

The Effect of Spiritual Leadership, Organizational Culture, And Entrepreneurship on Employees' working Motivation And Performance In Property Companies At Yogyakarta Special Region

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ABSTRACT

The growth of property business in Yogyakarta is influenced by the outsiders' interest to own the house and it triggers the competition among companies to provide the best services for the customers. So, the high performance of human resources is desperately needed. This study aims to analyze the effect of spiritual leadership, organizational culture, and entrepreneurship on working motivation, as well as to analyze the effect of spiritual leadership, organizational culture, entrepreneurship, and working motivation on employees' performance in property companies at Yogyakarta. The study is a quantitative research. This study uses exogenous variables in the form of spiritual leadership, organizational culture, and entrepreneurship, as well as endogenous variables in the form of employees' performance. Meanwhile, the working motivation is an intervening variable. The sample used in this study is 118 property employees from 53 companies which obtained with a total sampling technique and the data collection performed by distributing questionnaires. Hypothesis tests use the analysis of Structural Equation Modeling (SEM) with a composite indicator. The results show that working motivation influenced positively by spiritual leadership and organizational culture while entrepreneurship has a negative effect. The spiritual leadership is the variable that has the greatest influence on working motivation. On the other hand, the employees' performance influenced positively by spiritual leadership, organizational culture, and entrepreneurship, while working motivation has no significant effect. Organizational culture is the variable that has the greatest influence on employees' performance.

Keyword: employees' performance, working motivation, spiritual leadership, organizational culture, entrepreneurship, property companies

INTRODUCTION

In Indonesia, the growth of real estate and property industry can be seen from the increasing of its contribution on Gross Domestic Product. Based on the data, in 2011 the property industry has experienced spectacular growth, with transactions of IDR 301.27 trillion, up 24.6 percent compared with 2010. The growth was driven by the rising of real estate, construction, housing, and apartment ownership Loans (Bank Indonesia, 2011). The positive trend is also reflected from property market capitalization in 2013 of IDR 219 trillion. It grew 15 percent from the previous year. The Deputy of Finance of Housing Ministry, Sri Hartoyo adds that the property in 2014 is still promising because the government is increasingly focused on housing ownership for citizens (www.kemenpera.go.id).

Property business has promising prospects which attract the investors to invest their capital by looking at the potential of population growth. Therefore, the demand for property services will certainly continue to increase. Survey of Bank Indonesia in May 2013 shows that from 5,000 respondents, 81.1 percent are choosing to invest in property due to the expectation of rising prices. Specifically at Yogyakarta Special Region (DIY), the property business is also experiencing the growth. Based on the data of residence status by private ownership, it increases by 76.51 percent in 2011 and 76.62 percent in 2012. The high interest of outsiders to live in DIY is contributing to the development of property business.

Furthermore, the author argues that the rises of public interest to own the house also trigger the competition among companies. Therefore, the property companies need to show their best qualities. All resources, such as financial capital, physical assets, equipments, and other supporting assets will provide the optimum results when they are supported by the best human resources. Douglas (2000) explains that company needs the employees who are able to work well, so that it requires the employees with high performance. So, one

of the property companies success measurement is through the employees' performance who have the responsibility for the projects completion.

According to Locander et al. (2002), the important factors that determine the employees' performance is leadership. Leadership describes the relationship between the leader and the follower, and how a leader directs and determines the extent of the follower to reach the goals. The concept of leadership which is continuously growth and attracts the researchers is spiritual leadership concept. According to Fry and Matherly (2006), spiritual leadership is leadership that brings worldly dimension to spiritual dimension. Fry and Matherly (2006) also explains that the spiritual leadership in the workplace can nourish life. Satisfying these spiritual needs in the workplace positively influences human health and psychological well-being and forms the foundation for the new spiritual leadership paradigm.

The performance issues will also be able to materialize if there are some other supporting variables, such as motivation (Koesmono, 2005). The concept of motivation is a humanistic approach. It seems that in this context, there is a major contribution of the personal motivation that affects a personal's psychic in work, which will significantly affect the performance improvement. Organizational culture also affects the performance. According Koesmono (2005), organizational cultures are philosophy, ideology, value, assumption, belief, expectation, attitude and norm that are shared and followed by the members of community. Moreover, productive culture is a culture that can create the strong organization and accommodate the objectives of company. In this context, personal behavior will greatly affect the organization, either directly or indirectly. Behavior will arise as the result of a positive corporate culture as well as individuals behave because of the encouragement of their requirements. Therefore, everybody needs to consider its behavior without causing a conflict either individually or groups, so that performance can be achieved as desired.

