INTRAPRENEURSHIP BEHAVIOR: THE ROLE OF SPIRITUAL LEADERSHIP, RELIGIOSITY, AND ORGANIZATIONAL SUPPORT

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ABSTRACT

Objective: This study tries to investigate the model of intrapreneurship behavior of lecturers. **Research Design & Methods:** Spiritual leadership, and religiosity are identified as independent variables that influenced intrapreneurship behavior, and organizational support is offered in the model as a mediating variable. The sampling design used simple random sampling technique, from 103 private university lecturer respondents in Yogyakarta, and the PLS-SEM analysis tool. **Findings:** The results showed that three hypotheses were accepted and the others were not. The impact of religiosity on organizational support, and the impact of organizational support on intrapreneurship behavior is proven to be insignificant. The impact of religiosity and spiritual leadership on intrapreneurship behavior, and the impact of spiritual leadership on organizational support proved to be positive and significant. Testing the mediating variable showed that organizational support was not proven to be a variable mediating the relationship between religiosity and spiritual leadership on intrapreneurship behavior. **Implications & Recommendations:** This research has implications both practicions and policy maker to build intrapreneurship behavior among lecturers, in particular, according to this finding, a good environment (spiritual leadership and religiosity) will support the lecturer to building intrapreneurship behavior. **Contribution & Value Added:** These finding contribute to the current understanding about the antecedents of intrapreneurship behavior. This research developed the role of spiritual leadership, religiosity, and organizational support to building intrapreneurship behavior. And as the finding, this study offered the challenge to analyse a good spiritual leadership practices that can build positive perceptions for lecturers and influence intrapreneurship behavior.

Keywords: intrapreneurship behavior; organizational support; religiosity; spiritual leadership.
JEL codes: L260
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INTRODUCTION

Intrapreneurship is a culture that emerges within a company and has a role in building an organization's competitive advantage (Neessen et al., 2019). Intrapreneurship can be viewed from an individual and organizational point of view. In this context, the company can be seen as an intrapreneurship continuum that ranges from less to more entrepreneurial (Sastrodiharjo & Suraji, 2020).

Today, intrapreneurship grows very fast in companies, and recently a lot of research pays attention to the topic of intrapreneurship. Based on past research, intrapreneurship research has been divided into two levels, the individual level and the organizational level. At the organizational level, researchers usually call it corporate entrepreneurship or entrepreneurial orientation. While at the individual level,

researchers usually refer to entrepreneurial activity as intrapreneurship behavior. Entrepreneurial activity is identified as risk-taking, proactive, and innovative. Intrapreneurial behavior is a unique type of extra-role behavior that encourages employees to give their best performance in their job roles and look for new opportunities to create value for the organization in which they work (Edú Valsania et al., 2016; Gawke et al., 2019).

Research on intrapreneurship behavior is still developing. The discussion about the antecedents of intrapreneurship behavior also still opens opportunities for the development of new topics and variables to shape behavior. Several studies related to the relationship between leadership and intrapreneurship suggest future research to examine other types of leadership in explaining the relationship between the two variables (Edú Valsania et al., 2016).

Past research showed that spiritual leadership is identified as variable that influenced employee intrapreneurship behavior. Spiritual leadership is different from other types of leadership. It is very important for companies, employees, and customers. Spiritual leadership encourages social, ethical, and spiritual values with rational considerations in making decisions, and other company strategic activities, including developing employee vision and satisfaction of their spiritual needs (Fry, 2003; F. Yang et al., 2019). Spiritual leadership is also a unique type of leadership that can be useful in fulfilling business core and spiritual core and can shape intrapreneurship behaviour (Ali et al., 2020; Fry, 2003; Nicolae et al., 2013).

Religiosity is also identified as antecedent associated with intrapreneurship behavior, and the role of the variable religiosity in the context of the work environment is still an interesting topic to be developed. Religiosity is allegedly not only having an impact on a person's personal life but also having an impact on the work life of employees at the company (Farrukh et al., 2022). Past research showed that religiosity positively impacts the formation of employee intrapreneurship behavior in companies (Farrukh et al., 2021).

