



THE ROLE OF WORKING MOTIVATION AS MEDIATION VARIABLE OF LEADERSHIP AND SPIRITUAL INTELLIGENCE INFLUENCE TOWARDS EMPLOYEES PERFORMANCE

Wahyuniati Hamid
Faculty of Economics and
Business, Halu Oleo
University Kendari
wahyuniatihamid@gmail.com

ABSTRACT

Leadership is truly important in the effort of increasing employees' performance, as well as high spiritual intelligence which will motivate employees to do their jobs and responsibilities well and correctly, which is expected to be able to increase the performance of employees. Besides, necessity in paying attention to employees is also important. This study aims to analyse the role of working motivation as mediation of leadership and spiritual intelligence influence towards employees' performance, which was done in the Regional Secretariat of Puncak Jaya Regency. 89 people involved in the present study. Technique employed in collecting the data was based on primer data, by giving questionnaires by employing the analysis method of *partially least square (PLS)*. It was found that affective leadership is not able to increase the employees' performance. More effective leadership followed by high working motivation is able to increase the employees' performance. As well as high spiritual intelligence, it is not able to increase the employees' performance; on the other hand high spiritual intelligence followed by high working motivation is able to increase the employees' performance. High working motivation is able to increase the employees' performance. Therefore working motivation has role as full mediation towards leadership and spiritual intelligence influence towards employees' performance in the Regency Secretariat of Puncak Jaya Regency.

KEYWORDS : Leadership, Spiritual Intelligence, Working Motivation, and Employees' Performance.

| Received April 2018 | Accepted July 2018 | Available online August 2018 |
| DOI: <http://dx.doi.org>

INTRODUCTION

In the flow of rapid development growth, competent human resources are needed to be able to compete in achieving organization purpose. Human resource is central factor or main drive motor in an organization. Therefore, human resources management is needed to implement the management system well and correctly by still paying attention and following decided as well as validated rules in order to increase the performance and objective achievement of an organization. All are done in order to make everything runs well, in order to do that something that should be noticed well are leadership, spiritual intelligence, working motivation and employees' performance as well as other aspects.

These make human resources management has important role as one of primer parts besides other resources in achieving organization objective.

According to Northouse (2013), leadership is a process where an individual influences a group of individuals in achieving collective objective. Meanwhile according to Yukl (2015) leadership is a process in influencing other people to understand and agree with something which are needed in finishing task and it is also related to the way of doing the mentioned task, as well as process in facilitating individual or collective efforts to achieve the objective together. The present study employed study model developed by Hill and Carol (2007) by two dimensions of leadership, they are directive and support, and then the researchers added new dimension called understanding the environment.

In the effort of increasing optimal human resources, it is not enough for a person by only having intellectual intelligence (IQ) and emotional intelligence (EQ), but spiritual intelligence (SQ) is also needed. Spiritual intelligence as intelligence in facing and solving problem and value means intelligence in placing behaviour and life in a wide and rich meaning context as well as intelligence in assessing whether an action or someone's way of life is worthier compared with others. Spiritual intelligence is non-physical intelligence which helps someone in developing himself or herself fully through creating possibilities in implementing positive values. Spiritual intelligence which develops well will be marked by: 1) The ability in acting flexibly (spontaneously adaptive and active). 2) High level of awareness. 3) The ability in solving and utilizing affliction. 4) The ability in solving and overcoming suffering. 5) Life quality inspired from vision and values. 6) Refuse in causing unnecessary disadvantages. 7) The tendency in seeing interest from many things (holistic view). 8) The tendency to ask for seeking deep answer. 9) Contribute and be responsible well (Zohar dan Marshall, 2001).

Motivation is pushing power or desire which represents all internal processes whether it is internal or external in the individual himself or herself in order to achieve the objective based on situation and condition of the particular time. According to Robbins (2002:55), motivation is a desire in doing something in shape of willingness to do high effort for organization objectives, which is conditioned by the ability of that effort in fulfilling an individual's needs. In the era of strong competition, organization is needed in order to motivate employees to increase their performance thus superiority in competing is achieved.

McClelland states that there are three needs obtained (they are not innate) which are main motivators in working, (Robbins, 2010), they are the needs for achievement (*n-Ach*), the needs for affiliation (*n-Aff*) and the needs for power (*n-Pow*), which were employed as instruments in the present study.

Performance is result from someone's working process depends on his or her skill whether in shape of goods (physical) or service (non-physical) which has both quantity and quality characteristics in certain term based on organization objective. In other words, performance is physical or non-physical achievement. Every employee is demanded in giving positive contribution to organization, it is because the success of organization depends on its employees, (Gibson, 1995:364). Meanwhile according to Robbins (2001: 226), performance is the accumulation of final result of all process and working event of an organization. In behavioural approach of management, performance is quality and quantity of something which is resulted whether it is goods or service given by someone who does the work (Luthans, 2005:165). Performance is human behaviour in an organization which fulfils standardized attitude decided in achieving desired result.

