



The Influence of Core Values Akhlak, Leadership Models, and Work Facilities on the Performance Through Job Satisfaction as an Intervening Variable in Digital Transformation Era

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THE INFLUENCE OF CORE VALUES AKHLAK, LEADERSHIP MODELS, AND WORK FACILITIES ON THE PERFORMANCE THROUGH JOB SATISFACTION AS AN INTERVENING VARIABLE IN DIGITAL TRANSFORMATION ERA

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ABSTRACT

In facing the era of digital transformation, the role of human resources is so important. one indicator of the success of an organization or company is a focus on performance. PT X are one of the state-owned companies that has several indications that needs to be addressed to have better performance, such as lack of AKHLAK core value as a standardization across state-owned company, leaders that have difficult time to implement the core value in daily basis, working facilities that aren't fully supported, and core value implementation on working daily basis. Regarding this phenomenon, this research objectives is to define the connection between independent variable (core values AKHLAK, leadership models, work facilities) to dependent variable (performance) through intervening variable (job satisfaction). Using SEM-PLS as determining method to find the connection between variables and analytical description that involving 126 employees on PT X network division. The expected results are recommendation that based on data interpretation of variabel connection and improving core value implementation, leadership model, working facilities, working satisfaction, and working performance. From 126 respondents that included, core value and working facilities variables are amongst the most significant variabel affecting both working satisfactory and working performance with T-Statistics value of 2.266 and 3.596. Another variable that has significancy on working satisfactory that affecting working performance are leadership variables with T-Statistics of 8.356.

Keywords: core value, leadership, working facilities, work satisfactory, working performances.

1. INTRODUCTION

Human resources play a crucial role in navigating the digital transformation age. An organization or business's focus on performance is one sign of its success. The corporate sector needs to invest in a variety of resources, including human resources, as the global economy is growing quickly. Core values and organizational behavior were cited by Mckinsey (2016) as two factors in advancement. Solid core values and good people resources will help corporations become better ones (Miharjo, 2016)

As Minister of Public Corporation, Erick Thohir upholds AKHLAK, a fundamental principle that has been universally embraced to ensure that the transformation of the national company occurs in perfect harmony. However, according to ACT Consultant, only 43.1% of public corporations have adopted the AKHLAK core value, which suggests that core value

2. LITERATURE REVIEW

Good leadership, according to Alshoukri et al. (2020), will improve the company's vision and mission as well as the positive, constructive relationship between core values. They emphasized Yuan & Lee (2011) and Sharna et al. (2009) as sources that focusing on core values and working performance will improve working satisfaction and performances.

Zehir et al. (2011) and Zehir et al. (2012) likewise place a strong emphasis on leadership and productivity. The distinction lies in the regional scope of the research and the favorable correlation between leadership and core values.

While Liao & Lu (2012) focused on working facilities with working performances, Alshoukri et al. (2020) focused on core values and leadership. According to study, having nice working spaces makes you feel valued, and having new tools will improve your performance.

3. METHODS

The actual research is being done in East Indonesia at the PT X network division. Using conclusive-descriptive approaches, the design's hypotheses, supporting factors, intervening variables, and links are tested.

The data was collected quantitatively using 126 samples using a random sampling technique, as opposed to qualitative approaches, which involved interviewing managers and supervisors. There are 25 quantitative questions in the survey, with a Likert scale ranging from 1 for strongly disagree to 5 for strongly agree.

4. RESULTS

By creating framework in SmartPLS, the research can dismantle the indicators that under 0.7 with Cronbach's Alpha under 0.6. There are 19 indicators that used as model from third iterations. This test also called outer model. Below are the Cronbach's Alpha, composite reliability and average variant expected for validity and reliability test.

Table 1. Cronbah's Alpha, Composite Reliability, dan Average Variance Extracted

	Cronbach's Alpha	Composite Reliability	Average Variant Extracted
Core Value	0,753	0,860	0,674
Fasilitas Kerja	0,820	0,893	0,735
Kepuasan Kerja	0,680	0,824	0,610
Kinerja	0,811	0,874	0,705
Leadership	0,897	0,920	0,685

The inner model of this research is by looking at the R-Square number. The working satisfactory has 0.897, means that 89.7% of working satisfactory influenced by core value, leadership, and working facility, whereas working performance has 0.780, means that 78% of working performance influenced by core value, leadership, and working facility.

Table 2. Path Coefficient and T-Statistics from Bootstrapping

	Original Sample	Influence	T-Statistics	Significancy
Core Value → Satisfactory	0.070	Positive	1.156	Not significant enough
Core Value → Performance	0.259	Positive	2.266	Significance
Working Facilities → Satisfactory	-0.005	Negative	0.034	Not significant enough
Working Facilities → Performance	0.724	Positive	3.596	Significant
Satisfactory → performance	0.079	Positve	0.339	Not significant enough
Leadership → Satisfactory	0.908	Positive	8.356	Significance
Leadership → Performance	-0.179	Negative	0.646	Not significant enough

5. CONCLUSIONS

The findings show that, with T-statistics of 2.266 and 3.596, respectively, core values and working conditions have a significant impact on performance, whereas leadership has a significant impact on satisfaction, with a T-statistic of 8.356.

Through the evaluation of leadership models that fit with the corporate culture both internally and externally, such as programs to interact with lower grade levels or aligning with the company's AKHLAK vision and mission, the leadership variable can be improved. By creating an internal induction program that includes social events, a reward and punishment system, and other elements, the core value implementation can be improved.

Due to the harsh conditions and OPM military army, working facilities are regarded as essential. The worker will be much safer and healthier if they use modern, well-maintained equipment. if three factors are positively

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