Higher education is currently developing into an industry providing educational services to the community. Like an industry, it is required to provide educational services to students of the highest quality, to produce outputs and outcomes by the educational goals that have been outlined. The increasingly fierce competition in the education industry also encourages every institution in tertiary institution to carry out the best educational practices and build a competitive advantage so that it can continue to exist amid this competition.

Yogyakarta as a student city, is one of the cities that is in great demand by prospective students to continue their studies at the university. Based on data from DIKTI, there are 138 colleges in Yogyakarta, with categories including academic, polytechnic, high school, institute, and university. This condition certainly has an impact on the high level of competition among institutions to attract prospective student consumers to enter their respective universities. To win this competition and be able to attract as many prospective student consumers, Universities must demonstrate high quality educational services with outputs and outcomes that are in demand by the labor market. Universities that are unable to demonstrate the quality of their education will be abandoned by consumers of prospective students, and gradually their operationalization will be closed. According DIKTI, throughout 2019 there were already three universities in Yogyakarta whose operations were closed, due to a lack of students registering at these universities.

Building the best quality education services requires the hard work of all stakeholders. Every employee must show high motivation at work, creative, and innovative, and look for opportunities to complete work of the highest quality. It was further explained that this process is a key indicator of intrapreneurship, which will encourage companies to adapt to a complex business environment, find challenges in customer demand, and respond to market competition pressures (de Lurdes Calisto, 2015). Teacher (lecturers) as one of the key stakeholder components in building competitive advantage in university are also required to start developing their competencies to support the tri-dharma activities imposed on lecturers. As known, lecturers must carry out the tri-dharma activities, consisting of teaching, research, and service. In addition to the tri-dharma activities, lecturers still must support and help manage activity programs planned by study programs and tertiary institutions. The

complexity of the work carried out by lecturers forces them to build skills and competencies to innovate, creative, find solutions, and even take risks against various problems encountered in carrying out their duties.

This study tries to examine the role of the spiritual leadership variable and the religiosity variable as an antecedent of the intrapreneurship behavior of lecturers. Organization support identified as mediating variable that connected relationship between independent and dependent variable. The results of this study are expected to be able to contribute from a theoretical point of view, associated with the antecedent factors of intrapreneurship behavior in lecturers in the Higher Education environment.

LITERATURE REVIEW

Intrapreneurship Behavior

Intrapreneurs are identified as company employees who are authorized to act as entrepreneurs on behalf of the company. At the individual level, intrapreneurs are defined as people who have dreams and try to make them come true by taking responsibility for creating all forms of innovation within the organization.

Intrapreneurship behavior can be defined as entrepreneurship within an existing organization (Antoncic & Hisrich, 2003). Vesper (1984) describes intrapreneurial behavior as doing something new that comes from a habitual process of finding opportunities. The other side, Antoncic & Hisrich (2003) define intrapreneurship behavior as creating a solution to the challenges that arise in the company, including developing old and new products and services, markets, administrative techniques and technology for the performance of organizational functions, changing strategies, organizing, and dealing with competitors (Antoncic & Hisrich, 2003). At the organizational level, intrapreneurship behavior is then seen as setting organizational goals related to profitability, updating strategies, building innovation, gaining knowledge from future revenue streams, and success at the international level.

Religiosity and Intrapreneurship Behavior

The religiosity is defined as a person's belief in God and participation in one's worship activities on the teachings that are believed (Osman-Gani et al., 2013). Religiosity will be reflected in behavior which may be reflected in one's personality, social life and work life. So that the level of one's religiosity is expected to have an impact on individual work behavior because of the values that are believed (Ghazzawi, 2009; Ghazzawi et al., 2012). Religiosity can increase social value, and as a result, this value can sharpen individual attitudes and behavior. In the context of intrapreneurship, these social values can encourage or discourage entrepreneurship (Block et al., 2020).

