

Let's Stop Corruption in the Judiciary! Judicial Human Resource Architecture as an Integrity-by-Design Framework through a Socio-Legal Approach

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ABSTRACT

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Corruption within the judiciary poses a systemic threat to the rule of law, undermining legal certainty, institutional credibility, and public trust. Although anti-corruption strategies have traditionally relied on criminal enforcement and external supervision, persistent cases involving judges indicate structural vulnerabilities that remain insufficiently addressed. This article examines judicial human resource architecture as an integrity-by-design framework for preventing corruption within the judicial environment. The study aims to analyze how recruitment systems, promotion and mutation mechanisms, performance evaluation, career development, intrinsic motivation, and organizational fairness influence judges' integrity as a structural preventive safeguard. Employing a mixed-method socio-legal approach, the research combines normative legal analysis with empirical data collected from 80 judges through a Likert-scale questionnaire. The data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) to test the validity of constructs and examine causal relationships among variables. The findings demonstrate that merit-based recruitment, transparent promotion systems, and fair performance evaluation significantly strengthen judges' integrity, while organizational fairness and intrinsic motivation function as reinforcing factors in reducing corruption risks. The study concludes that corruption prevention in the judiciary requires a paradigm shift from reactive enforcement toward institutional design grounded in human resource governance. It recommends the systematic integration of integrity principles into judicial recruitment, evaluation, and career management policies to ensure sustainable anti-corruption outcomes and strengthen the legitimacy of judicial institutions.



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Introduction

The judiciary occupies a strategic position in a state based on the rule of law as the main pillar of law enforcement and the guardian of justice.¹ In carrying out this function, courts are required to ensure that every case is examined and decided based on the three fundamental values of law as articulated by Gustav Radbruch justice, utility, and legal certainty.² These values constitute the normative foundation of

¹ Howard Liu et al., "The Law or the Career? Autocratic Judiciaries, Strategic Sentencing, and Political Repression," *Comparative Political Studies* 58, no. 10 (2025): 2296–328, <https://doi.org/10.1177/00104140241290212>.

² Iftina Cahyanda Putri Aimee et al., "Keadilan Substantif dalam Putusan Kasus Korupsi Harvey Moeis: Analisis Teori Hukum Gustav Radbruch," *Book Chapter Universitas Negeri Semarang* 5, no. 1 (2026): 14–30, <https://doi.org/https://doi.org/10.15294/hp.v5i.627>.

judicial authority and serve as indicators of the success of the rule of law in realizing substantive justice for society.³ The realization of these values depends largely on the quality of the judiciary, particularly the integrity of judges as holders of judicial power.⁴ Independence, impartiality, and integrity are universally recognized as the core principles of judicial ethics.⁵ Independence ensures that judges are free from external interference and political pressure; impartiality requires objective and unbiased adjudication; while integrity reflects consistency between moral values, professional ethics, and judicial conduct.⁶ Among these principles, integrity occupies a central position because it determines the legitimacy of court decisions and public trust in the justice system.⁷ Without integrity, judicial independence and impartiality lose their substantive meaning, and court decisions risk being perceived as instruments of power rather than manifestations of justice.⁸

Meanwhile, in Indonesia, the code of ethics for judges is a normative instrument that functions to maintain the integrity, independence, and professionalism of judges in exercising judicial power.⁹ In Indonesia, these ethical standards are regulated in the Code of Ethics and Code of Conduct for Judges which were stipulated through the Joint Decree of the Chief Justice of the Supreme Court of the Republic of Indonesia and the Chairman of the Judicial Commission of the Republic of Indonesia No. 047/KMA/SKB/IV/2009 and No. 02/SKB/P.KY/IV/2009 by the Supreme Court of the Republic of Indonesia and the Judicial Commission of the Republic of Indonesia. This provision contains ethical principles that guide the conduct of judges, such as independence, integrity, honesty, and professionalism, which aims to maintain public trust in the judiciary and ensure that every judge carries out his duties fairly, impartially, and free from the influence of external interests.¹⁰

However, the strategic position of the judiciary faces serious challenges when corruption involves judicial actors.¹¹ Empirical data from the Corruption Eradication Commission (Komisi Pemberantasan Korupsi/KPK) for the period 2004–2025 records 31 corruption cases involving judges, 16 involving prosecutors, 6 involving police officers, and 19 involving advocates.¹² The empirical data below shows that the problem is not just a normative assumption, but has a strong factual basis:

Table 1. Corruption Cases Involving Law Enforcement Officials in Indonesia (2004–2025)

Yes	Position	Total Cases 2004-2025
1	Judge	31
2	Prosecutor	16
3	Police	6
4	Advocate	19

³ Ahmed Oudah Mohammed AL-Dulaimi, “The Jurisprudential Debate About the Jurisdiction of the Federal Supreme Court in Iraq,” preprint, 2024, <https://doi.org/10.2139/ssrn.5029285>.

⁴ Gianclaudio Malgieri and Cristiana Santos, “Assessing the (Severity of) Impacts on Fundamental Rights,” *Computer Law & Security Review* 56 (April 2025): 106113, <https://doi.org/10.1016/j.clsr.2025.106113>.

⁵ Dina Kartikasari and Saiful Risky, “The Idea of Independent Judicial Ethics Courts in Indonesia: Gagasan Pengadilan Etik Kehakiman Independen Di Indonesia,” *JAPHTN-HAN* 4, no. 1 (2025): 65–84, <https://doi.org/10.55292/japhtnhan.v4i1.156>.

⁶ Andi Suherman, “Implementasi Independensi Hakim Dalam Pelaksanaan Kekuasaan Kehakiman,” *SIGN Jurnal Hukum* 1, no. 1 (2019): 42–51, <https://doi.org/10.37276/sjh.v1i1.29>.

⁷ Liu Peng et al., “From Information Exposure to Legal Consciousness: The Chain Mediating Role of Political Trust and Social Equality in Chinese College Students,” *Acta Psychologica* 259 (September 2025): 105428, <https://doi.org/10.1016/j.actpsy.2025.105428>.