According to Mueller, Wallace, and Price (1992), the workplace conditions that are less conducive may have implications on the employees' performance because the general orientation of company is to establish a proactive, aggressive, and innovative organization. In this context, the role of entrepreneurial aspects is needed to improve the employees' performance. It is as disclosed by Idris (2013) who found that the entrepreneurial spirit has a positive effect on service performance. Furthermore, Welsa (2009) also reveals that entrepreneurship has positive significant effect on business performance including labor productivity. Based on its urgency, the employees need to have an entrepreneurial spirit to manage any risks. Based on the urgency, the employee needs to take decisions quickly and precisely to overcome the obstacles in the field. On the other words, the employees' entrepreneurship can help the company to achieve its objectives and it also reflects its performance.

Based on the background, it can be concluded that human resource with high performance in the property business is needed. Therefore, the study about employees' performance and its influencing factors are very important to be elaborated. The purpose of this study is to analyze the effect of spiritual leadership, organizational culture, and entrepreneurship on working motivation and the effect of spiritual leadership, organizational culture, entrepreneurship, and working motivation on employees' performance of property companies in DIY.

LITERATURE REVIEW

According to Fry (2003), the previous leadership theories have focused in varying degrees on one or more aspects of the physical, mental, or emotional elements of human interaction in organizations and neglected the spiritual component. According to Zohar and Marshall (2000), spirituality is an important leadership dimension, because it is able to inspire and motivate the subordinates to get rid of personal interests to achieve the goals.

Fry (2003) also describes that spiritual leadership as comprising the values, attitudes, and behaviors that are necessary to intrinsically motivate one's self and others so that they have a sense of spiritual survival through calling and membership. Moreover, Fry and Matherly (2006) describe that a high degree of workplace spirituality and spiritual leadership, as a driver of organizational commitment and productivity, is essential to optimizing organizational performance. Spiritual leadership is a leadership model that is able to inspire, provoke, affect and mobilize through the example, service, compassion, value implementation, and other divinity in the goals, processes, culture and leadership behaviors (Sinetar, 2001). Therefore, the spiritual leadership style will be able to motivate subordinates to achieve organizational goals.

Fikri (2008) reveals that the leadership style has positive effect on working motivation. With a different perspective, Hadi (2006) in his research found that is not all styles of leadership can motivate employees well.

Directive leadership has not significant effect on motivation, while the supportive, participative and management team leadership have positive significant effect on motivation. It suggests that a leader should be selective in leadership style implementation based on the situation of the employee or job in order to achieve the cooperation and high achievement.

Fry and Matherly (2006) tests the Spiritual Leadership Theory (SLT) causal model and its impact on performance describes that spiritual leadership has a positive significant effect on employee performance that is proxies by organizational commitment, productivity, and sales growth. So that, the urgency of spiritual leaders are increasingly needed, as the finding of Hadi (2006) who reveals several styles of leadership (directive, supportive, participative, achievement orientation and management team) which have not significant effect on employees' performance.

H₁ spiritual leadership has a significant effect on working motivation

H₂ spiritual leadership has a significant effect on employees' performance

Hofstede (1986) states that culture is wide range of interactions that affect the groups' habitual in their environment, as the activity of giving orders and prohibitions. Basically, organizational culture is a tool to unite individuals who perform activities together. Relating with it, Robbins (2003) reveals that the organizational culture related with shared meanings, values, attitudes, and beliefs. Robbins (2003) also defines organizational culture as a system of shared meaning held by members that distinguishes the organization with other. The success of a company depends on its success in creating a distinctive organizational culture as part of the strategic plan. Work culture has an impact on performance in the long run, even the work culture may be an important factor in determining the success or failure of the organization in the future (Kotter and Heskett, 1997).

Organizational culture has a positive effect on employees' motivation where the culture which appropriate with work characteristics will motivate the employees (Fikri, 2008; Koesmono, 2005). On the other hand, the organizational culture also contributes significantly to the employees' performance (Koesmono, 2005; Suwarni, 2009). Furthermore, Thoyib (2005) in his literature study also concluded similar results; the organizational culture which is created by the leader will affect the strategy implementation and its success as well as the employees' performance.