Although there is still little research examining the role of religiosity in the work environment, some researchers note that religiosity at work will create a work environment where employees can maintain innovative behavior and find a positive relationship between religiosity and employee performance (Ghazzawi et al., 2012; Milliman et al., 2003; Osman-Gani et al., 2013). In another study it was stated that religiosity in the workplace was found to encourage innovative power among stakeholders (Steele & Bullock, 2009). Kinjerski & Skrypnek (2004) state that the dimensions of authenticity in the religiosity variable is a determining factor for developing creative and innovative solutions.

H1: Religiosity has positive impact on intrapreneurship behavior.

Spiritual Leadership and Intrapreneurship Behavior

Fry (2003) defines spiritual leadership as important values, attitudes, behaviors that motivate a person and others so that they have a spiritual sense for survival. Spiritual leadership is built from the concepts of vision, hope/struggle, altruistic, and visionary leadership (Fry, 2003; Fry & Egel, 2017), as well as tend to place clear guidelines to ensure employees support his vision (M. Yang & Fry, 2018). A clear vision will give meaning to an employee's work, motivate them, and make employees loyal to the company (Presbitero & Teng-Calleja, 2017), and will sharpen the strategic orientation of

employees. Several studies in the area of service companies prove that spiritual leadership develops vision, sharpens a sense of struggle and hope among employees, creates a culture of love that increases intrinsic motivation, and can satisfy the spiritual needs of employees (Bayighomog & Araslı, 2019; Presbitero & Teng-Calleja, 2017). Other research states that spiritual leadership can inspire employees to be empathetic and customer-oriented (Bayighomog & Araslı, 2019), a tendency to share knowledge which facilitates the generation of ideas and experimentation for innovative solutions that customers require (Bayighomog & Araslı, 2019; Chang & Teng, 2017). Spiritual leadership also encourages employee capabilities to understand and resolve complex issues or problems through dialogue or lectures (Fry & Egel, 2017). Research conducted by Usman, Javed, et al. (2021) proves that spiritual leadership has a positive effect on intrapreneurship behavior.

H2: Spiritual leadership has positive impact on intrapreneurship behavior

Organization Support as Mediating Variable

Building intrapreneurship behavior within the organization requires approval and support from the environment for the growth of intrapreneurship behavior. Antoncic & Hisrich (2001) explained that the intra-organizational environment is a key factor in the formation of intrapreneurship tendencies. Kuratko et al. (2005) explained that the intra-organizational environment is a key factor in the formation of intrapreneurship tendencies. Floyd & Lane (2000) states that top-level managers are responsible for nurturing entrepreneurial vision and encouraging employee tendencies to be pro-entrepreneurial. On the other hand, middle-level managers are responsible for helping the process become role models through their participation in intrapreneurship activities. Organizational support for innovation will motivate employees to participate in innovative activities (Goodale et al., 2011; Imran & Aldaas, 2020). Several studies also state that there is a positive relationship between organizational support and organizational innovation (Alpkan et al., 2010).

According to organizational support theory, employees develop perceived organizational support in order to respond to their emotional need to be valued, and organizational readiness to reward every effort and performance that has been achieved by these employees (Rhoades & Eisenberger, 2002). Furthermore, they found that there were three factors that became the antecedents of perceived organizational support, one of which was leadership supervision (Rhoades & Eisenberger, 2002). Past research proved that the characteristic of leadership has a role to building intrapreneurship (Farrukh et al., 2022), and spiritual leadership has direct impact on intrapreneurship (Usman, Ali, et al., 2021). Related to perceived organizational support, leadership supervision is considered as an agent or company representative in implementing company support which will influence the formation of individual behavior and performance. So that perceived organizational support is considered a mediating variable that will link the antecedent variable (leadership) to individual behavior or performance (Baran et al., 2012).