Another opinion states that performance is the comparison among working results with decided standard (Dessler, 2000:41). Therefore, performance focuses in working result. Then according to Mangkunegara (2005: 67), performance is working result whether it is in

term of quality and quantity achieved by someone in doing his or her task based on his or her given responsibility.

In the present study, instruments employed to measure employees' performance were adopted from Taylor (1997) consists of: Working result, working time and productivity as well as affectivity.

Previous study result by Salman *et al.* (2011) discovered that transactional and transformational leadership has positive significant towards employees' performance. The result study of Xuand Zhong (2013) shows that leadership can increase employees' performance. On the other hand the result study of Indrayanto dan Noemijati (2013) shows that transformational leadership cannot increase employees' performance.

Besides effective leadership, spiritual intelligence is needed in order to increase the performance of employees. A study which was done to examine the influence of spiritual intelligence towards employees' performance was done by Trihandini (2005), the result is emotional intelligence and spiritual intelligence have positive significant influence towards the performance of human resources. It is line with a study done by Wijayanto (2005) who proves the existence of significant influence between *Spiritual Quotient* towards working productivity and employees' performance. Differently, result study of Ayranci (2011) states that emotional intelligence has influence towards financial performance, meanwhile spiritual intelligence weakly influences financial performance. Overall, both intelligences positively have no influence towards financial performance.

Besides leadership and spiritual intelligence, working motivation is also needed in order to increase employees' performance. A study examining the influence of motivation towards employees' performance was done by Gungor (2011) with the result that motivation has positive significant influence towards employees' performance in a bank located in Istanbul. Meanwhile, different result was found by Noermijati (2015), stating that motivation has no influence towards employees' performance of PT Bank Rakyat Indonesia (Pesero) Tbk. Jombang branch. Different results in previous studies which are still inconsistent are a study gap which creates possibility in examining again the relation of leadership and spiritual intelligence towards employees' performance mediated by working motivation.

The study was done in Regional Secretariat of Puncak Jaya Regency of Papua. It aims to analyse the influence of leadership towards employees' performance, the influence of spiritual influence towards employees' performance and the influence of working motivation towards employees' performance as well as the role of working motivation as mediator of leadership and spiritual intelligence influence towards employees' performance.

LITERATURE REVIEW (AND OR HYPOTESHIS)

The Influence of Leadership towards Employee' Performance

Referring to previous studies done by Salman (2011), Maharani (2013), Zehiret *al.* (2012), YildirimdanBirinci (2013), Sappeet *al.* (2015), Cheng-Kang and Chuan-Yin, (2011, Xuas well as Zhong (2013) Sharki (2009) show that transformational leadership has influence towards employees' performance and leadership is able in increasing employees' performance. Based on empirical literatures, hypothesis 1 of the present study is:

H₁: Leadership has influence towards employees' performance.

The Influence of Spiritual Intelligence (SQ) towards Employees' Performance

Trihandini (2005), Wijayanto (2005), Idzapourand Radmehr (2016), Arshad (2015), Rahmasari (2012), as well as Hidayati (2013) results studies show that spiritual intelligence has significant influence towards employees' performance. Based on empirical literatures, hypothesis 2 of the present study is:

H₂: Spiritual intelligence has influence towards employees' performance

The Role of Working Motivation ...

The Influence of Leadership towards Working Motivation

Studies done by Sappeet *et al.* (2015), Zehiret *et al.* (2012), Li, *et al.* (2012), Chaudhry, *et al.* (2012), show that leadership has positive influence towards working motivation performance. From the empirical literatures, hypothesis 3 in the present study is:

H₃: Leadership has influence towards working motivation

The Influence of Spiritual Intelligence towards Working Motivation

Previous researchers state that spiritual intelligence has influence towards working motivation, the researchers are: Koohbanani (2013), dan Sadegifaret *et al.* (2013). Based on the empirical literatures, hypothesis 4 in this study is:

H₄: Spiritual intelligence has influence towards working motivation.

The Influence of Working Motivation towards Employees' Performance

Zehir *et al.* (2012), Gungor (2011), Noermijati and Primasari (2015), Hayati and Caniago (2012), Arsahdi (2010), Cool (2010), overall state that working motivation has influence towards employees' performance. Based on the empirical literatures, hypothesis 5 of the present study is:

H₅: Working motivation has influence towards employees' performance.

Working Motivation as Mediation Variable of Leadership and Spiritual Intelligence towards Employees' Performance

Studies done by Banendro, (2016), Xiau-Dong (2013), Lee, *et al.* (2013), Shahab and Nisa, (2014), Sappeet *et al.* (2015), state that leadership has no influence towards employees' performance. Meanwhile empirical studies done by Zehir and Erdogan (2011), Cools (2010) and Gungor (2011) state that working motivation has influence towards employees' performance. Based on empirical studies above, working motivation is included as mediation variable of leadership influence towards employees' performance, thus hypothesis 6 of the present study is:

H₆: Working motivation has role as mediator of leadership influence towards employees' performance.

