

ANALYSIS OF THE INFLUENCE OF ORGANIZATIONAL JUSTICE, TRANSFORMATIONAL LEADERSHIP, AND AKHLAK CORE VALUES ON EMPLOYEE PERFORMANCE WITH MOTIVATION AS AN INTERVENING VARIABLE AT PT JASA RAHARJA (BRANCH OF NORTH SUMATRA)

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Abstract

This research aimed to determine the influence of organizational justice, transformational leadership, and AKHLAK core values on employee performance with motivation as an intervening variable at PT Jasa Raharja (Branch of North Sumatra). This type of research is descriptive research. The population in this study were all employees of PT Jasa Raharja (Branch of North Sumatra), totaling 104 people. The sampling technique in this research was the Probability Sampling technique. The sampling calculation used the Slovin formula, so the sample consisted of 82 respondents. The data collection techniques were observation, interviews, questionnaires, and documentation studies (library). The data analysis method uses path analysis and hypotheses. The research results show that Transformational Leadership and Moral Core Values influence employee performance at PT Jasa Raharja (Branch of North Sumatra). Meanwhile, Organizational Justice does not affect Employee Performance at PT Jasa Raharja (Branch of North Sumatra). The results of testing organizational justice and moral core values do not significantly affect employee performance, with motivation as an intervening variable. At the same time, transformational leadership is increased because it significantly affects performance with an explanation as an intervening variable at PT Jasa Raharja (Branch of North Sumatra).

Keywords: *organizational justice, transformational leadership, akhlak core values, employee performance, motivation*

1. INTRODUCTION

Human Resources (HR) plays a very dominant role in company activities. Whether a company is successful in achieving its goals depends on the ability of its human resources or employees to carry out the tasks given so that employees are always required to develop themselves proactively within a company. The human resources currently needed are human resources who have good performance. Good employee performance can be seen from various sides. Therefore, companies must carry out performance assessments to determine the extent to which employees can play a role in the development and growth of the company. Employee performance helps the company in achieving short-term and long-term goals. Employee performance is the goal and is a way for managers to ensure that employee activities and output align with organizational goals. Employee performance results from work in terms of quality and quantity achieved by an employee in carrying out his duties per the responsibilities given to him (Mangkunegara, 2017). Employees can work well if they have high performance to produce good work. Employee performance is one of the determining factors for the success of a company or organization in achieving its goals. For this reason, the performance of employees must receive attention from company leaders because a decline in employee performance can affect the company's overall performance. PT Jasa Raharja is part of the Indonesia Financial Group, which does business in the social insurance sector. PT Jasa Raharja was formed as a real effort to provide social security and protection to traffic accidents and public transportation. The government created

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funds through mandatory contributions for motor vehicle owners as well as compulsory contributions for passengers of public motorized vehicles, trains, airplanes, national airlines, and nationwide shipping or shipping companies.

The strategy used by this company to survive is to improve services to the community. Per Jasa Raharja's motto, "Prime in Protection, Excellent in Service," PT Jasa Raharja, as one of the best state-owned companies in Indonesia, strives to maintain service quality driven by improving the performance of its employees. Jasa Raharja is committed to synergizing with the digital world and continuing to innovate for the benefit of society. Employee performance is the output or work results each company produces regarding the quality and quantity of work. It can be accounted for under their role in the organization or company, accompanied by the ability and skills to complete the job. The performance of PT Jasa Raharja (Branch of North Sumatra) employees can be seen from the increase in quantity and higher quality of the results of completing the tasks that have been carried out. The following are the performance results of PT Jasa Raharja North Sumatra Branch to achieve employee performance results.

Table 1. Performance Assessment of PT Jasa Raharja (Branch of North Sumatra)

Category	Period				
	Sem-II 2020	Sem I 2021	Sem-II 2021	Sem I 2022	Sem-II 2022
Very good	0	0	1	3	11
Good	87	84	46	23	19
Enough	21	17	51	66	65
Not enough	0	0	1	5	1
Very less	0	0	1	0	0
Amount	108	101	100	97	96