Furthermore, organizational support theory explains that perceived organizational support will strengthen the emotional and cognitive aspects of individual employees and organizations (Biswas & Bhatnagar, 2013). To encourage employees to exhibit high behavior and performance, organizations must care about and respect the well-being of employees and their overall beliefs. This support will help employee proactive and innovative behavior or intrapreneurial behavior. Past research found that religiosity has impact employee status and psychology contract (perceived organizational support) (Ntalianis & Darr, 2005). Anther research conduct by Farrukh et al. (2021) found that religiosity has direct impact on perceived organizational support. In term organization practices, perceived organizational support is not just financial rewards, but also recognition of (religious) beliefs and cultural norms. So that the level of perceived organizational support allows an employee to express his beliefs and personal norms (Farrukh et al., 2021).

Previous studies stated that organizational support will mediate the relationship between religiosity and intrapreneurship behaviour (Afsar & Badir, 2017; Farrukh et al., 2021). Past researches also proved that both spiritual leadership and organizational support, have impact on organizational behavior and performance, through direct relationships and mediation relationships (Iqbal & Zaidi, 2021; Narcıkara & Zehir, 2016; Rumangkit, 2020).

H3: Religiosity has a positive impact on organizational support.

H4: Spiritual leadership has a positive impact to organizational support.

H5: Organizational support mediates the relationship between religiosity, spiritual leadership, and intrapreneurship behavior.

H6: Organizational has positive impact intrapreneurship behavior.

Based on the framework above, this study suggested a research model shown in Figure 1.
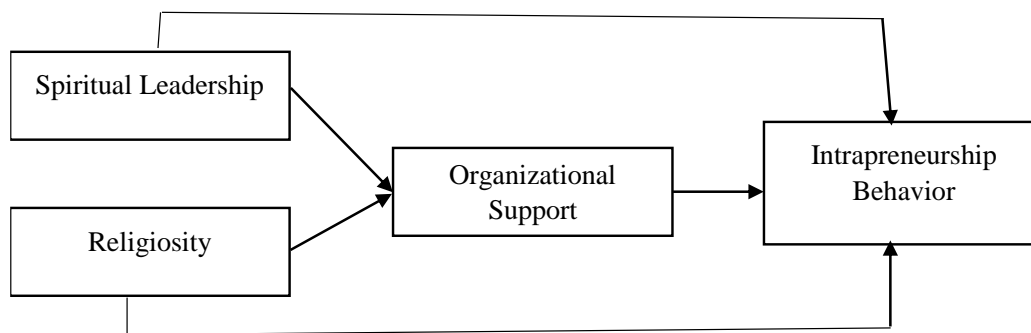
Figure 1. Research Model
Source: Create by Authors (2023)

METHODS

The population of this study were all lecturers from private universities in Yogyakarta. Samples were taken from the population using simple random sampling technique. The process of collecting data through direct and online distribution of questionnaires to respondents. There were 103 respondents involved in this study.

The research questionnaires were developed by using measurements based on previous research. Intrapreneurship behavior is measured using questionnaire adopted from (Frese et al., 1997), which reflects the indicators of the four intrapreneurship dimensions associated with initiative, taking risks, innovation, and being proactive by employees. Religiosity is measured using questionnaire adopted from the 'Religious Commitment Inventory' questionnaire from Worthington et al. (2003) which has been validated in several studies in Islamic countries, and reflected the level of religious commitment, consisting of four indicators, values, beliefs, practices, and applications in everyday life. Organizational support is measured using questionnaire adopted from Armeli et al. (1998) that indicate the level of respondents' agreement on statements related to employees' perceptions of organizational support. And spiritual Leadership is measured using questionnaire adopted from Fry et al. (2005) which indicate the level of employee perceptions of spiritual leadership in the organization.

The data analysis process uses Structured Equation Modeling (SEM) based on Partial Least Square (PLS), to test the model as well as to test the hypotheses offered. The analysis technique using PLS SEM was carried out in two stages, first testing the measurement model, to test the construct validity and reliability of each indicator. Second, test the structural model, to test the model and analyze whether there is influence between the variables in the model.