Working Motivation as Mediation Variable of Spiritual Intelligence towards Employees' Performance

A study done by Ayranci (2011) states that spiritual intelligence has no influence towards performance. Meanwhile empirical studies done by Zehir and Erdogan, (2011), Cools, (2010) and Gungor (2011) state working motivation has influence towards employees' performance. Based on empirical studies above working motivation is included as mediation variable of spiritual intelligence influence towards employees' performance, thus hypothesis 7 of the present study is:

H₇: Working motivation has role as mediator of spiritual intelligence towards employees' performance.

METHODS

The study is an explanatory study employing quantitative approach by collecting data through questionnaire employing answer score of five points of Likert scale. Samples employed were civil servants in Regional Secretary of Puncak Jaya Regency, with total 89 people. The technique of sample taking was total sampling. Analysis tool employed was *smartPLS*, to examine the direct influence of leadership variable towards employees' performance, spiritual influence towards employees' performance variable and the influence of working motivation variable towards employees' performance variable. Variables and indicators of present study can be seen in detail in Table 1 below:

Table 1: Variable Measurement

Variables	Indicators
Leadership (Hill and Carroll, 1997)	<i>Directive</i>
	<i>Supportive</i>
Spiritual Intelligence (Zohar and Marshall, 2001)	Understanding the Environment
	The ability to act flexibly
	High rate of awareness
	The ability to solve and utilizing infliction
	The ability to solve and overcome from suffering
	Life quality inspired from vision and values
	Refuse for causing unnecessary disadvantage
	Havingholistic view
	The tendency in asking for seeking deep answer
	Contribute well and fully responsible
Working Motivation (Mc Clelland)	Needs for Achivement
	Needs for Affiliation
	Needs for Power
Employees' Performance (F Taylor, 1997)	Result
	Time
	Productivity and Affectivity

RESULTS (AND OR DISCUSSION)

Respondents' Description

The description of the present study respondents is based on aspects such as sex, age, education, working years, position, marital status, and religion which can be seen in Table 2.

Table 2: The Description of Respondents' Characteristics

Description	Freq	%	Description	Freq	%		
Sex	Male	71	79.78	Working Years	3-6 years	51	57.3
	Female	18	20.22		7-10 years	8	9.0
Age	0-25 y. o	2	2.2	11-14 years	15	16.9	
	26-30 y. o	15	16.9	>15 years	15	16.9	
	31-35 y. o	35	39.3	Position	Head of Department	9	10.1
	36-40 y. o	16	18.0		Head of Sub-department	21	22.5
	41-45 y. o	13	14.6		Staff	59	67.4
46-50 y. o	5	5.6	Religion	Islam	13	14.6	
>51 y. o	3	3.4		Protestant	69	77.5	
Education	Junior High	2		2.2	Catholic	7	7.9
	Senior High	33	37.1	Marital Status	Unmarried	14	15.7
	Vocation	4	4.5		Married	74	83.1
	Bachelor	46	51.7		Widow	1	1.1
	Master	4	4.5	Total	89	100.0	

Table 2 shows that the majority of respondents are male staffs, in average they are 31-35 year old; believe onProtestanand are already married, possessing bachelor with 3-6 years of working.

Mean score of each present study variable shows that based on respondents perception, leadership is done in effective level, spiritual intelligence is in high level, working motivation is in good level, and employees' performance is in high level as stated in Table 3.

Table 3. Variables Mean Scores and Study Indicators

Indikator	Mean
Kepemimpinan	3.83
<i>Directive</i>	3.97
<i>Supportive</i>	3.86
Understanding the Environment	3.66
Spiritual Intelligence	3.95
High Awareness	3.95
Facing and utilizing infliction	3.83
The ability to solve and overcome from suffering	3.81
Life quality inspired from vision and values	3.91
Refuse to cause unnecessary disadvantage	4.08
Having <i>Holistic</i> view	4.11
The tendency to ask for seeking deep answer	3.78
Contribute well and fully responsible	4.22
Working Motivation	3.87
Needs for achievement	3.98
Needs for affiliation	4.03
Needs for power	3.60
Employees' Performance	3.90
Result	3.88
Time	3.83
Productivity and Affectivity	3.99

Validity and Reliability

Calculation was done by correlating each item score with total score by employing correlating technique of *Pearson-Product Moment*. The examination criterion is if correlation coefficient r_{xy} is bigger than cut of value which is 0.3, it means that questionnaire items are valid. Meanwhile reliability examination employed *alpha cronbach*. An instrument will be more reliable if the *alpha cronbach* coefficient gets closer towards 1.00 or the *alpha cronbach* coefficient is more than 0.60 thus it will be *reliable*.

The Result of Hypotheses Examination

Signification exam was done to examine the influence of exogenous variable towards endogenous variable. The criterion of examination states that if the score of t -statistics $\geq t$ -table (1.96) thus it will be stated that significant influence of exogenous variable existed towards endogenous variable. The result of signification examination can be found in Table 4.