⁸ Aylin Aydin-Cakir and Ebru İlter Akarçay, “When Do Governments Attack the Judiciary? The Explanatory Power of Political Corruption,” *International Review of Law and Economics* 82 (June 2025): 106248, <https://doi.org/10.1016/j.irlc.2025.106248>.

⁹ Heni Hendrawati, *ASPEK PENEGAKAN KODE ETIK HAKIM DALAM MEWUJUDKAN KEKUASAAN KEHAKIMAN YANG BERMARTABAT DAN BERINTEGRITAS*, 12, no. 1 (2016).

¹⁰ KODE ETIK DAN PEDOMAN PERILAKU HAKIM, 047/KMA/SKB/IV/2009 dan 02/SKB/P.KY/IV/2009 (2009).

¹¹ Sazia Aushar Chazradj Pratama et al., “Sociology of Law in Corruption Crimes: Case Studies in the Judicial Process in Indonesia,” *Jurnal Hukum Indonesia* 4, no. 2 (2025): 81–85, <https://doi.org/10.58344/jhi.v4i2.1679>.

¹² Komisi Pemberantasan Korupsi, *Statistik TPK Berdasarkan Profesi* (KPK, 2025), <https://www.kpk.go.id/id/publikasi-data/statistik/penindakan-2>.

Source: Corruption Eradication Commission

Based on Table 1. Judges thus represent the law enforcement profession with the highest number of recorded corruption cases during this period. Given that judges hold final authority in determining the outcome of legal proceedings, corruption at this level has systemic consequences: it undermines legal certainty, erodes institutional credibility, distorts the judicial process, and weakens public trust in the rule of law. The persistence of such cases since the early 2010s indicates that the problem is not incidental but structural. Existing anti-corruption strategies within the judiciary have predominantly relied on repressive and supervisory approaches.¹³ Criminal prosecution of corrupt judges, reinforcement of external oversight mechanisms, implementation of codes of ethics, enhancement of transparency, and digitization of case administration have been promoted as primary solutions.¹⁴ These measures contribute to accountability and deterrence; however, they remain reactive in nature, functioning mainly after violations occur. Scholarly discussions in judicial reform similarly emphasize procedural transparency and institutional supervision as key instruments of integrity control.¹⁵ While these approaches represent important progress, their main limitation lies in the insufficient attention given to the internal governance of judicial human resources as a preventive anti-corruption mechanism.

Previous studies on judicial integrity largely focus on ethical regulation, disciplinary enforcement, and external monitoring systems as the best available safeguards.¹⁶ Nonetheless, these studies often overlook how recruitment patterns, promotion systems, performance appraisal, and career development structures shape judges' professional identity and ethical commitment over time. Weak meritocracy, opaque promotion pathways, inequitable career systems, and inadequate performance evaluation may generate dissatisfaction, demotivation, and vulnerability to external pressures. Consequently, integrity problems cannot be understood solely as individual moral failures but must also be examined as outcomes of institutional design deficiencies. The conceptual gap in the literature lies in the limited integration of human resource governance into the structural framework of corruption prevention.

This article addresses that gap by proposing an integrity-by-design approach grounded in judicial human resource construction. It argues that corruption prevention in the judiciary must move beyond a purely repressive paradigm toward a systemic preventive model embedded in institutional governance. Through merit-based recruitment, transparent and fair promotion mechanisms, objective performance evaluation, and sustainable career development, ethical values and anti-corruption commitments can be internalized from the outset of a judge's professional trajectory. This approach positions human resource governance not merely as an administrative function but as a strategic institutional design for strengthening ethical resilience and professionalism within the judiciary.

Accordingly, this research explores the following questions: (1) how do the results of the SEM-PLS model explain the relationship between judicial human resource architecture and anti-corruption effectiveness; and (2) how can a Judicial Human Resource Architecture Model be formulated as an anti-corruption design to strengthen the legitimacy and credibility of judicial institutions in Indonesia?. The scientific novelty of this article lies in conceptualizing judicial human resource architecture as an integral anti-corruption design rather than merely as a supporting administrative function. By employing the SEM-PLS analytical approach, this study empirically examines the structural relationships among judicial governance variables and proposes an integrity-oriented institutional model. The significance of this study

¹³ Mahrus Ali et al., "The Application of a Human Rights Approach toward Crimes of Corruption: Analyzing Anti-Corruption Regulations and Judicial Decisions," *Laws* 12, no. 4 (2023): 68, <https://doi.org/10.3390/laws12040068>.

¹⁴ Erwan Adi Priyono et al., "Legal Construction of the Consequences of a Judge's Verdict Proven to Involve Receiving Gratuities in Adjudicating a Case," in *Proceedings of the 3rd International Conference on Law, Economics & Good Governance (IC-LAW 2025)*, vol. 985, ed. Kuku Tejomurti and Solikhah Solikhah, Advances in Social Science, Education and Humanities Research (Atlantis Press SARL, 2025), https://doi.org/10.2991/978-2-38476-519-5_25.

¹⁵ Jerry Thomas and Vivaldi Liman, "Analysis Of Opportunities For Implementing The Amicus Curiae Concept As A Form Of Public Participation In The Judicial System In Indonesia," *Jurnal Hukum Dan Peradilan* 13, no. 1 (2024): 1, <https://doi.org/10.25216/jhp.13.1.2024.1-32>.