FINDINGS

Respondents who participated in this study were 103 respondents, consisting of lecturers from private universities in Yogyakarta. The characteristics of the respondents consisted of 47 male respondents (45.6%) and 56 female respondents (54.4%). The age of the respondents varied from the age group less than 40 years of 37 people, to the age group of 61-70 years of 5 people. Judging from the characteristics of religion, the majority of respondents were Muslim as many as 99 respondents (96.1%), Hindu as 1 respondent (1%), and Catholics as3 people (2.9%). The length of work of the

respondents can be classified into 3 groups, 23 people (22.3%) worked for 1-5 years, 36 people (35%) for the 6-10 years group, and 44 people worked for more than 10 years (42 ,7%).

Measurement Model (Outer Model)

The first stage of data analysis using SEM PLS is to evaluate the measurement model to verify indicators and latent variables that will be used for subsequent testing. The process is conducted by convergent validity tests and discriminatory validity, as well as reliability tests. Overall the results of the measurement model can be seen in Figure 2.
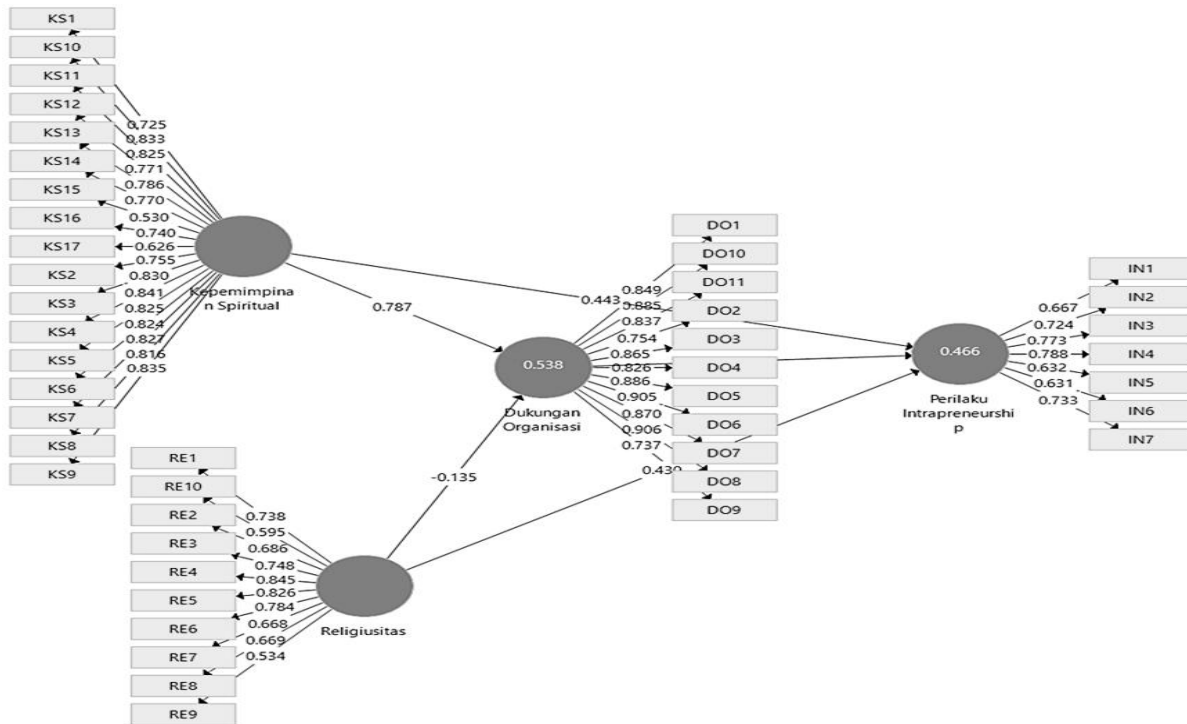

Figure 2. Measurement Model
Source: Data processed by Authors (2023)

The value of convergent validity is known through the loading factor of each item. An instrument is said to meet the convergent validity testing criteria if its weight has a value above 0.7 while a value of 0.5 to 0.6 can be maintained for models that are still in the development stage (Hair et al., 2017). Based on the test results using SEM PLS it is known that there are several items whose loading factor values are above 0.5 and 0.6, but most of the loading factor values have values greater than 0.7. This result can be interpreted that all indicators in this variable have met the standard value of convergent validity, and thus, it can be concluded that all constructs are valid.