Table 4: The Result of Direct Influence Hypothesis Examination

Exogenous	Endogen	Original Sample (O)	Standard Error (STERR)	T Statistics (O/STERR)	P Value	Note
Leadership	Employees' Motivation	0.222	0.056	4.001	0.000	Significant
Spiritual Intelligence	Employees' Motivation	0.571	0.043	13.42	0.000	Significant
Leadership	Employees' Performance	0.048	0.043	1.125	0.130	Insignificant
Spiritual Intelligence	Employees' Performance	0.017	0.05	0.334	0.369	Insignificant
Employees' Motivation	Employees' Performance	0.7	0.061	11.496	0.000	Significant

Indirect effect examination was done by the exam criterion which states that if *t-statistics* \geq *t-table* (1.96) or the probability score \leq *level of significance* (*alpha* (α) = 5%) thus it is stated that there is significant indirect effect of exogenous variable towards endogenous variable through mediation variable. The hypothesis examination of indirect effect and its results can be seen in Table 5 above:

Table 5: The Result of Indirect Effect Hypothesis Examination

Exogenous	Mediasi	Endogenous	Indirect Coefficient	SE	T Statistics	P Value	Ket
Leadership	Motivation	Employees' Performance	0.156	0,041	3.779	0.000	Significant
Spiritual Intelligence	Motivation	Employees' Performance	0.399	0,046	8.731	0.000	Significant

Based on the result examination in Table 4 above, it can be found that there are 5 (five) direct effect directions examined. Meanwhile in Table 5 above, there are 2 (two) indirect effect directions examined. Overall results of hypotheses examination in the present study are described above:

H₁: The Influence of Leadership towards Employees' Performance.

The result of analysis of leadership influence towards employees' performance (*t-statistics* = 1.125 < *t-table* = 1.96) stated that there is no significant influence between leadership towards employees' performance, thus the first hypothesis is denied. The coefficient is marked positively with score 0,048 meaning that leadership has positive relation with employees' performance implying that if leadership gets more effective, thus employees' performance increase but the increase is not as much as the increase of leadership.

H₂: The Influence of Spiritual Intelligence towards Employees' Performance.

The result analysis of spiritual intelligence direction towards employees' performance (*t-statistics* = 0.334 < *t-table* = 1.96) stated that there is no significant influence between spiritual intelligence towards employees' performance, thus the second hypothesis is

denied. The coefficient is marked positively with score 0.571 meaning that spiritual intelligence has positive result with towards employees' performance, implying that if spiritual intelligence increases thus employees' performance will increase but it is not as much as the increase of spiritual intelligence.

H₃: The Influence of Leadership towards Working Motivation.

The analysis result of leadership direction towards working motivation (t-statistics=4.001 > t-table=1.96) stated that there is significant influence between leadership towards working motivation, thus the third hypothesis is accepted. The coefficient is marked positively with score 0.222 meaning that leadership has positive influence with working motivation, implying that if leadership gets more effective thus working motivation will get higher.

H₄: The Influence of Spiritual Intelligence towards Working Motivation.

The analysis result of spiritual intelligence direction towards working motivation with t-statistics (13.420) > t-table (1.96) stated that there is significant influence between spiritual intelligence towards working motivation, thus the fourth hypothesis is accepted. The coefficient is marked positively with score 0.571 meaning that spiritual intelligence has positive relation towards working motivation, implying that if spiritual intelligence increases thus working motivation also increases.

H₅: The Influence of Working Motivation towards Employees' Performance.

The result analysis of motivation direction towards employees' performance with t-statistics (11.496) > t-table (1.96) stated that there is significant influence of working motivation towards employees' performance, thus the fifth hypothesis is accepted. The coefficient is marked positively with score 0.700 meaning that working motivation which straight relation with employees' performance implying that if working motivation gets increase thus employees' performance will also increase.

H₆: The Indirect Influence of Leadership towards Employees' Performance through Working Motivation.

Noting the analysis result of leadership direction towards employees' performance which is not significant and the influence of working motivation towards employees' performance which is significant, it can be stated that leadership influence towards employees' performance mediated by working motivation is significant, thus the sixth hypothesis is accepted. The result means that to increase the employees' performance, working motivation is necessary thus it is stated as full mediator.

H₇: The Indirect Influence of Spiritual Intelligence towards Employees' Performance through Working Motivation.

Noting the analysis result if spiritual intelligence direction towards employees' performance which is insignificant and working motivation influence towards employees' performance which is significant, it can be stated that spiritual intelligence influence towards employees' performance mediated by working motivation is significant, thus the seventh hypothesis is accepted. The result means that to increase employees' performance, working motivation is necessary, thus working motivation is full mediator.

DISCUSSION

The Influence of Leadership towards Employees' Performance

The result study shows that leadership positively but does not influence employees' performance. It occurs if it is seen from leadership value which is in enough to effective level. The indicator of understanding the environment has low score, then followed by supportive thus it is necessary to understand the environment because it can be felt that it lacks of attention from leaders. From the three indicators, leaders pays attention more on directive, meaning that staffs are already comfortable with the direction of the leader. The staffs feel comfortable with the leader explaining about their main task and function, attention and monitoring done by the leader. Meanwhile employees' performance is in enough to high level. Therefore it concludes the reason of leadership has no influence towards employees' performance, because the staffs does not understand well about the environment and get support from the leader based on their expectation. The result of the present study does not support studied done by Salman (2011), Zehir *et al.* (2012), Yildirim and Birinci (2013), Sappe *et al.* (2015), Xu and Zhong (2013), but it supports studied done by Nguyen and Nguyen (2014), as well as Banendro, (2016) who state that leadership directly is positive but has no influence towards employees' performance.