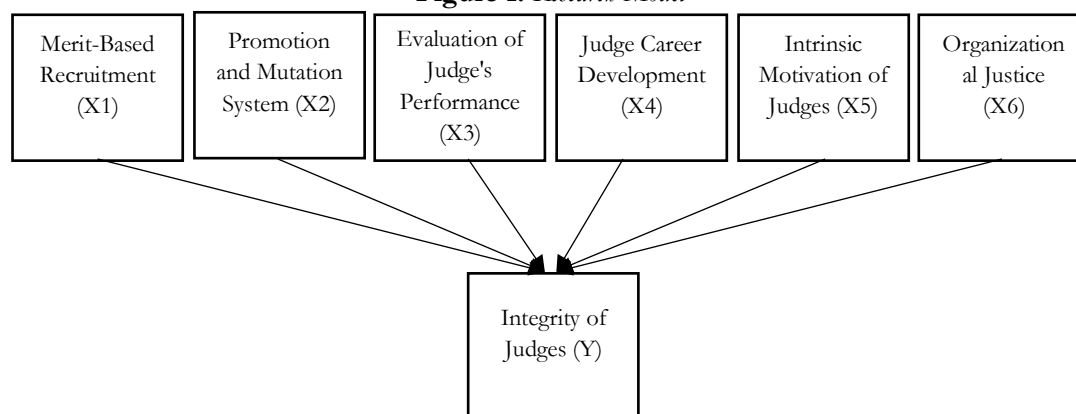
¹⁶ Fakhri Hamdi et al., "Law Enforcement Professional Ethics: An Analysis of Legal Philosophy on Morality and Integrity in Law Enforcement Practice," *Jurnal Ilmiah Multidisiplin Indonesia* 4, no. 11 (2025): 1760–71.

rests on its contribution to redefining corruption prevention in the judicial environment through evidence-based institutional restructuring that embeds integrity as an inherent and sustainable component of the justice system.

Method

This research employs a mixed-method legal research design combining quantitative and qualitative approaches within a socio-legal framework and a human resource management perspective to examine the influence of judicial human resource governance on judges' integrity as a preventive anti-corruption mechanism.¹⁷ The study focuses on judicial institutions in Indonesia and was conducted during the February 2026 research period. Primary data were collected through a structured closed-ended questionnaire distributed to 82 judges as respondents across Indonesia, using a Likert scale (1–5) to measure merit-based recruitment (X1), promotion and mutation system (X2), performance evaluation (X3), career development (X4), intrinsic motivation (X5), organizational fairness (X6), and judges' integrity (Y) with *the following model analysis*:¹⁸

Figure 1. Research Model



Source: Developed by the Authors (2026)

Secondary data consisted of primary and secondary legal materials obtained through literature review and documentation of statutory regulations, institutional policies on judicial human resource management, anti-corruption frameworks, and official reports, including data from the Corruption Eradication Commission. Quantitative data were analyzed using Structural Equation Modeling based on Partial Least Squares (SEM-PLS) to test construct validity and reliability (*outer model*) and examine causal relationships between latent variables (*inner model*) through path coefficients, t-statistics, and p-values using a bootstrapping procedure, while qualitative legal analysis was used to interpret the findings normatively and institutionally in explaining how judicial human resource construction functions as a structural preventive design in strengthening judges' integrity and preventing corruption.¹⁹

Results and Discussion

SEM PLS Model Test Result

The data analysis in this study was carried out using *the Structural Equation Modeling* approach based on *Partial Least Squares* (SEM-PLS) to test the quality of the measurement model (*outer model*) and structural model (*inner model*) that connects the construction of judicial human resource governance with the integrity

¹⁷ Afif Noor, "Socio-Legal Research: Integration of Normative and Empirical Juridical Research in Legal Research," *Jurnal Ilmiah Dunia Hukum* 7, no. 2 (2023): 94, <https://doi.org/10.56444/jidh.v7i2.3154>.

¹⁸ Malcolm Koo and Shih-Wei Yang, "Likert-Type Scale," *Encyclopedia* 5, no. 1 (2025): 18, <https://doi.org/10.3390/encyclopedia5010018>.

¹⁹ Peter Guenther et al., "Improving PLS-SEM Use for Business Marketing Research," *Industrial Marketing Management* 111 (May 2023): 127–42, <https://doi.org/10.1016/j.indmarman.2023.03.010>.

of judges.²⁰ The test results were presented systematically in the form of a descriptive statistical table of constructs, correlation matrices between latent variables, and a ranking of the strength of the influence of HR governance variables on the integrity of judges. This presentation aims to provide a comprehensive empirical overview of how the construction of judicial human resource governance functions as a preventive institutional design in building the integrity of judges. The description of data testing can be presented as follows:

Evaluation of Measurement Models (Outer Model)

The measurement model test (*outer model*) aims to assess the quality of latent constructs through descriptive statistics as an initial indication of the consistency of reflective indicators in each research variable.²¹ The latent variables analyzed included merit-based recruitment (X1), promotions and mutations (X2), performance evaluation (X3), career development (X4), intrinsic motivation (X5), organizational fairness (X6), and judge integrity (Y). The number of judges as respondents in this study is 80 (eighty) people spread across all judicial areas in Indonesia, including District Courts in the jurisdiction of Java, Sumatra, Kalimantan, Sulawesi, Maluku, North Maluku, Papua, West Nusa Tenggara and East Nusa Tenggara, with additional respondents from the Supreme Court.²² The distribution of these respondents shows a wide enough geographical representation to be able to describe the perception of judges nationally on the practice of judicial human resource governance and its implications for the integrity of the judge's profession.