Source: PT Jasa Raharja (Branch of North Sumatra), 2023

Table 1 explains that the performance of PT Jasa Raharja (Branch of North Sumatra) employees based on categories shows that in the second semester of 2020, there were 87 employees with good performance, while there were 21 people with fair performance, while there were no employees with performance in the outstanding category. In the first semester of 2021, the performance of employees in the good category fell from the previous year to 84 people, while in the fair category, it fell to 17 people. Entering the second semester of 2021, one employee is in the very good category. The good category decreased significantly to 46 people. In comparison, the employees with moderate performance increased compared to the previous year to 51 people. One person is in the poor category, and one is in the inferior category. In the first semester of 2022, employees in the very good category increased to 3 people; in the good category, there was a decrease to 23 people; in the fair category, there were 66 people; and in the poor category, there were five people. In the second semester of 2022, the very good category increased to 11 people, the good category had 19 people, the fair category had 65 people, and the poor category had one person. The yearly decline in employee performance indicates decreased employee work productivity, significantly impacting company performance. PT Jasa Raharja, as a state-owned company, should have professional employees with high discipline and loyalty to the company, mainly because its employees serve the community directly.

Company financial performance is a measure of an organization's financial health and shows the performance of the company's executive leadership. The higher the company's financial performance, the more effective and efficient it uses its resources. Financial performance for the

last five years: The following describes the income, costs, and profit before tax of the North Sumatra Branch.

**Table 2 Profit Before Tax PT Jasa Raharja (Branch of North Sumatra)
for the Period 2018 to November 2022**

Description	Profit Before Tax in Branch of North Sumatra (Rupiah)				
	2018	2019	2020	2021	2022 (until November)
Total income	201.676.231.961	187.456.598.854	191.395.857.135	197.542.588.793	193.356.364.158
Total cost	233.512.097.622	220.123.493.541	228.343.005.620	211.746.698.405	208.934.571.873
Profit before tax	(31.835.865.661)	(32.666.894.687)	(36.947.148.485)	(14.204.109.612)	(15.578.207.715)

Source: Company Data from 2018 to November 2022

Data from Table 2 shows that the profit before tax of PT Jasa Raharja (Branch of North Sumatra) in the last five years has always experienced losses. This is caused by high underwriting costs, namely compensation payments and total income, that have yet to be maximized. To date, the decline in the performance of PT Jasa Raharja (Branch of North Sumatra) tends to be analyzed from external factors, namely the level of collection rate of Mandatory Road Traffic Accident Fund Contributions and the high rate of traffic accidents. Internal factors, namely human resources, also play a role in the overall performance of PT Jasa Raharja North Sumatra Branch. The impact that can occur if employee performance decreases is that the company's performance results will also decrease. This can cause losses for the company because it can reduce the company's income and will impact all areas. This decline in performance cannot be separated from the employee's poor performance at work. To achieve company success and efforts to improve employee performance, companies must pay attention to organizational justice, transformational leadership, and the core values of AKHLAK, as well as work motivation within the company because these four things are closely related to employee performance. Apart from that, a company or organization's suitable human resource capacity is essential in achieving company success.

Kalay (2016) stated that employee performance will achieve maximum results if it is supported by organizational justice, revealing that greater levels of employee performance can emerge when employees have a high perception of justice, where employees in the organization will be more likely to feel obliged to be fair in how they perform their role by giving more of themselves. Fernandes (2016) states that organizational justice is essential in providing rewards according to their field and what they deserve in the company. Organizational justice is a crucial factor because the rewards they get in the company are based on the individual performance of the employees. The author conducted a pre-survey of 20 employees of PT Jasa Raharja (Branch of North Sumatra) regarding organizational justice, which can be seen in Table 3 below:

Table 3. Organizational Justice of PT Jasa Raharja North Sumatra Branch

No	Statement	Answers					Amount Sample
		VG	G	E	NE	VL	
1	The salary I get is appropriate the contribution I make to the company	7	8	4	1	-	20
2	The company considers my level of education, knowledge, and skills when giving me a salary.	5	7	6	2	-	20
3	I feel that the awards I get are not commensurate with my work achievements	3	4	11	2	-	20
4	Employees are allowed to reject or appeal decisions made by superiors.	6	2	9	2	1	20

Source: Processed Data, 2023

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Table 3 shows that many employees still feel that organizational justice needs to be evenly distributed. This can be seen from the four questions asked to employees; there are still those who answered disagree; this also confirms that organizational justice at PT Jasa Raharja (Branch of North Sumatra) has yet to be implemented 100%. Employee performance in an organization will certainly only improve by itself with concrete efforts from the company. Whether an organization will succeed or even fail is primarily determined by leadership; the leader is responsible for the failure to carry out a job, which is an expression that places the position of leader in an organization in the most crucial position (Thoha, 2018). The author conducted a pre-survey of 20 PT Jasa Raharja (Branch of North Sumatra) employees regarding transformational leadership towards employees. The pre-survey results can be seen in Table 4 below:

Table 4 Pre-Survey Results of Transformational Leadership Style

No	Statement	Answers					Amount Sample
		VG	G	E	NE	VL	
1	Leaders are my role models in the company	8	5	5	1	1	20
2	The leader motivates me to work better.	6	7	5	1	1	20
3	Leaders support me to think of new ways to complete tasks	4	10	4	2	-	20
4	The leader allows me to complete work with my ideas	2	12	5	1	-	20

Source: Processed Data, 2023

Table 4 shows the results of the pre-survey regarding transformational leadership for 20 respondents, showing that there are still respondents who answered the four statements above with answers that did not agree or disagree. It shows that employees still need to feel that a transformational leadership style is good. An organization with a strong culture will influence the behavior and effectiveness of employee performance. The quality of employee performance will be proportional to the quality of the organizational culture within it. If the organizational culture is good, employee performance will also be good, and vice versa. Organizational culture will give rise to several factors in the employee environment, including familiarity, knowing each other's strengths and weaknesses, working together, etc. In this case, PT Jasa Raharja is a State-Owned Enterprise (BUMN) that has a culture based on the Circular Letter of the Minister of State-Owned Enterprises of the Republic of Indonesia number SE 7/MBU/07/2020 dated 1 July 2020 concerning Core Values. Human Resources of State-Owned Enterprises Every state-owned Enterprise is obliged to implement the central values (core values) of BUMN HR as a corporate culture, which is the basis for forming the character of human resources within BUMN, subsidiaries, and consolidated affiliated companies and become a primary symbol of BUMN behavior.

PT Jasa Raharja has implemented the AKHLAK core values well. This can be seen from PT Jasa Raharja's success in winning the 2022 AKHLAK Award for the Insurance Services and Pension Fund Cluster Implementation Index category organized by ACT Consulting. As a result of the Customer Satisfaction Index survey conducted by Markplus, Jasa Raharja achieved a score of 95.3% for consumer satisfaction. However, this result still contradicts the fact that not all traffic accident victims receive compensation funds from PT Jasa Raharja. Employee performance is a person's work result per the employee's responsibilities during a specific period. Improving employee performance as controllers of all company activities can be done in many ways, including work motivation for employees, because work motivation can influence employee

performance within the company. If work motivation in a company is not good, then the company will suffer losses because its employees work unproductively or their performance decreases. On the other hand, if work motivation is good, the company will get even better profits due to increased employee performance.

2. IMPLEMENTATION METHOD

This research is descriptive. Descriptive research is a type of research with the aim of systematically, factually, and accurately describing the facts and characteristics of a particular object or population (Sinulingga, 2020). This research was conducted at PT Jasa Raharja (Branch of North Sumatra), Jalan Jendral Gatot Subroto Number 142, Medan City. The population in this study were all non-official employees of PT Jasa Raharja (Branch of North Sumatra), totaling 104 people. The sample is part of the number and characteristics of the population (Sugiyono, 2019). The sampling technique in this research is a probability sampling technique, namely a sampling technique that provides equal opportunities for each member of the population. This sampling technique uses a type of proportionate stratified random sampling. Namely, the sampling technique is carried out if the population has members/elements that are not homogeneous and proportionally stratified. Based on the calculation results above, the number of samples or respondents in this study was 82 respondents.

3. RESULTS AND DISCUSSION

Research Data Analysis

This research model will be analyzed using the Partial Least Square (PLS) method and assisted by SmartPLS 3.0 software. PLS is an alternative method of Structural Equation Modeling (SEM) that can be used to overcome problems involving relationships between very complex variables. The research data was processed using SmartPLS 3.0 with the following chart:

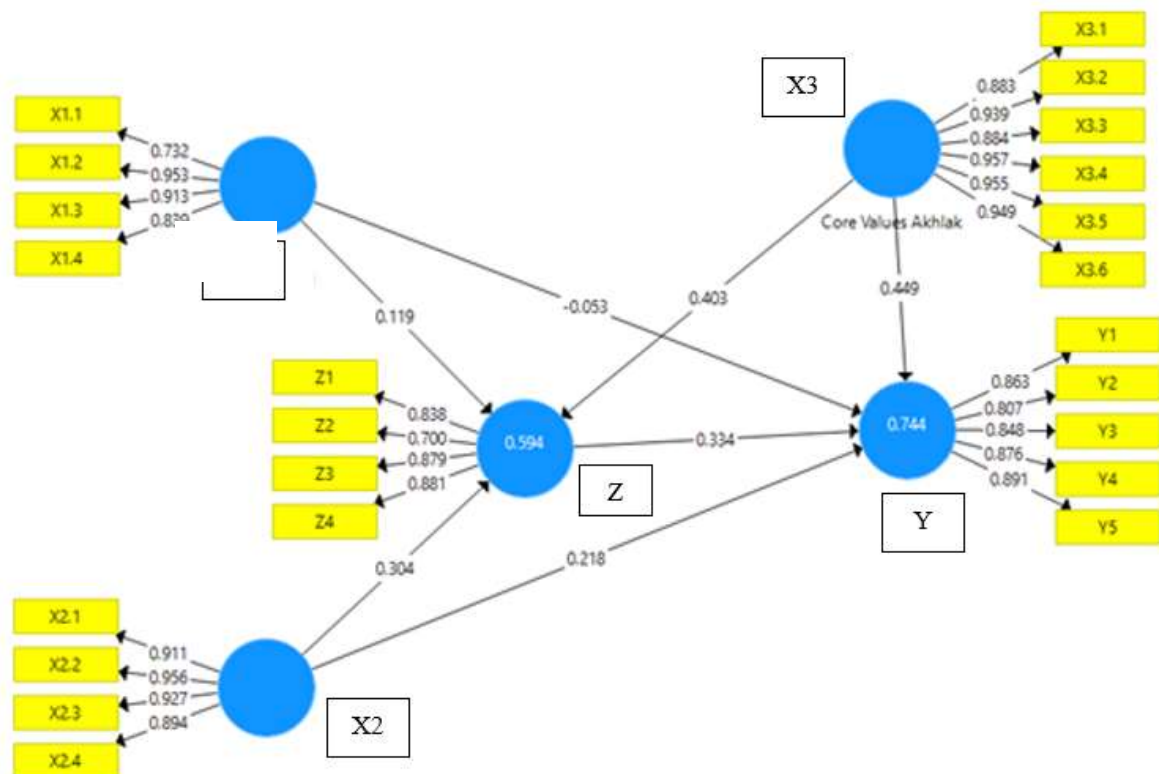


Figure 1 Results of Phase I Data Processing

Source: Data Processing Results with Smart PLS (processed data)

Measurement Model (Outer Model)

Convergent Validity

The following is the first data processing based on five variables with 23 statements.

Table 5. Loading Factor

Variable	Indicator	Loading Factor	Rule of Thumb	Conclusion
Employee performance (Y)	Y ₁	0.863	0.70	Valid
	Y ₂	0.807	0.70	Valid
	Y ₃	0.848	0.70	Valid
	Y ₄	0.876	0.70	Valid
	Y ₅	0.891	0.70	Valid
Organizational Justice (X ₁)	X1. ₁	0.732	0.70	Valid
	X1. ₂	0.953	0.70	Valid
	X1. ₃	0.913	0.70	Valid
	X1. ₄	0.839	0.70	Valid
Transformational leadership (X ₂)	X2. ₁	0.911	0.70	Valid
	X2. ₂	0.956	0.70	Valid
	X2. ₃	0.927	0.70	Valid
	X2. ₄	0.894	0.70	Valid
Core Values AKHLAK (X ₃)	X3. ₁	0.883	0.70	Valid
	X3. ₂	0.939	0.70	Valid
	X3. ₃	0.884	0.70	Valid
	X3. ₄	0.957	0.70	Valid
	X3. ₅	0.955	0.70	Valid
	X3. ₅	0.949	0.70	Valid
Motivation (Z)	Z ₁	0.838	0.70	Valid
	Z ₂	0.700	0.70	Valid
	Z ₃	0.879	0.70	Valid
	Z ₄	0.881	0.70	Valid

Source: Data Processing Results with Smart PLS (processed data)

Table 5 shows that convergent validity of the measurement model can be obtained from the correlation between the item/instrument score and the construct score (loading factor), with the criteria for the loading factor value of each instrument being > 0.7 . The data processing results with SmartPLS show that most indicators for each variable in this study have a loading factor value greater than 0.70 and are said to be valid.