The Influence of Spiritual Intelligence towards Employees' Performance

Based on analysis result, it was found that spiritual intelligence directly has no influence towards employees' performance. It occurs if the spiritual intelligence is generally seen in adequate to high level, meanwhile the tendency to ask for seeking deep answer is the first low score indicator then followed orderly by: the ability to act flexibly, solving and overcoming suffering, the ability to solve and utilize infliction, life quality inspired from vision and values, high awareness, refuse to cause unnecessary disadvantage, and having holistic view. From eight indicators, the organization leads the staffs to contribute and to be responsible more. It means that the staffs are comfortable with their contribution and their responsibilities. The staffs feel excitement to contribute and to be responsible towards their done tasks. Meanwhile employees' performance is in adequate to high level. It concludes the reason of spiritual intelligence having no influence towards employees' performance because the staffs do not take effort to seek for deep answer, have no ability to solve and overcome suffering yet, have no ability to face and utilize infliction yet, do not act flexibly and are afraid to cause unnecessary disadvantage as well as still have no holistic view yet that all are related and still get no attention from the staffs, though they fully contribute and fully responsible towards their jobs.

The result of this study supports studies done by Ayranci, (2011) who states that spiritual intelligence has no influence towards employees' performance. Meanwhile a study done by: Trihandini, (2005), Hidayati (2013) and Cakraborty (2004) who state that spiritual intelligence has influence towards employees' performance are not in line with the present study. Though in fact the present study is a replica of Zohar and Marshall (2001) study who found that spiritual intelligence directly and positively is related to employees' performance but has no influence towards it.

The Influence of Leadership towards Working Motivation

The study result shows that between positive and significant influence exists in leadership and working motivation. It means that effective leadership will increase working motivation. The present study supports studies done by Ahmad, *et al.* (2014); Li, *et al.* (2012), the findings of study which examine the influence of leadership towards employees' motivation shows the existence of positive significant influence between leadership characteristics towards employees' motivation. The result other studies state that transformational and transactional leadership has positive and significant influence towards employees' working motivation, Cools, (2010) and Chaudhry, *et al.* (2012). Employees will be motivated if their needs are fulfilled and they have positive view towards jobs they do. Therefore, it can be

defined that employees who works by getting high direction (directive) from leaders has effect in better working motivation, which is, the employees' are able to do the task which is appropriate with their responsibilities.

The Influence of Spiritual Intelligence towards Working Motivation

Based on the result of the study, it is said that spiritual intelligence has positive influence towards working motivation. From the examination of the hypothesis, it can be explained that the higher spiritual intelligence gives positive influence towards working motivation. It means that the higher spiritual intelligence resulted in the higher working motivation too consists of the needs of affiliation, the needs of achievement and the needs of power. Therefore, from the result it encourages previous empirical studies done by Sadegifar *et al.* (2013), and Koohbanani, *et al.* (2013), who found that spiritual intelligence has positive and significant influence towards working motivation.

The higher spiritual intelligence that a person has will give good and satisfying working result. It can be seen in the existed condition; attentive belief very helps and encourages a person to do his or her task. Then, if the person feels the task is heavier; depends more and let the burden go by doing religion and belief order or leave it to God.

The Influence of Working Motivation towards Employees' Performance

Based on hypothesis examination result, working motivation has influence towards employees' performance is significant thus the third hypothesis can be accepted. The result is proven by positive coefficient, thus it can be concluded that motivation has relation which is directly proportional with employees' performance. It means that if working motivation owned by employees gets higher, then employees' performance will also get higher. The result of the present study supports previous studies done by Hayati and Caniago (2012), Cools (2010), Gungor (2011), who found the existence of positive influence between working motivation and employees' performance.

By noticing employees' skill in solving problem, responsible towards jobs, and risk towards done task as well as getting feedback towards task done by employees will make employees motivated. Therefore, theory of Hope proposed by Vroom (1964), who said that employees will be motivated to take high effort when they believe that their efforts will be resulted in good performance assessment, good assessment will be resulted in organizational achievements such as position promotion, getting higher position and many kinds of satisfying achievements which will be satisfying for employees private objectives thus employees will be motivated to increase their performances..

The Influence of Leadership towards Employees' Performance Mediated by Working Motivation

Based on the study result, leadership has no influence towards employees' performance (the first hypothesis is denied). The result is supported by studies done by Parr *et al.* (2013) and Lee *et al.* (2013) who also state that leadership has no influence towards employees' performance. Transformational leadership has no influence towards employees' performance. Meanwhile working motivation has influence towards employees' performance (the third hypothesis is accepted). The findings encourage previous studies done by Cools (2010), Gungor (2011), Hayati and Caniago (2012), who found that there is positive influence between working motivation towards employees' performance.