The composition of respondents was dominated by judges with an age range of 25-35 years of 68 people (85%), followed by the age group of 36-45 years old as many as 9 people (11.3%), and the age group of 46-55 years as many as 4 people (5%). In terms of gender, respondents were dominated by male judges as many as 61 people (76.3%) and female judges as many as 19 people (23.8%). Based on the level of education, most respondents have master's education qualifications (S2) as many as 43 people (53.8%), followed by bachelor (S1) as many as 36 people (45%), and doctoral (S3) as many as 1 person (1.2%). Meanwhile, in terms of service period, most of the respondents had a service period of 1-10 years (91.3%), which shows that this study represents a lot of young to medium judges' perspectives. As such, the following is presented a descriptive statistical table of constructs as follows:

Table 2. Descriptive Statistics of Constructs (*Outer Model*)

Variabel	Red	Std Dev	Interpretasi
X1: Recruit Merit	4.71	0.45	Excellent
X2: Promotion & Mutation	4.29	0.72	Good
X3: Performance Evaluation	4.52	0.58	Excellent
X4: Career Development	4.61	0.51	Excellent
X5: Intrinsic Motivation	4.77	0.38	Very High
X6: Organizational Justice	4.50	0.47	Excellent
Y: Integrity of Judges	4.74	0.32	Very High

Source: SEM-PLS data processing

Based on Table 2, all constructs have a *mean value* above 4.00 which shows a very positive perception of the respondents' perception of judicial human resource governance and the integrity of judges. The intrinsic motivation variable (X5) had the *highest mean value* (4.77), while promotion and

²⁰ Fernando Gimeno-Arias et al., "Using PLS-SEM to Analyze the Effect of CSR on Corporate Performance: The Mediating Role of Human Resources Management and Customer Satisfaction. An Empirical Study in the Spanish Food and Beverage Manufacturing Sector," *Mathematics* 9, no. 22 (2021): 2973, <https://doi.org/10.3390/math9222973>.

²¹ Shahid Hussain et al., "Structural Equation Model for Evaluating Factors Affecting Quality of Social Infrastructure Projects," *Sustainability* 10, no. 5 (2018): 1415, <https://doi.org/10.3390/su10051415>.

²² Author, "Kuisisioner: Judicial Human Resource Construction Sebagai Desain Mekanisme Anti-Korupsi Di Lingkungan Peradilan," February 2026, https://docs.google.com/forms/d/e/1FAIpQLSex1nfGV1QQSUF4ZswbfcQ5RIR6fVdQ1ZI18yGtY4n8O_b7Lw/viewform?usp=sharing&ouid=108472951606938687122.

mutation (X2) had the highest standard deviation (0.72), which indicates a variation in respondents' perception of the implementation of the position rotation policy. The relatively low standard deviation value in the judge integrity variable (0.32) indicates the consistency of respondents' perception of the high integrity of judges in the judicial environment. Overall, these statistical results show that the research indicators can reflect latent constructs stably and are feasible to continue in structural model testing.

Evaluation of Structural Models (Inner Model)

Internal model *testing* was carried out to analyze the strength of the causal relationship between the latent variables of judicial HR governance (X1–X6) and the integrity of judges (Y). The analysis was carried out through a correlation matrix between constructs as a proxy for the power of influence in the SEM-PLS model.²³ Furthermore, it can be seen about the correlation matrix between constructs below:

Table 3. Correlation Matrix Between Constructs (*Inner Model*)

Relationships Between Variables	Correlation Coefficient (r)	The Power of Relationships
X1 → Y	0.68	Strong
X2 → Y	0.59	Medium-Strong
X3 → Y	0.72	Very Powerful
X4 → Y	0.76	Very Powerful
X5 → Y	0.79	Very Powerful
X6 → Y	0.84	Very Powerful

Source: SEM-PLS data processing

Based on Table 3, all exogenous variables have a positive relationship with the integrity of the judge as endogenous variables. Organizational fairness (X6) showed the highest correlation coefficient ($r = 0.84$), indicating that the perception of fairness in HR management policies and practices was the most dominant factor in shaping the integrity of judges. Intrinsic motivation (X5) occupies the second position with a correlation of 0.79, followed by career development (X4) of 0.76 and performance evaluation (X3) of 0.72. Meanwhile, merit-based recruitment (X1) had a strong correlation of 0.68. The promotion and mutation variables (X2) showed the lowest correlation value (0.59), although it was still in the medium-strong category, which suggests that the aspect of position rotation has a more complex influence dynamics on the integrity of judges.

The Power of Exogenous Variables on Judge Integrity

To provide a comparative overview of the dominance of the influence of each variable, a ranking table of the strength of the relationship between constructs is presented as follows:

Table 4. Ranking of the Strength of the Influence of HR Governance Variables on Judge Integrity

Peringkat	Variabel	Coeficin (r)	Categories Influence
1	X6: Organizational Justice	0.84	Very Strong (Dominant)
2	X5: Intrinsic Motivation	0.79	Very Powerful
3	X4: Career Development	0.76	Very Powerful
4	X3: Performance Evaluation	0.72	Very Powerful
5	X1: Merit-Based Recruitment	0.68	Strong
6	X2: Promotions and Mutations	0.59	Medium–Strong

Source: SEM-PLS data processing

Table 4 shows that organizational fairness is the variable with the most dominant influence on the integrity of judges, which confirms the importance of applying the principle of *fairness* in judicial human resource governance.²⁴ In contrast, promotions and mutations rank last, indicating the need to strengthen

²³ Siti Nurhalizah, Gusmi Kholijah, and Z. Gusmanely, "Structural Equation Modeling Partial Least Square Analysis on the Performance of PT. Jambi Regional Development Bank," *Indonesian Journal of Applied Statistics* 6, no. 2 (April 2024): 125, <https://doi.org/10.13057/ijas.v6i2.78921>.

²⁴ Constanze Eib et al., "What Helps Managers Being Fair? Predicting Managers' Self-Reported Justice Enactment during Pay Setting Using the Ability-Motivation-Opportunity Framework," *The International Journal of Human Resource Management* 33, no. 10 (2022): 2138–69, <https://doi.org/10.1080/09585192.2020.1852590>.

transparency and objectivity in the position rotation mechanism to strengthen institutional integrity. Based on the evaluation of *the outer model* and *inner model* presented in Table 2 to Table 4, it can be concluded that the SEM-PLS model built has adequate ability to explain the relationship between the construction of judicial human resource governance and the integrity of judges. All exogenous variables showed a positive relationship to endogenous variables, with variations in the power of influence reflecting the complexity of institutional and individual factors in the formation of judge integrity. The dominance of organizational justice variables indicates that the integrity of judges is greatly influenced by the perception of procedural, distributive, and interactional justice in the judicial organization.²⁵ Meanwhile, the strong influence of intrinsic motivation shows that internal psychological factors play a role as a reinforcer of the effectiveness of the institutional system in building the integrity of the judge's profession.²⁶

Thus, the results of the SEM-PLS analysis confirm that the integrity of judges is a product of interaction between the design of fair and meritocratic judicial human resource governance and the internalization of the moral values of the judicial profession. This model shows that transparent, accountable, and fair institutional construction functions as a preventive mechanism in building the integrity of judges and preventing corruption in the judicial environment.