Discriminant Validity

Discriminant validity assessment has become a generally accepted prerequisite for analyzing relationships between latent variables. The dominant approaches to evaluating discriminant validity are for variance-based structural equation modeling, such as partial least squares, the Fornell-Larcker criterion, and cross-loading checks. Discriminant validity is the level of differentiation of an indicator in measuring the instrument construct. Test discriminant validity can be done by examining cross-loading, namely the correlation coefficient of an indicator with its associated construct (cross-loading) compared with the correlation coefficient with another construct (cross-loading).

Table 6. Fornell-Larcker Criterion Discriminant Validity

	<i>Core Values Akhlak (X₁)</i>	Organizational justice (X₂)	Employee Performance (Y)	Transformational leadership (X₃)	Motivation (Z)
<i>Core values Akhlak (X₁)</i>	0.928	-	-	-	-
Organizational Justice (X₂)	0.926	0.863		-	-
Employee Performance (Y)	0.808	0.771	0.857	-	-
Transformational leadership (X₃)	0.741	0.763	0.742	0.922	-
Motivation (Z)	0.738	0.724	0.778	0.693	0.828

Source: Data Processing Results with Smart PLS (processed data)

The results of Table 6 show that the loading value of each indicator item on the construct is greater than the cross-loading value. Thus, it can be concluded that all constructs or latent variables already have good discriminant validity, wherein the block and the construct indicators are better than the other block indicators.

Composite Reliability

Apart from being measured by assessing convergent validity and discriminant validity, the outer model can also be measured by looking at the reliability of the construct or latent variable, which is measured by the composite reliability value. A construct is declared reliable if the composite reliability has a value > 0.70, then the construct is displayed as reliable. SmartPLS output results for composite reliability values can be shown in Table 7 below:

Table 7. Composite Reliability Values

	<i>Composite Reliability</i>	<i>Rule of Thumb</i>	Conclusion
<i>Core values Akhlak (X₁)</i>	0.974	0.70	Reliable
Organizational Justice (X₂)	0.921	0.70	Reliable
Employee Performance (Y)	0.933	0.70	Reliable
Transformational leadership (X₃)	0.958	0.70	Reliable
Motivation (Z)	0.896	0.70	Reliable

Source: Data Processing Results with Smart PLS (processed data)

The SmartPLS output results in Table 7 show that the composite reliability value for all constructs is above 0.70. With the resulting values, all constructs have good reliability by the minimum value limits that have been indicated.

1. Inner Model Testing (Structural Model)

After evaluating the model and finding that each construct meets the requirements for Convergent Validity, Discriminant Validity, and Composite Reliability, the next step is to evaluate the structural model, including testing model fit, Path Coefficient, and R². Model fit testing determines whether a model fits the data path coefficient.

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Based on Figure 1, the organizational justice variable influences employee performance by -0.053 or -5.3%, the transformational leadership variable influences employee performance by 0.218 or 21.8%, and the core values variable AKHLAK influences employee performance by 0.449 or 44.9%. %.

2. Model Fit

Table 8. FIT Model

	<i>Saturated Model</i>	<i>Estimated Model</i>
NFI	0.725	0.725

Source: Data Processing Results with Smart PLS (processed data)

NFI values ranging from 0 – 1 are derived from comparing the hypothesized and specific independent models. The model has a high fit if the value is close to 1. Based on the table above, the NFI value is 0.725, which means the model fit can be described as good.

3. R-Square

Inner models (inner relations, structural models, and substantive theory) describe the relationship between latent variables based on substantive theory. The structural model is evaluated using R-square for the dependent construct. The R² value can be used to assess the influence of certain endogenous variables and whether exogenous variables have a substantive impact. The criterion for an R-square value close to 0.67 is considered strong, 0.33 moderate, and 0.19 weak (Chin & Wynne, 1999). The R-square value can be seen in the following table:

Table 9. R-Square

Variable	R-Square	Criteria
Motivation	0.594	Moderate
Employee Performance	0.744	Strong