It is as stated by Latan and Ghozali, (2012) who explain the employment of *SmartPLS* developed by Baron and Kenny (1986). It also stated by Hair *et al.*, (2010) that if leadership has influence towards employees' performance which is not significant, meanwhile the influence of employees' performance is significant thus it can be said that working motivation is a full mediation variable in mediating the influence of leadership towards employees' performance of Regional Secretariat of Puncak Jaya regency.

The Role of Working Motivation in Mediating the Influence of Spiritual Intelligence towards Employees' Performance

The result study of direct influence of spiritual intelligence towards employees' performance shows positive result and has no influence (the third hypothesis is denied). The result of present study supports a study done by Ayranci (2011) who says that spiritual intelligence has no influence towards employees' performance and does not support studies done by Trihandini (2005), Wijayanto (2005), and Hidayati (2013) who say that spiritual intelligence has influence towards employees' performance. Meanwhile, the result of the present study is working motivation has influence towards employees' performance (the third hypothesis is accepted). The finding encourages previous studies done by Cools (2010), Gungor (2011), Hayati and Caniago (2012), who found that there is positive influence between working motivation towards employees' performance (Parr, *et al.*, 2013 and Lee *et al.*, 2013). Transformational leadership has no influence towards employees' performance. Meanwhile working motivation has influence towards employees' performance (the third hypothesis is accepted). The study result encourages previous studies done by Cools (2010), Gungor (2011), Hayati and Caniago (2012), who found that there is positive influence between working motivation towards employees' performance.

Spiritual intelligence has no direct influence towards employees' performance. It caused by employees who have an attitude that is refusing to cause unnecessary disadvantage, their life is inspired by vision and values, holistic view, high rate of awareness, tendency in asking for seeking deep answer, the ability in facing and overcoming suffering and the ability in solving and utilizing infliction, though the employees contribute well and fully responsible.

Therefore as it is stated by Latan and Ghozali (2012) who explain the employment of SmartPLS developed by Baron and Kenny (1986), as well as Hair *et al.*, (2010) that if in spiritual intelligence influence towards employees' performance is not significant, while working motivation influence is significant thus it can be said that working motivation is a full mediation variable in mediating the influence of spiritual intelligence towards employees' performance.

The result of this study implies that directive leadership applied along this time has no contribution towards the productivity and affectivity, result and time in the effort to increase the employees' performance. The application of directive leadership is in opposition with employees' needs who wants supportive model leadership thus it has no influence towards employees' performance. Therefore leadership has no influence towards employees' performance because leaders do not understand the environment and do not give support to the employees who have adequate performance level. It goes same as spiritual intelligence which has no influence towards employees' performance, because employees have reluctant attitude in asking for seeking deep answer, are also not able to face suffering yet as well as have no ability to utilize infliction yet since they still get no holistic view yet. Therefore, by developing high working motivation which encourages employees to affiliate, achieve and get power, will be able to encourage the increase of employees' performance as expected by the organization.

CONCLUSION

Based on study result about the role of working motivation as mediation variable of leadership and spiritual intelligence influence towards employees' performance in the environment of Regional Secretariat of Puncak Jaya Regency which is described in analysis and discussion parts, the conclusions that obtained are:

1. Leadership has no relation towards employees' performance as well as spiritual intelligence which is directly positive but has no influence towards employees' performance. Leadership applied along this time has no effect towards employees' performance. Leadership model which is mostly dominant is directive, where leaders are more directive, which is employed or implement has no effect on the employees' performance. It caused with the fact that employees are more excited with supportive

leadership model, thus productivity and affectivity of employees cannot be increased. Therefore, it is proven that leadership has no influence towards employees' performance.

2. Spiritual intelligence has no influence towards employees' performance can be explained that fully contribute and responsible shows high spiritual intelligence of employees thus employees are agree by giving contribution and be responsible but cannot increase that can be seen from productivity and affectivity of employees.
3. Leadership directly has positive influence towards working motivation; it goes same as spiritual intelligence which has positive influence towards working motivation.
4. Working motivation directly has positive influence towards employees' performance in the environment of Regional Secretariat of Puncak Jaya Regency.
5. Working motivation has role as mediator of leadership full influence towards employees' performance, as well as spiritual intelligence towards employees' performance in the environment of Regional Secretariat of Puncak Jaya Regency. It means that the more effective leadership followed by high working motivation will be able to increase employees' performance. It goes same as the higher spiritual intelligence followed by high working motivation is able to increase employees' performance.
6. Overall, working motivation has more dominant influence towards employees' performance. Thus working motivation has role as full mediator of leadership and spiritual intelligence influence towards employees' performance.