Judicial Human Resource Architecture Model as an Anti-Corruption Design

The discussion of *the judicial human resource architecture* (JHR) model will interpret empirical findings based on SEM-PLS in a theoretical framework to explain how the construction of human resources in the judiciary functions as a preventive mechanism for anti-corruption in the judicial environment.²⁷ The results of the structural model test show that the variables in the design of judicial human resource management not only have a statistically effect on corruption prevention, but also form a preventive institutional integrity system.²⁸ The following discussion relates these empirical findings to the perspectives of *Organizational Justice Theory* by Jerald Greenberg²⁹, *Self-Determination Theory* by Edward L. Deci³⁰, and *Institutional Governance* and *Socio-Legal* approaches to explain the theoretical rationality behind the causal relationships found in the SEM-PLS analysis and ultimately construct how the JHR model is as an anti-corruption design. The following sub-chapters will be discussed as follows:

The Dominance of Organizational Justice as the Main Preventive Factor

The results of the data processing show that organizational *justice* is the most dominant variable in influencing the mechanism of corruption prevention in the judicial environment. This dominance indicates that the perception of the judicial apparatus towards procedural, distributive, and interactional justice has a fundamental role in shaping integrity behavior. This integrity behavior can be analyzed using *Organizational Justice Theory* as developed by Jerald Greenberg who explains that individual perceptions of the level of justice in the organization, both distributive, procedural, and interactional justice, have a significant

²⁵ Prayekti and Ratri Wisnu Pertiwi, "The Role of Distributive Justice, Procedural Justice, Interactional Justice on Organizational Justice and Its Impact on Affective Commitment at Street Trader Employees Palagan Street Km. 4–9 Sleman," in *Proceedings of the 1st International Conference on Management and Business (ICoMB 2022)*, vol. 243, ed. Budi Setiawan, Advances in Economics, Business and Management Research (Atlantis Press International BV, 2023), https://doi.org/10.2991/978-94-6463-160-9_21.

²⁶ Laurel S. Morris et al., "On What Motivates Us: A Detailed Review of Intrinsic *v.* Extrinsic Motivation," *Psychological Medicine* 52, no. 10 (2022): 1801–16, <https://doi.org/10.1017/S0033291722001611>.

²⁷ Joseph Hair and Abdullah Alamer, "Partial Least Squares Structural Equation Modeling (PLS-SEM) in Second Language and Education Research: Guidelines Using an Applied Example," *Research Methods in Applied Linguistics* 1, no. 3 (2022): 100027, <https://doi.org/10.1016/j.rmal.2022.100027>.

²⁸ Ganesh Dash and Justin Paul, "CB-SEM vs PLS-SEM Methods for Research in Social Sciences and Technology Forecasting," *Technological Forecasting and Social Change* 173 (December 2021): 121092, <https://doi.org/10.1016/j.techfore.2021.121092>.

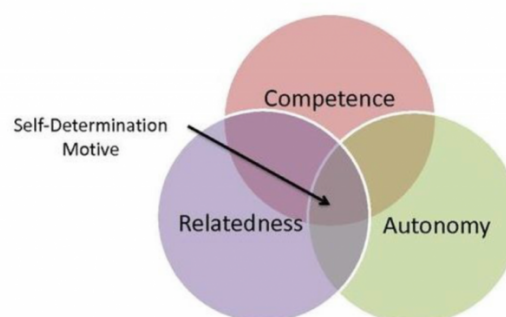
²⁹ Arzu Sert et al., "The Effects of Organizational Justice and Ethical Climate on Perceived Work Related Stress," *Procedia - Social and Behavioral Sciences* 150 (September 2014): 1187–98, <https://doi.org/10.1016/j.sbspro.2014.09.134>.

³⁰ Marylène Gagné and Edward L. Deci, "Self-determination Theory and Work Motivation," *Journal of Organizational Behavior* 26, no. 4 (2005): 331–62, <https://doi.org/10.1002/job.322>.

influence on the attitudes, commitments, and ethical behavior of organizational members.³¹ Jerald emphasized that when individuals view the decision-making process, resource allocation, and interpersonal treatment as being fair, they tend to show a higher level of compliance with organizational norms and internalize the values of integrity in carrying out their duties.³² When associated with the construction of human resource governance in the judicial environment, the dominance of organizational justice variables in the analysis results shows that judges' perceptions of procedural justice in promotion, performance evaluation, and distribution of career opportunities play an important role in shaping the integrity of the judge's profession. When the judicial HR management system is perceived as fair, transparent, and free from non-meritocratic intervention, institutional trust will be formed that strengthens the commitment of judges to reject corrupt practices.

Furthermore, when viewed from the *Self-Determination Theory* developed by Edward L. Deci, the integrity of judges in this study can be understood as a manifestation of intrinsic motivation that grows from basic psychological needs, namely the need for autonomy, competence, and relatedness.³³

Figure 2. *The three basic needs of self-determination theory*



Source: Edward L. Deci in His Theory of SDT

This theory asserts that individuals who have strong intrinsic motivations will be driven to act according to internal moral values, not solely because of external controls, material incentives, or the threat of sanctions.³⁴ In this regard, the intrinsic motivation variable (X5) shows a very strong correlation with the integrity of judges ($r = 0.79$), which indicates that internal moral-professional motivation is a crucial factor in forming resistance to corrupt behavior. Judges who have a professional ethical vocation, a commitment to substantive justice, and a pride in judicial independence tend to reject gratuities, external interventions, or abuse of authority, because these actions are contrary to the values that have been internalized in them.³⁵ Therefore, based on the perspective of *Self-Determination Theory*, the integrity of judges is not only shaped by external control mechanisms in the form of institutional regulation and supervision, but also by the intrinsic motivational force that makes ethical compliance an internal psychological need. This condition explains why, even if the supervisory system is strengthened, integrity will still be more sustainable if supported by the internalization of the moral values of the judicial profession as a form of *autonomous self-regulation*. The *socio-legal view* explains that institutional justice is not just an administrative aspect, but a social construction

³¹ Theodore S. Greenberg, *Politically Exposed Persons Preventive Measures For The Banking Sector* (The International Bank for Reconstruction and Development / The World Bank, 2010), DOI: 10.1596/978-0-8213-8249-3.