H₃ organizational culture has a significant effect on working motivation

H₄ organizational culture has a significant effect on employees' performance

Katz (1964) identifies two important things of work behaviors in achieving organizational effectiveness, namely: 1) have bonded workers who perform a specific role and 2) encourage the people to engage in innovative and spontaneous activities outside the specified role. The second point is characteristic of entrepreneurial companies. Morris (2007) examines the advantage of entrepreneurial companies in motivating the employees found that workers would be motivated if there is work challenge, have co-worker, the application of team management leadership, flexible, and performance oriented. While, something that makes the decreasing of workers' motivation is self-employment, the application of autocratic leadership, and strength oriented.

According Steinhoff and Burgess (1993), entrepreneurship is developed in order to create a person who can organize and manage an activity, and dare to take the risk for creating new business opportunities, so that they have a mental attitude, views, insights, and action pattern to do their responsibility. Moreover, Monroy and Alzola (2005) reveal that entrepreneurship provides a motivation for the organization's member and gives an opportunity to act with their own initiative in completing the tasks. The person who inspires entrepreneurship values will have the higher motivation. Thus, entrepreneurship will motivate everyone to establish a working system that is innovative, creative, and effective. It is in line with Idris (2012) who reveals that entrepreneurship and motivation have positive correlation.

Moreover, Idris (2013) found that entrepreneurial spirit of employees has a positive effect on performance. Entrepreneurial spirit in question is willing to make changes, creative and innovative, proactive, and the ability to manage risk based on courage, ability, leadership and institutional support. It is in line with Welsa (2009).

H₅ entrepreneurship has a significant effect on working motivation

H₆ entrepreneurship has a significant effect on employees' performance

The motivation is originated from the need and desire to act in order to achieve the goal. It indicates how strong the boost, effort, and willingness to sacrifice for getting its objectives. In this case, the higher motivation will make the performance to be higher. Robbins (2003) states that motivation is the willingness to issue the high effort toward organizational goals and conditioned with the effort to fulfill the individual needs. According to Amstrong (1994), the relationship between motivation and performance is positive because the employees who have high motivation will produce the high performance. Dole and Schroeder (2001) suggest a link between motivation and performance, which states that business success can not be separated from personal motivation.

Muafi (2003) in his research found that spiritual motivation has a positive effect on religious performance. The similar statement also expressed by Koesmono (2005) and Idris (2012) who found that motivation has a positive effect on performance. However, these results differ with Hadi (2006) who reveals that motivation has not significant effect on performance.

H₇ working motivation has a significant effect on employees' performance

Based on the explanation, the conceptual framework which is developed in this study is as follows.

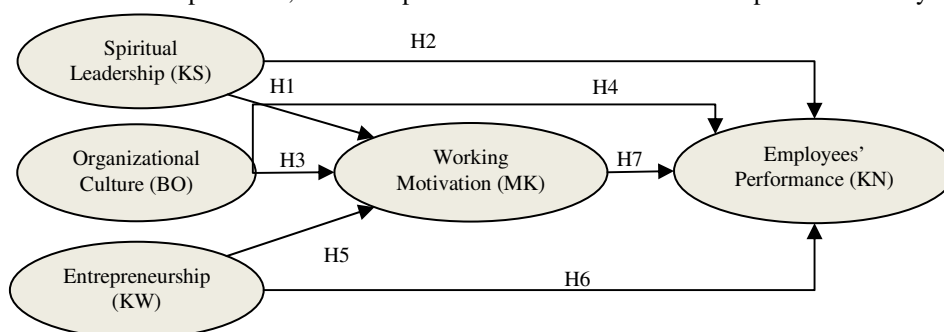


Figure 1. Conceptual Framework

DATA AND METHODOLOGY

The design of this research is explanatory research. The analysis unit is the employees of property companies who have the responsibility for the project completion, amounting to 118 peoples from 53 companies. The selection of Analysis unit is based on the consideration that the employees' performance has major contribution in achieving the company's objectives in terms of effectiveness and efficiency. This research was conducted in Yogyakarta Special Region

The variables which are used in this research are spiritual leadership, organizational culture, and entrepreneurship as the exogenous variables, the employees' performance as an endogenous variable, and working motivation as an intervening variable. Data was obtained from the distribution of research instrument in the form of questionnaire. The instrument is measured using a Likert scale with five answer choices, where the highest response was scored by 5 and the lowest response was scored by 1. The total score of each statement is ranged from 1-5.