Suggestions

Based on the conclusion of study results above, some suggestions that can be given are:

1. In implementing leadership, it is expected to pay attention and understand environment both internal and external environments and give support towards employees in doing their jobs. Leaders need to develop new situation in working thus employees will be more excited and comfortable in working.
2. To maintain and keep increasing already good employees' performance, it is necessary to hold leadership and spiritual intelligence training periodically to increase knowledge and understanding since it is proven that leadership and spiritual intelligence have no influence towards employees' performance.
3. The present study employed quantitative approach, thus for the next study it is better to explore more the study by employing qualitative approach thus thought about leadership, spiritual intelligence can be understood comprehensively.
4. It is expected to pay more attention to internal and external environments which have influence towards the increase of employees' performance, which is already have high productivity. By understanding the environment, employees' trust can be obtained thus employees will obey existed regulation more.
5. It is necessary to evaluate, place, and divide employees who get lack attention, thus employees can work respectively with their skills and experiences, there is no over employees in certain parts and employees' work evaluation, as well as it is expected that there is more attention towards spiritual advisory towards employees to develop employees' performance.
6. It is expected to understand and consider employees' characteristics and place employees based on their fields and knowledge as well as experiences of the employees.
7. The present study result is expected to be useful to awaken spiritual intelligence, motivation in the effort to increase employees' performance which along this time lacks of attention.
8. For next researchers, it is expected to develop the study, mainly adding some variables or study objects which have similar in terms of respondents' characteristics, jobs, and location thus it can be generalized.

REFERENCES

- Ahmad. Khaliq. 2009. Leadership and Work Motivation from the Cross Cultural Perspective. *IJCOMA*, Vol 19 (1)
- Ayranci Evren. 2011. Effects of Top Turkish Managers' Emotional and Spiritual Intelligences on Their Organizations' Financial Performance, *Journal Business Intelligence*, Vol.4 (1).
- Arshadi, Nasrin. 2010. Basic Need Satisfaction, Work Motivation, and Job Performance in an Industrial Company in Iran. *Procedia Social and Behavioral Sciences* 5 (2010) 1267– 1272.
- Arshad Mahmood, Mohd Anuar Arshad, Adeel Ahmed, Sohail Akhtar, and Zain Rafique. (2015). Establishing Linkages between Intelligence, Emotional and Spiritual Quotient on Employees Performance in Government Sector of Pakistan, *Mediterranean Journal of Social Sciences MCSEER Publishing*, Vol 6 (6).
- Banendro Kukuh, Margono Setiawan, Christin Susilowati. 2016. Pengaruh Gaya Kepemimpinan dan Budaya Organisasi terhadap Kinerja Pegawai melalui kepuasan kerja (Study pada Rumah Sakit Daerah Lawang Kabupaten Malang). *Dissertation*.
- Chaudhary, Javed H; Shahid, Warda; Bano, Asghari Farman Ullah , Farooq Munis, Shah Fahad and Izhar Ahmad. 2012. In vitro analysis of Cupressus sempervirens L. plant extracts antibacterial activity. *Journal of Medicinal Plants Research* Vol. 6(2).
- Dessler, Gary, 2006. *Human Resources Management 10th edition*. Prentice Hall.
- Dessler, Gary, 1997. *Manajemen Sumber Daya Manusia*. Alih Bahasa: Benyamin Molan. PT. Prenhalindo. Jakarta.
- Gungor, Pinar .2011.The relationship between reward management system and employee performance with the mediating role of motivation: A quantitative study on Global Banks, *Procedia, Social Behavioral Sciences*, Vol 24.
- Ghozali, Latan. H,. 2012. *Partial Least Squares Konsep, Teknik dan Aplikasi Menggunakan Program SmartPLS 2.0 M3* Semarang: Publishing Agency of University of Diponegoro
- Hair, Jr.J.F., Black, W.C., Babin, B.J. dan Anderson, R.E. 2010. *Multivariate Data Analysis: A Global Perspective*. London: Pearson.
- Hayati, Keumala dan Caniago. 2012. Islamic Work Ethic:The Role of Intrinsic Motivation, Job Satisfaction, Organizational Commitment and Job Performance, *Procedia, Social and Behavioral Scienc*, Vol 65 (2012) 272-277.
- Hidayati, Ida Nur, Margono Setiawan dan Solimun. 2013. *Kecerdasan Emosional dan Kecerdasan Spiritual Pengaruhnya terhadap Kepuasan Kerja dan Kinerja Karyawan (Studi di Lembaga Penjaminan Mutu Pendidikan (LPMP) Nusa Tenggara Barat)* Retrieved on March 12th,
- Hill,Tosi., Carroll, SJ. 1997. *Organizational theory and management: A MacroApproace*, Jhon Willey and Sons Inc., New York.
- Hoffman E. 2002. *Psychological Testing at Work*, Mc Graw Hill. New York.
- Izadpour, Mohammad and Radmehr Iraj. 2016. Effect of Spiritual Intelligent in Corporate Entrepreneurship A Case Study of Isfahan Post Office. *International Business Management* 10 (12): 2373-2378.
- Indrayanto Adi, John Burgess and Kandy Dayaram, Noermijati. 2014. A Case Study of Transformational Leadership and Para-Police Performance In Indonesia, Vol 37 (2).
- Koohbanani Shahin Ebrahimi, Reza Dastjerdi, Taghi Vahidi, Mohammad-Hassan Ghani Far . 2013. The Relationship Between Spiritual Intelligence and Emotional Intelligence with Life Satisfaction Among Birjand Gifted Female High School Students. *Procedia - Social and Behavioral Sciences*, Vol 84.
- Luthans F, 2006, *Perilaku Organisasi*, Vivin Andika, Yuwono dkk (penerjemah), Edisi Pertama, Penerbit Andi, Jogyakarta.
- Maharani Vivin, Troena Eka Afnan dan Noermijati. (2013), "Organizational Citizenship Behavior Role in Mediating the Effect of Transformational Leadership, Job