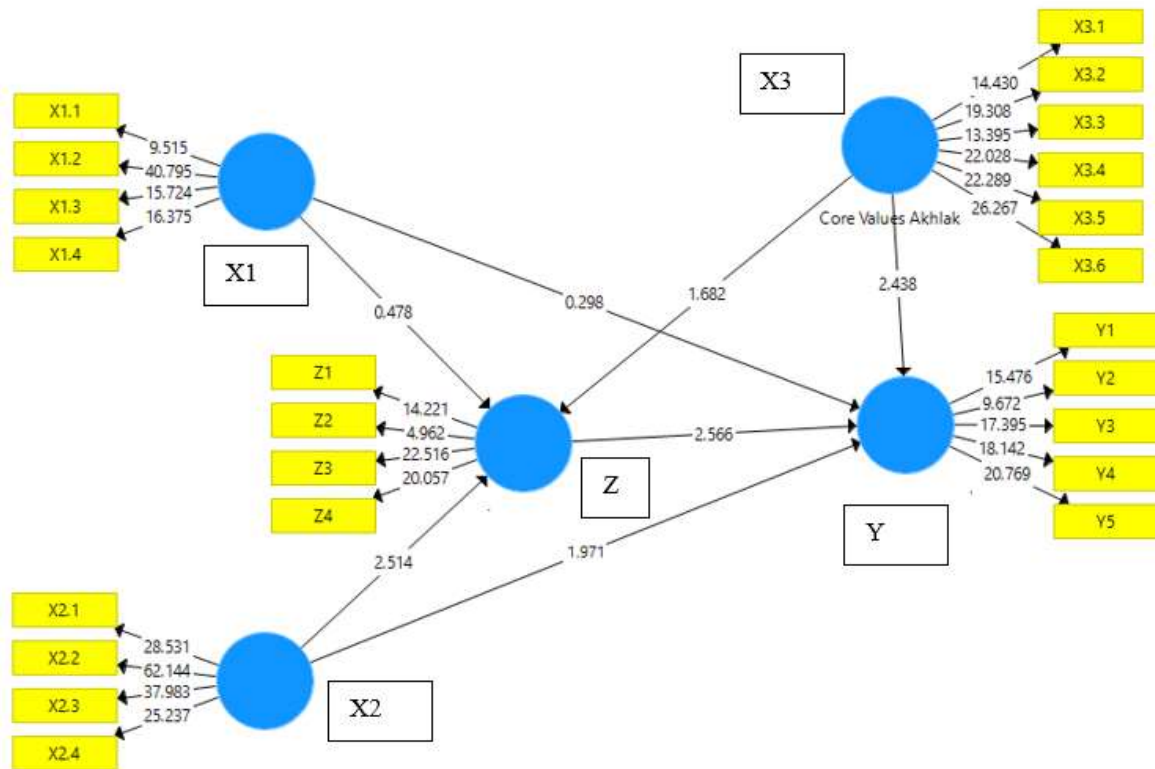
Source: Data Processing Results with Smart PLS, 2023

Based on Table 9, the R-squared value for motivation is 0.594. Obtaining this value explains that the percentage of motivation can be presented by organizational justice, transformational leadership, and AKHLAK Core Values, 59.4%. In comparison, the remaining 40.6% is explained by other factors not examined in this research, so it can be said that the R Square in the variable motivation is moderate. Furthermore, the R-squared value for the employee performance variable is 0.744. Obtaining this value explains that the percentage of employee performance can be defined by organizational justice, transformational leadership, core values AKHLAK, and motivation is 74.4%. In comparison, the remaining 25.6% is explained by other factors not examined in this research, so it can be said that R The square on the employee performance variable is strong.

Hypothesis Test

Hypothesis testing is carried out by paying attention to the original sample estimates (O) values to determine the direction of the relationship between variables, as well as t-statistics (T) and p-values (P) to determine the level of significance of the relationship. Original sample values close to +1 indicate a positive relationship, while values close to -1 indicate a negative relationship (Sarstedt et al., 2017). A t-statistics value of more than 1.96 or a p-value smaller than the

significance level (<0.05) indicates a significant relationship between variables. The results of this research model can be described as shown in Figure 2:



Source: Data Processing Results with Smart PLS (processed data)

Figure 2. Results of Phase II Data Processing

The results of research hypothesis testing can be seen in the following table:

Table 10. Value of Relationship Between Variables (direct and indirect effects)

Relationship Between Variables	Original Sample (O)	T Statistics (O/STDEV)	P Values	Conclusion
Organizational Justice -> Employee Performance	-0.053	0.298	0.766	Negatives are not significant.
Organizational Justice -> Motivation	0.119	0.478	0.633	Positive is not significant
Transformational Leadership -> Employee Performance	0.218	1.971	0.044	Significant positive
Transformational Leadership -> Motivation	0.304	2.514	0.012	Significant positive
Core Values AKHLAK -> Employee Performance	0.449	2.438	0.015	Significant positive
Core Values AKHLAK -> Motivation	0.403	1.682	0.093	Positive is not significant
Motivation -> Employee Performance	0.334	2.566	0.011	Significant positive