Data analysis was conducted by using the structural equation modeling (SEM) with a composite indicator. The analysis is carried out in several stages, namely 1) confirmatory factor analysis, 2) measurement of composite indicator, and 3) analysis of SEM. Before the analysis is performed, the author needs to conduct the instrument test to measure the degree of validity and reliability.

Table 1.Operational Definition of Variables

Variable	Definition	Indicator	Reference
spiritual leadership (KS)	The leadership style that emphasizes the human element without ignoring the main purpose of the organization and it is based on the priority of the spiritual element in the form of values, attitudes, and behaviors	KS 1 = Vision KS 2 = Hope KS 3 = Altruistic love	Fry (2003) Fry and Matherly (2006)
organizational culture (BO)	a system that has become a consensus among organization members and became the basis of the behavior of all organization elements	BO 1 = Dominant Characteristics BO 2= Organizational Leadership BO 3= Management of Employees BO 4= Organization Glue BO 5= Strategic Emphases BO 6= Criteria of Success	Organizational Culture Assessment Instrument by Cameron and Quinn (2006)
Entrepreneurship (KW)	Individual's traits to create, analyze, and make business decisions in dealing with uncertainty of market dynamics	KW 1 = Confidence KW 2 = Tasks and results oriented KW 3 = Originality KW 4 = Future oriented KW 5 = Initiatives and proactive KW 6 = Achievements oriented KW 7 = Dare to take risks KW 8 = Hard work KW 9 = Responsibility KW 10 = Commitment	Meredith (2002)
working motivation (MK)	The booster to pull out maximum effort in fulfilling working needs	MK 1 = Intrinsic motivation MK 2= Extrinsic motivation	Uno (2011)
employees' performance (KN)	the individual's workingachievement in performing a particular job	KN 1 = results KN 2= Behavior KN 3= judgment	Chungand Megginson (1981), Gomes (2003)

FINDINGS AND DISCUSSION

Validity and Reliability Test

In this study, the validity is viewed by consulting the product moment label based on significance level of 5% with $N = 118$ and $df = N-2$ or in this case $df = 118-2 = 116$, then the critical value of Pearson's r is 0.181 (Wiyono, 2011). Based on validity test on the entire statements (69 items) known that r was higher than 0.181. Thus, it can be said that the whole statements are valid.

Moreover, by using Cronbach's Alpha coefficient, the author conducts the reliability test. The result shows that all variables have the coefficient above 0.6. It can be concluded that all variables in the research instrument are reliable.

The Profile of Respondents

Table 2. The Profile of Respondents

Profile	Description	Amount	Percentage
Gender	Men	118	100.0%
	Women	0	0.0%
Age	>25 years old	1	0.8%
	26 – 30 years old	14	11.9%
	31 – 35 years old	19	16.1%
	36 – 40 years old	34	28.8%
	41 – 45 years old	22	18.6%
	46 years old <	28	23.7%
Education	Elementary School	14	11.9%
	Junior High School	15	12.7%
	Senior High School	34	28.8%
	Diploma	6	5.1%
	Bachelor	49	41.5%
Years of service	0 – 5 years	18	15.3%
	6 – 10 years	38	32.2%
	11 – 15 years	30	25.4%
	16 – 20 years	15	12.7%
	21 – 25 years	9	7.6%
	>25 years	8	6.8%
Total		118	100.0%

The table above describes that all respondents are male (100%) while majority of them are 36 – 40years old (28.8%), studied at bachelor degree (41.5%), and had worked for 6 – 10years (32.2%).