- Satisfaction on Employee Performance: Studies in PT Bank Syariah Mandiri Malang East Java”, *International Journal of Business and Management*, Vol. 8, No. 17.
- Mangkunegara, A. P. 2005. *Evaluasi Kinerja*. Bandung: Refika Aditama.
- McClelland. D. C. 1961. *The achieving society*. The Free Press. New York.
- Nguyen, Minh Ha; and Tran Viet Hoang Nguyen. 2014. The Influence of Leadership behaviors on Employee Performance in the Context of Software Companies in Vietnam, *Advances in Management dan Applied Economics*, Vol 4 (3)
- Noermijati, dan Diana Primasari. (2016) The Effect of Job Stress and Job Motivation on Employees’ Performance Through Job Satisfaction (A Study at PT. Jasa Marga (Persero) Tbk. Surabaya - Gempol branch) *Journal of Economics, Business, and Accountancy Ventur*, Vol. 18.
- Noermijati, 2015. Peran Kepemimpinan Transformasional dan Motivasi terhadap Kinerja Karyawan dengan Moderasi Masa Kerja. *Jurnal Keuangan dan Perbankan*, Vol 19 (2).
- Northouse Peter G. 2013. *Kepemimpinan Teori dan Praktek. Edisi keenam*. PT.Indeks. Jakarta.
- Rahmasari, Lisda. 2012. Pengaruh Kecerdasan Intelektual, Kecerdasan Emosi, dan Kecerdasan Spiritual terhadap Kinerja Karyawan. *Majalah Ilmiah Informatika 3 (1)*: 1-20.
- Robbins Stephane, P. 2001. *Basic Motivation Concept*. Organizational Behavior” Prentice Hall, New Jersey.
- Robbins,dan Judge, 2007. *Perilaku Organisasi, Buku 1 dan 2*. Jakarta: Salemba Empat.
- Sadeghifar Jamil, Mohammadkarim Bahadori , Donia Baldacchino , Mehdi Raadabadi & Mehdi Jafari. 2013. Relationship between Career Motivation and Perceived Spiritual Leadership in Health Professional Educators: A Correlational Study in Iran. *Global Journal of Health Science; Vol. (2)*.
- Salman, Zahid. 2011, Leadership Styles and Employee Performance (A case Study of Shakarganj Mills Limited Jhang Pakistan), *Interdisciplinary Of Contemporary Research In Business, ijrb.webs.com. Vol. 3 (6)*.
- Sappe Syahrudin, Yohanis Rante, Ruben Tuhumena, Bonifasia Elita Bharanti. 2015. Pengaruh Kepemimpinan Terhadap Kinerja pegawai Yang dimediasi oleh Budaya Organisasi komitmen Kerja Dan Motivasi Kerja. <https://www.academia.edu/15181070/>
- Sharkie, Robert. 2009, Trust in Leadership is vital for Employee Performance, Management Research News, Vol. 32, No. 5, 2009, www.emeraldinsight.com/0140-9174.htm.
- Taylor, L. 1997. “Linking Environmental Performance to Profitability.” *Chemical Business*, Vol 11.
- Trihandini, R.A.F.M. 2005. Analisis Pengaruh Kecerdasan Intelektual, Kecerdasan Emosi, dan Kecerdasan Spiritual Terhadap Kinerja Karyawan (Studi Kasus di Hotel Horison Semarang).
- Xu, Xiao-Dong,Jian An zhong, Xiao-Yan Wang, 2013, The Impact of Subtitutes for Leadership on Job Satisfaction and Performance, *Social Behavior and Personality Research*, 41(4)
- Yildirim Nihan, Seda Birinci. 2013. Impacts of Organizational Culture and Leadership on Business Performance: A Case Study on Acquisitions. *Procedia - Social and Behavioral Sciences 75 (2013) 71 – 82*.
- Yulk G., 2015. *Kepemimpinan Dalam Organisasi*. State University of New York at Albany. Edisi Ke-7 Jakarta Barat: PT Indeks Permata Puri Media.
- Zehir, Cemal , Ebru Erdogan. 2011. The Association between Organizational Silence and Ethical Leadership through Employee Performance. Available online at www.sciencedirect.com *Procedia Social and Behavioral Sciences Vol, 24*.
- Zehir Cemal , Büşra Müceldili , Songül Zehir , Öznur Gülen Ertosun. 2012. The Mediating Role of Firm Innovativeness on Management Leadership and Performance Relationship. *Procedia - Social and Behavioral Sciences*, Vol 41.
-

Zohar, Danah dan Marshall. Ian .2007. *SQ: Spiritual Intelegence – The Ultimate Intellegence*. Rahmani Astuti, Ahmad Nadjib Burhani, Ahmad Baiqani (Alih Bahasa). *SQ: Keserdasan Spiritual*. Jakarta: Mirzan Media Utama (MMU)