Source: Data Processing Results with Smart PLS, 2023

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Based on the table above, the relationship between study variables can be explained as follows:

1. The coefficient value of organizational justice on employee performance is -0.053, the t-statistic value is 0.298 < 1.96, and the P value is 0.766 > 0.05. Thus, it can be concluded that the organizational justice variable does not affect employee performance.
2. The coefficient value of organizational justice on employee performance through motivation is 0.119, the t-statistic value is 0.478 < 1.96, and the P value is 0.633 > 0.05. Thus, it can be concluded that the motivation variable weakens the relationship between organizational justice and employee performance.
3. The coefficient value of transformational leadership on employee performance is 0.218, the t-statistic value is 1.971 > 1.96, and the P value is 0.044 < 0.05. Thus, it can be concluded that the transformational leadership variable affects employee performance.
4. The coefficient value of transformational leadership on employee performance through motivation is 0.304, the t statistic value is 2,514 > 1.96, and the P value is 0.012 < 0.05. Thus, the motivation variable can strengthen the relationship between transformational leadership and employee performance.
5. The coefficient value of the AKHLAK core values on employee performance is 0.449, the t statistic value is 2,438 > 1.96, and the P Values are 0.015 < 0.05. Thus, it can be concluded that the AKHLAK core values variable affects employee performance.
6. The coefficient value of the AKHLAK core values on employee performance through motivation is 0.403, the t statistic value is 1.682 < 1.96, and the P Values are 0.093 > 0.05. Thus, the motivation variable weakens the relationship between the AKHLAK core values and employee performance.
7. The motivation coefficient value for employee performance is 0.334, the t-statistic value is 2,566 > 1.96, and the P value is 0.011 < 0.05. Thus, it can be concluded that the motivation variable affects employee performance.

Discussion

The Influence of Organizational Justice on Employee Performance

The hypothesis results show that the t-statistic value is 0.298 < 1.96, and the P value is 0.766 > 0.05. Thus, it can be concluded that the organizational justice variable does not affect employee performance. This research indicates that organizational justice implemented at PT Jasa Raharja cannot improve employee performance at work. The organizational justice felt by employees is not evenly distributed; companies providing salaries do not consider the level of education, knowledge, and skills employees possess, so some employees still do not receive full justice; the awards received by employees are also not following the achievements obtained. Regarding decisions made by superiors, they are absolute so that employees cannot protest but can only carry out according to the decisions that have been created.

The results of this research align with the study conducted by Mustafa et al. (2021), which states that organizational justice does not affect employee performance. The results of this research align with research by Prajogo et al. (2017), which says that organizational justice does not affect employee performance.

The Influence of Transformational Leadership on Employee Performance

The hypothesis results show that the t-statistic value is 1.931 > 1.96, and the P value is 0.044 < 0.05. Thus, it can be concluded that the transformational leadership variable influences employee performance. Research indicates that leaders at PT Jasa Raharja (Branch of North Sumatra) are responsible for creating conditions that stimulate employees to achieve specified goals. Leadership reflects a person's ability to influence individuals or groups. A leader must maintain harmony between fulfilling needs and directing individuals toward organizational goals.

Leadership in a company is essential in a modern organizational era that requires democratization in the implementation of work and company leadership. Leadership directs all available resources to achieve goals with strategies adapted to environmental conditions. The relationship between transformational leadership and performance is that leadership's most critical function is to motivate subordinates. Transformational leadership is believed to influence an organization, institution, or company in non-financial forms, such as job satisfaction and employee performance. Transformational leaders motivate their employees to perform beyond expectations by transforming their thoughts and attitudes in achieving performance beyond expectations. One of the behaviors that a transformational leader must demonstrate is the influence of idealism, motivation, intellectual stimulation, and individual consideration. The results of this research align with research conducted by Priyatmo (2018), which states that transformational leadership influences employee performance. These findings indicate that a leader's leadership style greatly affects the performance of his subordinates. In addition, to obtain good performance, it is also necessary to provide learning to his associates. The results of this research are also supported by research by Suci et al. (2019) and Asbari and Novitasari (2020), who found that transformational leadership style positively affects employee performance.