Descriptive Analysis

Table 3. Descriptive Analysis

Variable	Indicator	Indicator's Mean	Variable's Mean	Criteria
Spiritual Leadership	KS1	4.28	4.23	Very high
	KS2	4.17		
	KS3	4.22		
Organizational Culture	BO1	3.99	4.04	High
	BO2	4.05		
	BO3	4.07		
	BO4	3.88		
	BO5	4.19		
	BO6	4.08		
Entrepreneurship	KW1	3.56	3.55	High
	KW2	3.49		
	KW3	3.37		
	KW4	3.71		
	KW5	3.43		
	KW6	3.92		
	KW7	3.22		
	KW8	3.29		
	KW9	3.75		
	KW10	3.79		
Working Motivation	MK1	4.23	3.98	High
	MK2	3.72		
Employees' performance	KN1	4.10	4.24	Very High
	KN2	4.25		
	KN3	4.36		

First, the spiritual leadership has mean value of 4.23 and it is included as very high category. It indicates that the element of spiritual leadership has been owned by the leaders. By viewing the value of each indicator is known that vision is the best indicator than two others, which means that the spiritual leadership is predominantly formed from a good understanding of vision.

Second, organizational culture has mean value of 4.04 and it is included as high category. It suggests that organizational culture relatively has gone well and agreed. By viewing the value of each indicator is known that 'strategic emphases' is an indicator that has the highest mean (4.19), which means that the organizational culture is predominantly formed from strategic emphases which has been understood well. While the indicator that has the lowest mean is 'organization glue' (3.88). It is caused by the formal policy which is set by the company has not fully complied with.

Third, entrepreneurship has mean value of 3.55 and it is included as high category. It suggests that the employees' entrepreneurial spirit is good enough. However, viewing the value of each indicator is known that some indicators include as moderate category, such as 'originality' (3.37), 'risk-taking' (3.22), and 'hard work' (3.29). It is caused by the characteristics of job which has a fixed rule. For example, the project management must be executed as mentioned on Standard Operating Procedure (SOP). Therefore, when the employees are facing a situation that requires the action beyond procedure, they can't make the best decision and prefer a safe path that has minimal risk.

Fourth, the working motivation has mean value of 3.98 and it is included as high category. It suggests that employees' motivation is quite good. By viewing the value of each indicator is known that 'intrinsic motivation' is more dominant than 'extrinsic'. It can be concluded that working motivation is determined by the individual aspect to achieve something that is in accordance with his wishes.

Fifth, the employees' performance has mean value of 4.24 and it is included as very high category. According to assessor perspective, it shows that the employees worked very well. Moreover, by viewing the value of each indicator is known that 'performance based on judgment' has the higher value (4.36), which means that the subjective assessment is more dominant than objective assessment based on their performance in the field.

Data Analysis

a. The Calculation of Composite Indicator

The calculation of composite indicator begins with the estimation of confirmatory factor analysis to get the value of loading factor, factor score weight, and error variance. The value will be used to calculate the value of composite reliability, loading factor, and error variance manually with the help of Excel for measuring the composite indicator.

Tabel 4. Confirmatory Factor Analysis

Variable	Indicator	Factor Loading	Factor Score Weight	Error Variance
Spiritual Leadership	KS1	0.746	0.196	0.072
	KS2	0.881	0.382	0.053
	KS3	0.731	0.166	0.092
Organizational Culture	BO1	0.731	0.131	0.135
	BO2	0.719	0.123	0.142
	BO3	0.785	0.194	0.087
	BO4	0.730	0.112	0.185
	BO5	0.538	0.061	0.221
	BO6	0.497	0.049	0.277
Entrepreneurship	KW1	0.908	0.105	0.397
	KW2	0.874	0.081	0.462
	KW3	0.855	0.073	0.482
	KW4	0.888	0.102	0.334
	KW5	0.844	0.080	0.359
	KW6	0.942	0.182	0.224
	KW7	0.765	0.049	0.550
	KW8	0.718	0.033	0.913
	KW9	0.946	0.193	0.215
	KW10	0.949	0.196	0.219
Working Motivation	MK1	0.823	0.589	0.075
	MK2	0.564	0.131	0.338
Employees' performance	KN1	0.817	0.291	0.095
	KN2	0.761	0.218	0.115
	KN3	0.748	0.224	0.101

Based on the table above, the value of composite indicator for each variable describes as follows.

Tabel 5. Composite Indicator

Variable	Factor Loading	Error Variance	Composite Reliability
Spiritual Leadership	0.295	0.003	0.962
Organizational Culture	0.270	0.005	0.939
Entrepreneurship	1.355	0.101	0.948
Working Motivation	0.307	0.020	0.823
Employees' Performance	0.316	0.006	0.946

b. The Analysis of SEM with Composite Indicator

After the calculation of composite indicator for each latent variable, the next step is performing a test of SEM model with composite indicator. The path diagram of model testing is below.