³² Greenberg, *Politically Exposed Persons Preventive Measures For The Banking Sector*.

³³ Hoa Do et al., "How and When AI-Driven HRM Promotes Employee Resilience and Adaptive Performance: A Self-Determination Theory," *Journal of Business Research* 192 (April 2025): 115279, <https://doi.org/10.1016/j.jbusres.2025.115279>.

³⁴ Siti Badriah and Surawan Surawan, "The Role of Self-Determination in Increasing Student Learning Diligence in the Digital Era," *Journal of Psychology Publications* 3, no. 3 (June 2025): 409–23, <https://doi.org/10.61132/observasi.v3i3.1506>.

³⁵ Shabrina Najla2 Frahnaz Amina1, "Analysis of the Judge's Professional Code of Ethics on the Decision of the Persecution Case by the Defendant George Ronald Tannur (Case Study of the Supreme Court Decision NO. 454/PID. B/2024/PN. SBY)," *Indonesian Legal Media* 5, no. 2 (March 2025): 210–16, <https://doi.org/10.5281/ZENODO.14998325>.

that shapes the internal legal culture of judicial institutions. Structural injustice has the potential to create a moral rationalization of corruption, while organizational justice functions as a normative fortress that internalizes anti-corruption values in the daily practice of the judicial apparatus.

The Role of Intrinsic Motivation in Rejecting Corruption

The results of the study also indicate that intrinsic motivation has a significant influence on individual resistance to corrupt practices. These findings are in line with *Self-Determination Theory* which emphasizes that sustainable ethical behavior is more influenced by internal motivations such as professional calling, moral integrity, and work meaning than simply external control or formal sanctions.³⁶ Judges who have strong intrinsic motivations tend to interpret their profession as a moral and social mandate, not just a structural position. This meaning reinforces *self-regulation ethics*, which is the ability of individuals to control behavior based on internal moral standards. Thus, the prevention of corruption depends not only on external supervision, but also on internalizing the value of integrity as part of the professional identity of judges.

When viewed from the perspective of government, intrinsic motivation functions as a "*soft control mechanism*" that complements formal controls such as regulation and supervision. A justice system that is able to foster intrinsic motivation through a meaningful work environment, professional autonomy, and integrity-based rewards will be more effective in preventing corrupt behavior than a system that relies solely on repressive mechanisms.

Vulnerability to Promotion and Mutation as a Structural Gap in Corruption

The findings show that the promotion and mutation system that is not entirely merit-based is one of the structural loopholes that has the potential to encourage corrupt practices. When the mechanism of career mobility is perceived as non-transparent or vulnerable to non-meritocratic intervention, there is an opportunity for power transactions, patronage, and conflicts of interest. This promotion and mutation system is an important instrument in maintaining the accountability of the judicial bureaucracy.³⁷ Unclear criteria or the dominance of non-objective considerations has the potential to undermine the integrity of the system, as the apparatus can be driven to seek "informal channels" to secure strategic positions. This condition opens up space for structural corruption that is systemic, not just individual. The *socio-legal* approach views this phenomenon as a manifestation of power relations in judicial institutions. Promotions and mutations that are not based on merit create a dependence on influential actors, making the integrity of individuals vulnerable to being negotiated for the sake of careers. Therefore, the reform of the promotion system and merit-based mutation is crucial as a structural corruption prevention mechanism.

Merit Recruitment as a "Gatekeeping Integrity System"

The results of the data analysis confirm that merit-based recruitment has a strategic role as a *gatekeeping* in building a judicial integrity system. Transparent, competitive, and competency-based recruitment not only guarantees professional quality, but also screens individuals with a strong ethical commitment from the early stages. Meritocratic recruitment serves as an institutional selection mechanism that determines the quality of organizational integrity in the long run.³⁸ An objective selection system reduces the likelihood of entering individuals with an opportunistic orientation or purely extrinsic motivation. Thus, recruitment becomes a preventive foundation that determines the quality of the integrity culture of the judiciary in the future. Theoretically, this is also related to the concept of *person-organization fit*, which is the conformity of values between individuals and organizations.³⁹ When the recruitment process

³⁶ Gagné and Deci, "Self-determination Theory and Work Motivation."

³⁷ Astrid Indah Maretha Dewi and Lalu Tirangga Aji Wangsanegara, "The Role of the Merit System in Improving the Professionalism of ASN," *Civic Governance and Public Administration (JGPA)* 3, no. 1 (2026): 40–52.

³⁸ Worku Lemlemu Ferede et al., "Assessment of Meritocracy, Accountability, and Public Service Reforms in Ethiopia: Evidence from Public Organizations in the Northwest Region," *Cogent Business & Management* 12, no. 1 (2025): 2492388, <https://doi.org/10.1080/23311975.2025.2492388>.

³⁹ Elisa Villani and Rosa Grimaldi, "When People Make the Difference: A Person-Organization Fit Approach in Knowledge Transfer Offices," *Journal of Business Research* 183 (October 2024): 114843, <https://doi.org/10.1016/j.jbusres.2024.114843>.

emphasizes integrity, independence, and professionalism as the main criteria, the selected individuals tend to have an alignment of values with the anti-corruption principles upheld by the judiciary.