The second validity test is a discriminant validity test which is evaluated using a cross loading table. The SEM-PLS criterion states that if the latent variable with each item (manifest variable) is greater than the correlation with other latent variables, then the latent variable can predict the item well compared to other latent variables (Hair et al., 2017). Based on the results of testing all items that measure variables produce a value that is greater than the value of the other variables. Thus, each item is considered capable of measuring the latent variable corresponding to that item, so it is said to have good discriminant validity.

Measurement of construct reliability in PLS refers to discriminant reliability values, Cronbach alpha and composite reliability. Experts state that if the value of discriminant reliability (AVE) is greater than 0.5, composite reliability (C.R.) is greater than 0.7, and Cronbach alpha (α) is greater than 0.6, then the construct is declared reliable (Hair et al., 2017). The result show that each value of the construct variable has met the specified threshold criteria, namely AVE > 0.5, C.R. > 0.7, and α > 0.6, it can be concluded that all items are declared reliable in measure the latent variable.

Structural Model (Inner Model)

In the next stage, the PLS-SEM analysis was to test the structural model, to examine the hypotheses and to explain the relationship among the variables. Using path coefficient measurement, the results of the structural model can be seen in Table 1, Table 2, and Figure 3.
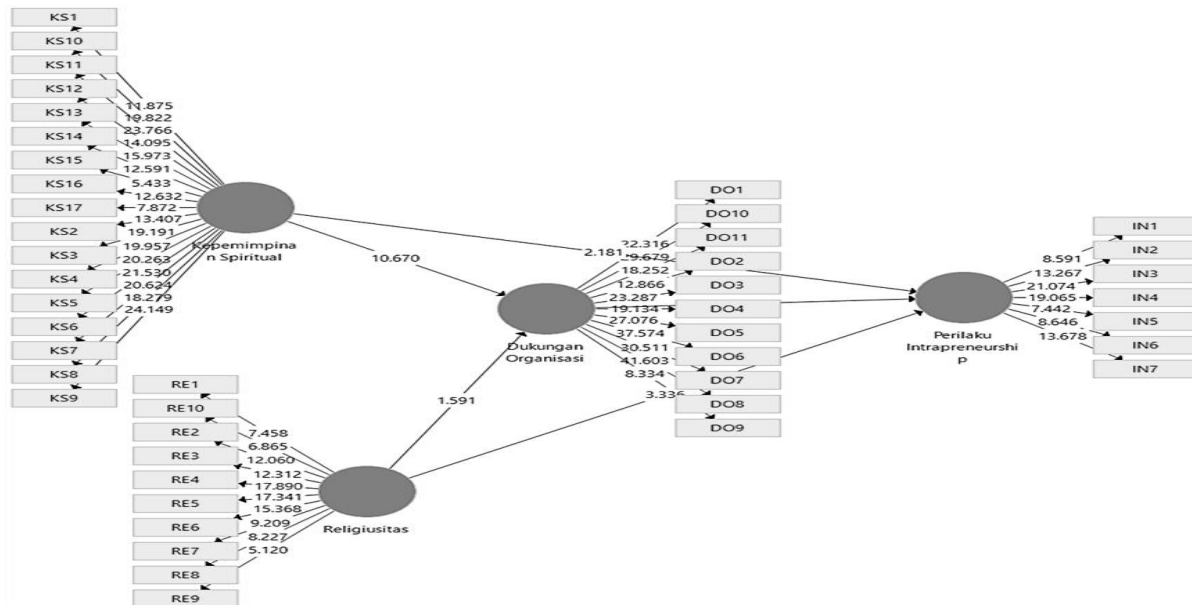

