	0.207	2.706	0.008

Source : processed by researchers

**Table 3.** Regression Results for the Baron & Kenny Mediation Test (Motivation)

No	Variable	$\beta$	Sig.
1	Work Environment → Work Performance	0.396	0.000
2	Work Environment → Motivation	0.194	0.028
3	Work Environment → Work Performance	0.225	0.004
4	Motivation → Work Performance	0.881	0.000

Source : processed by researchers

### Indirect Effect Test

Table 3 presents results to examine the mediator influence of motivation on the connection between job environment and work performance. The tests were based on the multi-step procedure introduced by Baron and Kenny (1986) and further confirmed by Sobel's significance test of to confirm the indirect relationship. The regression results for the three relationships in the table each show a significant value ( $<0.05$ ) and the Unstandardized Coefficients Beta value in the third regression (0.225) is smaller than the Unstandardized Coefficients Beta value in the first regression (0.396). Therefore, the requirements in the Baron and Kenny Test (1986) have been fulfilled and it can be inferred that the motivation variable is a intervening variable between work environment variables on work performance (partial mediation because there is still direct effect influence and that partial causal flows are transmitted by the mediator). Sobel's test was conducted and has confirmed the significance of the indirect relationship (Sobel z score = 2.18,  $z > 1.96$ ; p-value = 0.028,  $p \leq 0.05$ ). Thus, H6 was supported. The findings of this inquiry are consistent with the findings of study by Ismanto (2015), Moulana *et al.* (2017), Erawati *et al.* (2019), Kurniawan and Heryanto (2019), Sirait and Budiarmo (2019), Purba and Heryanto (2019), Syahputro (2019), Parashakti *et al.* (2019), as well as Chukwu (2019); however, the findings of the above research are not compatible with the findings of previous research by Widyaningrum and Rachman (2019) and Wardani and Awatara (2019).

Table 4 presents results to inquire the mediator impact of work satisfaction on the connection linking job atmosphere and work performance. The tests were conducted the same as previous mediator, a multi-step method introduced by Baron and Kenny (1986) and further confirmed by Sobel's significance test of indirect relationship. The regression results for the three relationships in the table each show a significant value ( $<0.05$ ) and the Unstandardized Coefficients Beta value in the third regression (0.274) is smaller than the Unstandardized Coefficients Beta value in the first regression (0.396). Therefore, the requirements in the Baron and Kenny Test (1986) have been fulfilled and it can be inferred that the job satisfaction variable is a intervening variable between work environment variables on work performance (partial mediation because there is still direct effect influence and that partial causal flows are transmitted by the mediator). Sobel's test was conducted and has confirmed the significance of the indirect relationship (Sobel z score = 2.80,  $z > 1.96$ ; p-value = 0.004,  $p \leq 0.05$ ). Thus, H7 was sustained. The results of this examination are consistent with the findings of inquiry by Harahap and Hidayat (2016), Hardiyono *et al.* (2017), Fatihudin and Firmansyah (2018), Priarso *et al.* (2018), Dafruddin and Heryanto (2019), Purba and Heryanto (2019) and Yanuar and Suparto (2020); however, it is inconsistent with the results of earlier studies by Waris *et al.* (2018), Narasuci *et al.* (2018) and Septyanto and Pertiwi (2020).

**Table 4.** Regression Results for the Baron & Kenny Mediation Test (Job Satisfaction)

No	Variable	$\beta$	Sig.
1	Work Environment → Work Performance	0.396	0.000
2	Work Environment → Job Satisfaction	0.341	0.000
3	Work Environment → Work Performance	0.274	0.013
4	Job Satisfaction → Work Performance	0.357	0.001

Source: processed by researchers

The research study reviewed the connection among work environment, motivation and job satisfaction on work performance directly. This inquiry was also conveyed to analyse the intervening influence of motivation and job satisfaction on the model indirectly. The significance of the results was reflected by the expansion of work environment by demonstrating the mediating tools and moreover emphasising the extent circumstances for the indirect relations. Our findings are also important considering the place of the study and participant characteristics.

Outcomes of the investigation established that judges and court clerks that felt pleasant in their work environment will appear extra empowered, they will observe more necessary shared understanding of future with others and promote them to emotionally correlate with one another to deliver a tremendous degree of engagement and performance (J., 2014). An excellent feature physical working atmosphere channels to revamp service to the public and promotes more powerful output, thus performance (Islam & Shazali, 2011). Therefore, courts should focus on enhancing the practical conditions in various fashions. This should incorporate the dimensions such as: provide satisfactory workspace, ensure that their workspace is clean all the time, provide adequate space between colleagues, ensure that working environment is as quiet as possible with good soundproofing, and decorate the workspace physically so that it is visually appealing. Hence it is the responsibility of the structural officers at courts to administer a workplace that guarantees the above.