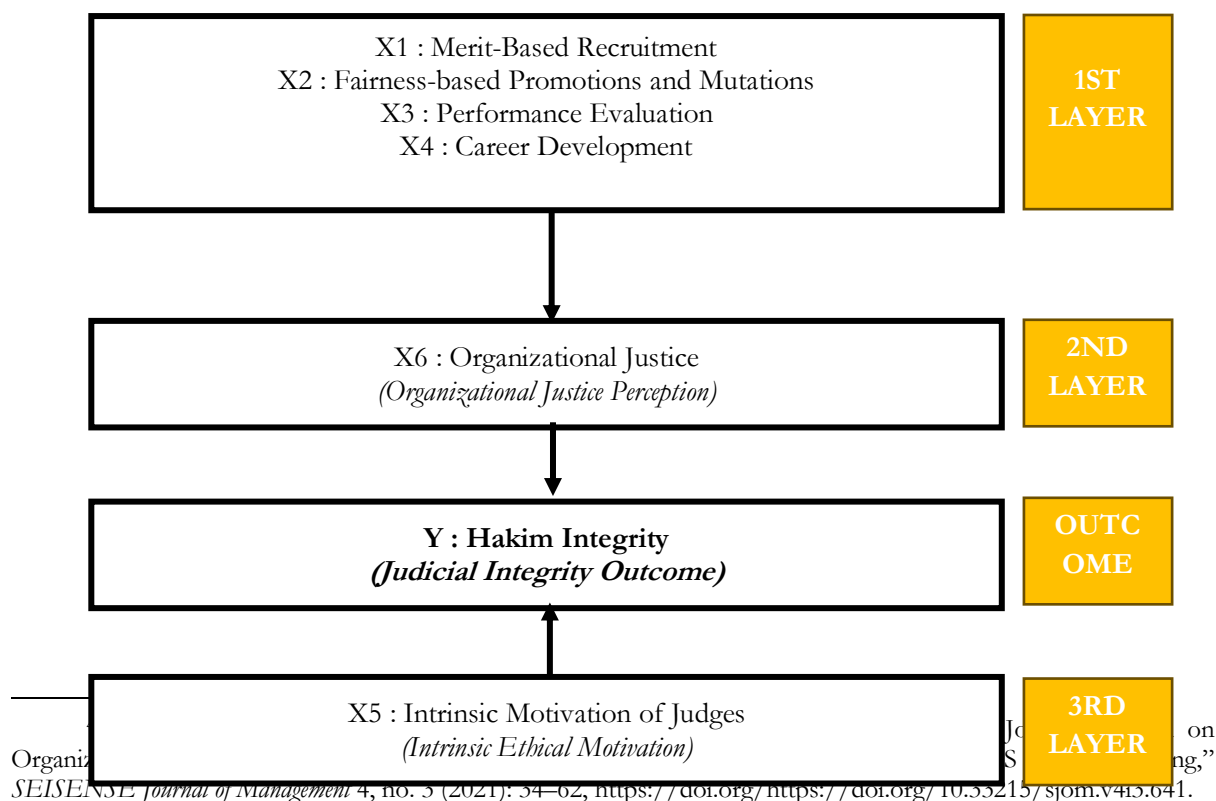
Career Development and Performance Evaluation as an Ethical Control Mechanism

The findings of the structural model show that career development and performance evaluation play a role as an ethical control mechanism that strengthens the corruption prevention system. Continuous career development encourages competency improvement while instilling higher professional standards, while objective performance evaluation creates sustained accountability for the behavior of judicial apparatus. According to *Organizational Justice Theory*, fair performance evaluation reinforces the perception of procedural fairness, which in turn improves ethical compliance.⁴⁰ Judicial officials who feel objectively assessed tend to be more committed to maintaining their professional reputation and avoiding actions that could damage their integrity. The performance evaluation mechanism also functions as an internal supervisory instrument that forms institutional norms of behavior. When performance indicators not only measure productivity, but also integrity and ethical compliance, the evaluation acts as a tool to internalize anti-corruption values in daily work practices.

Construction of the Judicial Human Resource Architecture Model as an Integrated Anti-Corruption Design

After describing the variables above, in this section the researcher tries to construct a *Judicial Human Resource Architecture* (JHR) model which emphasizes that the prevention of corruption in the judicial environment must be understood as a systemic and layered institutional process. This model not only captures the causal relationship between HR management variables but also formulates an *institutional integrity architecture* that works preventively through three layers of interacting mechanisms, namely: the institutional structural layer, the organizational normative layer, and the individual psychological layer. These three layers form a holistic integrity system, where the design of judicial human resource governance functions not only as an administrative instrument, but as an institutional engineering mechanism to build a sustainable anti-corruption culture. As per the *JHR architecture flowchart* below:

Chart 3. Judicial Human Resource Architecture



Based on the construction of JHR Architecture's chart 3, there are 3 (three) layers that form an institutional integrity system that works interconnected and in stages, namely the institutional structural layer, the organizational normative layer, and the individual psychological layer. These three layers do not stand alone but form an *integrity architecture* that is preventive in preventing corruption in the judicial environment. Referring to this, the following is the description: The first layer is the structural foundation of JHR design, namely the construction of judicial human resource governance that includes merit-based recruitment, transparent promotions and mutations, objective performance evaluations, and sustainable career development. This layer functions as a *hard institutional control mechanism* that forms the formal framework of the behavior of the judicial apparatus. Merit-based recruitment is placed as a *gatekeeping integrity system*, because an objective and competitive selection process ensures that individuals entering the judicial profession have competence, independence, and ethical orientation that are in line with judicial institutional values. Transparent selection will minimize the entry of opportunistic actors who have the potential to commit abuse of authority in the future.