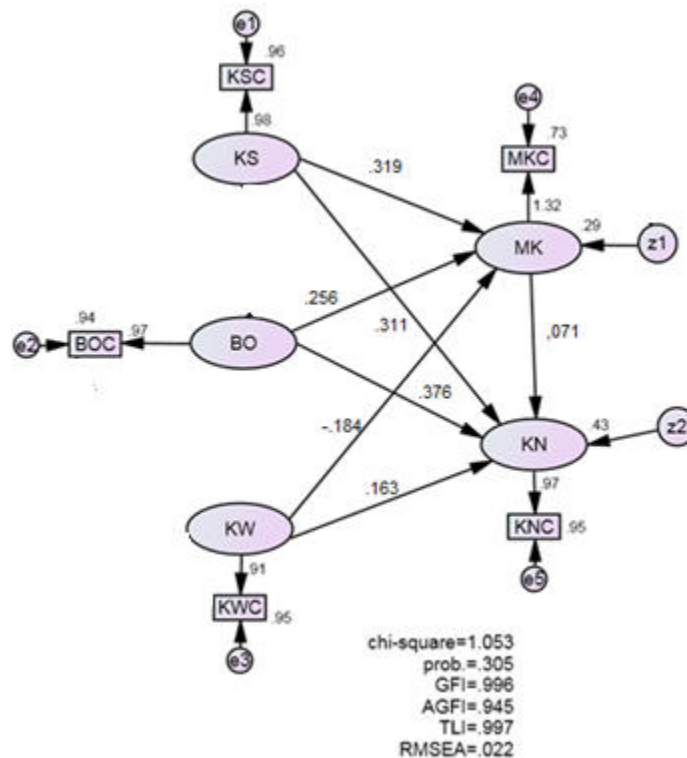


Figure 2.SEM Model with Composite Indicator

According to the path diagram, can be arranged structural equations of the model, they are:

$$MK = 0.319 \cdot X_1 + 0.256 \cdot BO - 0.184 \cdot KW + e_1$$

$$KN = 0.311 \cdot X_1 + 0.376 \cdot BO + 0.163 \cdot KW + 0.071 \cdot MK + e_2$$

c. The Evaluation of SEM Model Assumptions

1) Normality and Outlier

The evaluation of normality is performed by using the criteria of Skewness value critical ratio of ± 2.58 in significance level of 0.01. The result shows that critical ratio of multivariate is in the range ± 2.58 with value of 2.025. It means that the data is normally distributed. Furthermore, the probability value (p1 and p2) were less than 0.05 indicates that there are not outliers in the SEM model.

2) Goodness of Fit

The evaluation of goodness of fit is used to determine whether a model statistically is accepted or rejected. Goodness of fit consists of several tests, such as: 1) Chi Square test (1.053), 2) probability (0.305), RSMEA (0.022), GFI (0.996), AGFI (0.945), CMIN/DF (1.053), TLI (0.997), and CFI (1.000). The results indicate that the model is fit and can be used for analysis.

Hypothesis Test

Table6.Hypothesis Test

	Loading Factor	C.R.	P
spiritual leadership → working motivation	0.319	5.067	***
organizational culture → working motivation	0.256	3.888	***
entrepreneurship → working motivation	-0.184	-3.497	***
spiritual leadership → employees' performance	0.311	3.171	0.002
organizational culture → employees' performance	0.376	3.806	***
entrepreneurship → employees' performance	0.163	2.046	0.041
working motivation → employees' performance	0.071	0.735	0.462

First, the spiritual leadership is found has a positive significant effect on working motivation as evidenced by p-value of 0.000 and loading factor of 0.319. If the leaders apply the spiritual leadership style in managing the company, the working motivation will be higher. The loading factor of the variable is the highest and to stimulate high working motivation, the application of spiritual leadership style plays the most important role. The results consistent with the hypothesis and enriches the studies about the effect of leadership type on working motivation which has been done by some researchers, such as Fikri (2008) and Hadi (2006). It also strengthens the theory which is expressed by Stogdill (1974 in Fry, 2003), Luthans (2005), and Fry (2003). Fry (2003) described that the spiritual leadership as comprising the values, attitudes, and behaviors that are necessary to intrinsically motivate one's self and others so that they have a sense of spiritual survival through calling and membership. Luthans (2005) also revealed similar thing that one of skills that must be owned by the leaders is their ability to influence and motivate the followers. Based on the exposure, the spiritual leadership concept supports the existing leadership theories to motivate others to work optimally and to achieve individual targets and company objectives well.