The Influence of Core Values AKHLAK on Employee Performance

The hypothesis results show that the t-statistic value is $2,438 > 1.96$, and the P value is $0.15 < 0.05$. Thus, the core values variable AKHLAK (Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative) influences employee performance. Implementing the AKHLAK core values at PT Jasa Raharja (Branch of North Sumatra) can improve employee performance. Employees who adopt a Trustworthy attitude will be more responsible in carrying out their duties, employees who adopt a Harmonious attitude will more easily collaborate with others in carrying out their duties, employees who have a Loyal attitude will be more loyal and dedicated to their organization, employees who have an Adaptive attitude will be more easily adapt to changes and challenges in their work, employees who have a collaborative mindset will find it easier to work together with other people in completing their work. The results of this research align with research conducted by Nawangsari et al. (2022), which states that the AKHLAK core values influence employee performance.

The Effect of Motivation on Employee Performance

The hypothesis results show that the t-statistic value is $2,566 > 1.96$, and the P-value is $0.011 < 0.05$. Thus, it can be concluded that motivation variables influence employee performance. This shows that the company will always appreciate employees who perform well in the form of incentives and awards they receive. Apart from that, the work performance assessment of PT Jasa Raharja (Branch of North Sumatra) has been carried out objectively and under company regulations. The leadership can promote employees who have creativity, expertise, and better work skills. According to Rivai (2018), employees with solid motivation will be severe about completing each task, so their desire to provide the maximum possible performance will be better than those who need clear and strong motivation. With their awareness, employees will perform optimally if they have strong motivation, encouraging them to work as well as possible. Motivation is essential for employees. Because with motivation, employees are encouraged to work better to achieve company goals. Motivation is used to encourage employees to meet their needs and achieve goals. The research results of Goni et al. (2021) show that work motivation significantly affects employee performance. So, work motivation positively affects employee performance. The results of this research are also supported by research conducted by Purwati (2021), which states that motivation influences employee performance.

The influence of organizational justice, transformational leadership, and moral core values on performance through motivation

Based on testing using the path analysis method, it can be concluded that justice is not prioritized because it does not significantly influence performance with motivation as an

ANALYSIS OF THE INFLUENCE OF ORGANIZATIONAL JUSTICE, TRANSFORMATIONAL LEADERSHIP, AND AKHLAK CORE VALUES ON EMPLOYEE PERFORMANCE WITH MOTIVATION AS AN INTERVENING VARIABLE AT PT JASA RAHARJA (BRANCH OF NORTH SUMATRA)

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intervening variable, increasing or decreasing organizational justice will not affect employee performance, organizational justice is felt by employees of PT Jasa Raharja (Branch of North Sumatra) not yet. Hence, they are less motivated to work harder, which will impact employee performance. Even though companies give awards to employees with good performance, more is needed to motivate employees to work more.

Based on tests using the path analysis method, transformational leadership significantly affects performance with motivation as an intervening variable. Better transformational leadership will increase comfort at work and can improve employee performance. Leaders can motivate their subordinates, encouraging them to work harder. It has a direct impact on employee performance. Apart from that, the leaders of PT Jasa Raharja (Branch of North Sumatra) become role models or role models for their subordinates so they work better. Apart from that, the leaders allow their associates to provide ideas so that employees feel appreciated and will motivate them to work well. The results of this research align with research conducted by Nuhadian (2017), which states that transformational leadership has a significant effect on performance through motivation. This shows that the stronger the leadership, the more employee performance will improve. Transformational leadership and encouragement have been proven to influence employee performance by 62.18%. It shows that the more effective transformational leadership and the higher employee motivation, the more employee performance will increase. Based on testing using the path analysis method, AKHLAK core values do not affect employee performance, with motivation as an intervening variable. This shows that at PT Jasa Raharja North Sumatra Branch, the motivation variable weakens the relationship between the AKHLAK core values and employee performance. It is necessary to examine other factors that might influence employee performance, such as employee skills and knowledge, work experience, leadership style, etc.

4. CONCLUSION

Based on the results of data analysis and discussions that have been carried out, this research produces two conclusions as follows:

1. Organizational justice does not affect the performance of PT Jasa Raharja (Branch of North Sumatra) employees.
2. Transformational leadership influences employee performance at PT Jasa Raharja North Sumatra Branch.
3. AKHLAK core values influence PT Jasa Raharja (Branch of North Sumatra) employee performance.
4. Motivation influences employee performance at PT Jasa Raharja North Sumatra Branch
5. The results of testing organizational justice and AKHLAK core values do not significantly affect employee performance with motivation as an intervening variable. At the same time, transformational leadership is improved because it significantly affects performance with motivation as an intervening variable at PT Jasa Raharja North Sumatra Branch.

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