Transparent promotion and mutation serve as a mechanism for a fair distribution of power in the judicial structure. When career mobility is based on merit and performance, the chances of patronage, position transactions, or conflicts of interest can be suppressed. Conversely, an unobjective promotion system has the potential to create structural dependencies that undermine the independence of judges and open up space for systemic corruption. Objective performance evaluation plays a role as an instrument of sustainable accountability. Performance appraisals that not only measure productivity, but also integrity and ethical compliance, will establish professional standards that place integrity as part of the judge's indicators of work success. Which implies that supervision of ethical behavior is not only repressive but integrated in the performance management system.

Sustainable career development complements the structural mechanism by creating a clear and competency-based professional path. A definite and fair career system reduces the incentive for judicial officials to seek informal advantage through corrupt practices. Career certainty is an important factor to maintain the stability of the integrity of the judge's profession. In the end, this institutional structural layer serves as an institutional design that limits the opportunities for corruption through objective rules, procedures, and systems. Corruption is prevented not only through sanctions, but through structural design that closes gaps in deviations from the start.

The second layer is the normative dimension of the organization which is manifested through organizational justice as the core of the internal legal culture of the judicial institution. At this stage, human resource governance is not only seen as an administrative mechanism, but as a means of forming a perception of justice that has a direct effect on the ethical behavior of the judicial apparatus. Organizational justice includes procedural, distributive, and interactional justice in every judicial HR policy. When judges feel that the process of promotion, evaluation, and distribution of career opportunities is carried out fairly and transparently, institutional trust is formed that strengthens the commitment to integrity norms. This trust is an institutional social capital that prevents the emergence of moral rationalization against corrupt practices.

Organizational justice functions as a social construct that shapes the internal legal culture of the judicial institution. A consistent culture of justice will make integrity a collective norm, not just an individual obligation. The judiciary will judge that corrupt behavior not only violates the rule of law but also violates common values that have been internalized in the life of the organization. This normative layer functions as a soft institutional culture mechanism, which is a behavior control mechanism that works through values, norms, and perceptions of justice. In contrast to formal structural control, normative control works through the formation of an organizational culture that rejects corruption as a form of deviation of institutional values. Thus, organizational justice becomes a bridge between institutional systems and individual behavior,

as a strong perception of justice will encourage the internalization of the value of integrity voluntarily and sustainably.

The third layer is the individual psychological dimension that places the intrinsic motivation of judges as a determining factor in building resistance to corruption. At this stage, integrity is understood as the result of internalizing the moral values of the profession that encourages judges to act according to ethical standards, even without external supervision. Intrinsic motivation is reflected in the vocation of the profession, commitment to substantive justice, and pride in judicial independence. Judges who have strong intrinsic motivations will interpret integrity as part of their professional identity. As a result, corrupt acts are not only seen as a violation of the law, but also as a form of betrayal of personal value and professional dignity.

When viewed from the perspective of organizational psychology, this condition is referred to as *self-regulation ethics*, which is the ability of individuals to control behavior based on internal moral standards.⁴¹ This mechanism is autonomous and more sustainable than external control, because compliance with ethical norms arises from internal awareness, not solely because of the threat of sanctions. This psychological layer complements the structural and normative design by providing an internal dimension that ensures the sustainability of integrity. Without intrinsic motivation, even a strong surveillance system can be bypassed through moral rationalization or compromise of interests. On the contrary, strong intrinsic motivation will strengthen the effectiveness of the institutional system in preventing corruption.

The main strength of the JHR model lies in the dynamic interaction between the three layers. The structural layer provides rules and systems that limit the opportunities for corruption, the normative layer forms a culture of justice that internalizes anti-corruption values, while the psychological layer ensures that these values are lived as a personal moral commitment. This interaction results in a preventive and sustainable institutional integrity system. The integrity of judges is no longer understood as a purely individual moral attribute, but rather as a product of an institutional construction that is fair, meritocratic, and supports the internalization of professional ethical values. In other words, integrity behavior is the result of systems engineering that creates harmony between the structure, organizational culture, and moral consciousness of individuals.

Conclusion

This study concludes that the governance structure of judicial human resources significantly influences judicial integrity as a fundamental prerequisite for corruption prevention within the judiciary. The SEM-PLS analysis demonstrates that all judicial human resource governance variables have a positive relationship with judges' integrity. Among these variables, organizational justice emerges as the most dominant factor, followed by intrinsic motivation, career development, performance evaluation, merit-based recruitment, and promotion and transfer mechanisms. These findings indicate that judicial integrity is shaped by the interaction between fair and meritocratic institutional design and the internalization of professional ethical values among judges. Furthermore, this research formulates the Judicial Human Resource Architecture (JHR) Model as an integrated anti-corruption design. The model operates through three interrelated layers: institutional-structural mechanisms, organizational-normative mechanisms, and individual-psychological mechanisms. The interaction among these layers forms a preventive and sustainable institutional integrity system. Consequently, corruption prevention in the judiciary should not rely solely on repressive oversight mechanisms but must also be supported by a transparent, fair, and merit-based judicial human resource governance system that strengthens the ethical internalization of the judicial profession. Future research is recommended to expand the empirical scope of the Judicial Human Resource Architecture model by incorporating comparative studies across different judicial institutions or jurisdictions. Further studies may also integrate qualitative approaches to explore the sociological and institutional dynamics that influence the effectiveness of integrity-based human resource governance in the judiciary. Such research would contribute to strengthening institutional reforms aimed at building a more accountable and corruption-resistant judicial system.

⁴¹ Soniya Billore et al., "Self-Regulation and Goal-Directed Behavior: A Systematic Literature Review, Public Policy Recommendations, and Research Agenda," *Journal of Business Research* 156 (February 2023): 113435, <https://doi.org/10.1016/j.jbusres.2022.113435>.

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AR, SH, IU. Conceptualization: AR, SH; methodology: AR, SH; data collection: AR; formal analysis: AR; validation: SH, IU; supervision: SH, IU; writing—original draft preparation: AR; writing—review and editing: SH, IU. All authors have read and approved the final version of the manuscript.

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Conflict of Interest

The authors declare that there are no conflicts of interest regarding the publication of this article.

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