Second, the spiritual leadership has a positive significant effect on employees' performance as evidenced by p-value of 0.002 and loading factor of 0.311. If the leaders apply the spiritual leadership style in managing the company, the employees' performance will get better. The results consistent with the hypothesis and supports the findings of Fry and Matherly (2006) who found that the spiritual leadership has positive significant effect on performance. The result also proved that spiritual leadership styles can be an alternative solution to improve the employees' performance as the response of Hadi's (2006) finding which revealed that some leadership styles, such as directive, supportive, participative, achievement orientation and team management leadership had not significant effect on employees' performance.

Moreover, the result also reinforces the theory which is developed by Mitroff and Denton (1999) who stated that spirituality is not only makes the workplace more productive, but also creates sustainable performance and competitive advantage. Then, it also supports the theory which is stated by Giacalone and Jurkiewicz (2003) who revealed that the leader who emphasizes the spiritual needs in the workplace will produce benefits for individuals and organizations. On the other hand, property business competition in DIY is very rigorous where each company is trying to demonstrate the added value for attracting the potential customers' interest to utilize the services. Therefore, the application of spiritual leadership style is needed to motivate the employees for doing the job well and stimulate employees' performance in producing high quality products. The findings have proved the urgency of variable to motivate the employees and improve their performance.

Third, the organizational culture has a positive significant effect on working motivation as evidenced by p-value of 0.000 and loading factor of 0.256. If organizational culture is more conducive and support the employees' activities, their motivation will be higher. The results consistent with the hypothesis and supports Koesmono (2005) and Fikri (2008) findings who found that the leadership type has a positive significant and greater effect than organizational culture on employees' motivation. The implication is the application of organizational culture must be adapted with the leadership style. The result also reinforces the concept which is elaborated by Molenaar (2002) and Kotter and Heskett (1997) who describes that culture has a great power and influence the individual and his performance and the work environment.

Fourth, the organizational culture has a positive significant effect on the employees' performance as evidenced by p-value of 0.000 and loading factor of 0.376. If the organizational culture is more conducive and support the employees' activities, their performance will be higher. The loading factor of the variable is the highest and in order to optimize employees' performance, organizational culture plays the most important role. The result supports the theory which is presented by Moelyono (2003) who revealed that corporate success in achieving its objectives, including the employees' performance no longer only determined by the success of management principles implementation, but there is other factor that is "invisible" and more determine the success or failure of an organization. The factor is organizational culture due to the organizational excellence is determined by the quality of possessed organizational culture. Moreover, the result also supports the concept of Molenaar (2002) and Kotter and Heskett (1997) which is described previously.

The results consistent with the hypothesis and supports the findings of Koesmono (2005), Suwarni (2009), and Thoyib (2005) which revealed that the organizational culture has a positive significant effect on performance. In the context of property business, the routines which are performed daily especially those related with construction projects, it have proven that organizational culture has promoted to be a mutual

value for organization's members. It will create the work awareness and high responsibility, which can serve to spur motivation and encourage employees to improve their performance. With the values that are believed together, it can be a code of conduct in achieving corporate goals through optimal performance of employees.

Fifth, the entrepreneurship has a significant negative effect on working motivation as evidenced by p-value of 0.000 and loading factor of -0.184. The result is not consistent with the hypothesis and not in line with Idris (2012) finding who revealed that the entrepreneurial spirit and motivation has a positive correlation. It is also not in line with the theory which is developed by Monroy and Alzola (2005) and Morris (2007). Monroy and Alzola (2005) revealed that entrepreneurship provides a motivation for the organization's member and gives an opportunity to act with their own initiative in completing the tasks, while Morris (2007) revealed that workers would be motivated if there is work challenge, have co-worker, the application of team management leadership, flexible, and performance oriented.