Motivated workers are required in our swiftly evolving workplaces. As we are yet a developing nation, for our constant development, our government aids must be well-governed and we can present our greatest effort in services (Nabi et al., 2017); therefore, we necessitate understanding where we are right now in the matter of our judges and court clerks impulse and what other we demand to prepare to guarantee extra effective performance from them in achieving equity. A theoretical reflection asserts that job motivation is represented as a situation that leads to create, drive, and manage behaviour affiliated with the job (Al-Musadieq et al.,

2018). The findings of this inquiry support Shahzadi's study implying that perspective of job motivation should reflect: sense of personal satisfaction for job well done, personal opinion when job goes badly, taking pride on job performed well, feeling of unhappiness when job is not achieved well, glancing back at a day's activity with a feeling of a work properly completed, and thinking of methods of performing task efficiently. Courts official and/or direct superior should give praise and appreciation to the judges and court clerks for job well done, in order to boost their sense of pride and joy when a job has been performed well. This will increase motivation and in return, will benefit their work performance. Motivation is a power or a determinant inside a personality, which awakes, influences and creates his behaviour to get appropriate expectations. So, if the court is determined to enhance the work execution; then, they can start by strengthening the motivation by advancing the psychological aspect of work mindset, knowledge and sense of achievement of the judges and court clerks. Development on job performance can also be performed by stimulating association motivation by expediting teamwork (Mangkunegara & I, 2018). Motivated judges and court clerks will observe greater autonomy to steer judgments and bring novel ideas, which are better and more efficient in terms of working in the institution (Conger & Kanungo, 1988; Luthans & Youssef, 2004; Thomas & Velthouse, 1990; Zhang & Bartol, 2017).

Job satisfaction is intimately connected and very essential for common institutional accomplishment (Westover et al., 2010). The results of this research support Javed, Balouch and Hassan (2014), suggesting that aspect of job satisfaction should consider: sufficient salary, chances for salary increases, appreciated work, fair promotion opportunity and possibility for faster promotion. If the judiciary institutions in the Riau Islands Province want to improve the performance of judges and court clerks, then they can start by compiling an attractive and fair remuneration scheme for judges and court clerks (Singh & Jain, 2013), making a transparent and definitive scheme regarding career paths and rank advancement. Motivating the judges and court clerks through programs and/or policies

that can motivate them to work even harder in exchange for opportunities for accelerated promotion. Salaries should be revised annually along with other fringe benefits that lead to the satisfaction of the judges and court clerks. Courts should also provide an equal opportunity for promotion to all based on their merit and performance (Jalal & Zaheer, 2017).

Concerning our findings for the partial mediation of motivation and job satisfaction among work environment and work performance relationship, besides the positive effect that motivation and job satisfaction has over the relationship, we found that the mediation path through job satisfaction is much stronger than through motivation. This argument is of course based on the results of Baron and Kenny's (1986) tests and the Sobel Test whose conclusions were drawn based on Preacher and Kelley's in effect size measures for mediation models (Preacher & Kelley, 2011). It is conclusive that indirect effect through the path of job satisfaction is better at mediating the association among work environment and job performance relationship. This connection may be made possible because in principle, the structure between judges and court clerks in Indonesia is highly stratified between seniors and juniors based on rank and they are more motivated to pursue high ranks – which in turn will positively contribute to their remuneration (Fahrani, 2013; Simanungkalit, 2019).

## CONCLUSION

The research finds that directly, work environment, motivation and job satisfaction are factors that are important to be highlighted, with regards to the performance of judges and court clerks at courts in the Riau Islands Province. In terms of an indirect relationship, although motivation and job satisfaction both mediate the relationship between work environment and work performance of judges and court clerks, the most powerful and significant path in explaining the relationship between these two variables is job satisfaction. However, despite efforts to map the relevant determinants in the model of this research, there are other factors in play that will help to strengthen of the

performance of judges and court clerks. The future research could examine these factors and also replicate this study to other courts throughout Indonesia.

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## Disclosure Statement

This article builds on the corresponding author's prior unpublished body of work, of which research was done individually under the supervision of the second author, which provides detailed (albeit, in many instances, necessarily provisional) answers to many of these questions. The research results contained in this paper have also been disseminated in the 1st International Conference on Management, Business, Innovation, Education and Social Sciences (CoMBInES) 2021 on February 24th, 2021. No potential conflict of interest was reported by the author(s).

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