The different result can be identified from the respondents' answers on entrepreneurship statements which have low responses, such as relating with the indicator of hard work, risk-taking, originality, initiative and proactive, and task and results-oriented. Based on the reviews of each can be understood that the employees' activities were limited on the completion of project which is in accordance with SOP and target or business as usual. On the other words, the property companies generally do not support the creation of entrepreneurship for the employees. The condition can be explained from discussion with some employees who reveal that they do not need to create or modify work processes and target completion strategy because everything is already regulated in detail by the company. Based on the fact, if the entrepreneurial aspect is applied by employees in carrying out their duties and responsibilities, the conflict of interest will be appear between employees and company that will make their working motivation weaken.

Sixth, the entrepreneurship has a positive significant effect on employees' performance as evidenced by p-value of 0.041 and loading factor of 0.163. If the employees' entrepreneurial spirit is getting better, their performance also will be increased. The result is consistent with the hypothesis and supports Idris (2013) finding who found that the entrepreneurial spirit has a positive effect on the services performance. Furthermore, the result is also in line with Welsa (2009) finding who revealed that entrepreneurship has a positive significant effect on the performance of business which includes labor productivity. It also supports a theory which is developed by Steinhoff and Burgess (1993) who revealed that entrepreneurship is developed in order to create a person who can organize and manage an activity, and dare to take the risk for creating new business opportunities, so that they have a mental attitude, views, insights, and action pattern to do their responsibility. It means that every behavior should be able to give the values for the duties.

Seventh, the working motivation has no significant effect on employees' performance as evidenced by p-value of 0.462 and loading factor of 0.071. On the other words, working motivation is not able to encourage the improvements of employees' performance. The result is not consistent with the hypothesis and does not support Koesmono (2005) and Idris (2012) finding who found that motivation has a positive effect on performance. However, the result supports the finding of Hadi (2006) who revealed that motivation has not significant effect on performance. Moreover, the result is also not in line with the theory which is developed by Armstrong (1994) who stated that the relationship between motivation and performance is positive because the employees who have high motivation will have the higher performance.

The employees' performance was measured directly by the leaders. The assessment notes that performance indicator in the form of personal evaluation is higher than the performance assessment from the work outputs. It means that personally the corporate leaders consider that employees' nature and competence in the work process is good and the leaders give special attention for it. The verification can be seen from the indicator value of performance based on judgment that gets the highest score (4.36), followed by performance based on behavior (4.25), and performance based on results (4.10). It is also in accordance with a brief discussion with some corporate leaders who stated except the work must be in accordance with the target, the knowledge of employees' nature and competence are also becoming a benchmark of performance assessment. On the other side, working motivation is dominated by intrinsic than extrinsic motivation and it is not in line with the priority assessment of corporate leaders.

Simply, it is also possible due to the tendency of employees to complete the entire responsibility for fear of getting penalized and losing their jobs. This argument becomes logical given that the performance is a function of motivation and ability. To complete the task, an employee should have a degree of willingness and ability. Broadly, motivation can be sourced from the internal and external factors. Internal motivation

will influence and direct the employees' behavior to improve the performance. An employee who wants to get a satisfactory score in the performance assessment will determine certain behavior to qualify the assessment. If it does not fit, the expected goals can not be achieved.

CONCLUSION AND RECOMMENDATION

The unit analysis of this study is entirely male sex while majority of them are 36 – 40 years old, studied at bachelor degree, and had worked for 6 – 10 years. Then the responses of respondents on all variables can be concluded that the variables which are included as very high category are the spiritual leadership and employees' performance, while three other variables are included as high category. Based on the estimation of SEM model with composite indicator is known that working motivation is influenced positively by spiritual leadership and organizational culture, while the entrepreneurship has a negative effect. Furthermore, the employees' performance is influenced positively by spiritual leadership, organizational culture, and entrepreneurship, while the working motivation has no significant effect. Moreover, spiritual leadership is the variable that has the greatest influence on working motivation, while organizational culture is the variable that has the greatest influence on employees' performance.

Based on the findings, the employees need to maintain and to optimize their performance in managing the project, especially with the foster of entrepreneurial spirit effectively and supported by organizational culture that is able to create conducive working environment. Then for the corporate leaders, they need to implement a comprehensive spiritual leadership style through the vision, hope, and altruistic love and sustain the organizational culture that has been running. So, it can create the comfortable and conducive working environment which can motivate the employees to work optimally and improve its performance. Moreover, as this study is the preliminary study on the employees' performance of property companies, the future research needs to extend the study with other explanatory variables and to incorporate the employees' profiles, such as gender, age, education, and years of services on the research model.

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