Figure 3. Structural Model
Source: Data processed by Authors (2023)

Table 1. Path Coefficient

	Original Sample	Sample Mean	Std. Deviation	T Statistics	P Values
Organizational Support -> Intrapreneurship Behavior	-0.134	-0.115	0.159	0.842	0.400
Spiritual Leadership -> Organizational Support	0.787	0.798	0.074	10.670	0.000
Spiritual Leadership -> Intrapreneurship Behavior	0.443	0.418	0.203	2.181	0.030
Religiosity -> Organizational Support	-0.135	-0.139	0.085	1.591	0.112
Religiosity -> Intrapreneurship Behavior	0.430	0.450	0.129	3.336	0.001

Source: Data processed by Authors (2023)

Table 2. Indirect Effect

	Original Sample	Sample Mean	Std. Deviation	T Statistics	P Values
Religiosity -> Organizational Support -> Intrapreneurship Behavior	0.018	0.013	0.025	0.722	0.471
Spiritual Leadership -> Organizational Support -> Organizatioanl Support	-0.105	-0.089	0.127	0.829	0.408

Source: Data processed by Authors (2023)

Based on the results of the direct effect test (Table 1), it shows that the effect of religiosity on organizational support, and the effect of organizational support on intrapreneurship behavior is proven to be insignificant, with a p-value> 0.05. Meanwhile, the effect of religiosity on intrapreneurship behavior, the influence of spiritual leadership on organizational support, and the influence of spiritual leadership on intrapreneurship behavior proved to be positive and significant, as evidenced by the value of p<0.05.

Testing the mediating variable showed a value of p> 0.05 so that organizational support was not proven to be a variable mediating the influence of religiosity and spiritual leadership on intrapreneurship behavior.

DISCUSSION

Based on the results, it can be explained that religiosity has positive impact on Intrapreneurship behavior. It means that, for lecturers in Yogyakarta, when they work with a high level of religiosity, they will tend to have higher intrapreneurship behavior. Level of religiosity that exist as positive thoughts, patient, obedient worship will encourage the emergence of intrapreneurship behavior that reflected on it's dimension, as initiative, risk taking, innovative, and creative in problem solving. This finding is in line with previous research finding that religiosity has positive impact on intrapreneurship behavior (Farrukh et al., 2022). Spiritual leadership has positive impact on perceived organizational support, and also has positive impact on intrapreneurship behavior. It means that increasingly the organization leader adopt spiritual leadership style, then employee perceived organizational support tends to increase significantly. So are higher the employee intrapreneurship behavior. This finding support past research conducted by Usman, Ali, et al. (2021) that stated spiritual leadership had positive impact on intrapreneurship behavior.

Organizational support proved did not affect to intrapreneurship, and is not a mediating variable for the relationship between religiosity and spiritual leadership on intrapreneurship. This means that regardless of the level of support provided by the organization to lecturers, it will not affect employee intrapreneurship behavior. The results of this study are inconsistent with the results of previous studies, where previous research stated that organizational support is related to intrapreneurship behavior (Afsar & Badir, 2017; Alpkan et al., 2010; Farrukh et al., 2021; Goodale et al., 2011; Imran & Aldaas, 2020; Iqbal & Zaidi, 2021; Narcıkara & Zehir, 2016; Rumangkit, 2020).

Several logical explanations can be presented, first, based on a literature review conducted by Mustafa et al. (2018), intrapreneurship behavior can manifest in different ways. Usually this behavior will be influenced by individual factors as well as contextual factors in the surrounding environment. Divakara & Madurapperuma (2017) explains individual factors, is related to personality and cognitive ability, while contextual factors are related to the company's internal and external environment, as well as other influencing factors. The results of the literature review confirm that intrapreneurship behavior is influenced by several independent factors, both individual factors and contextual factors outside the individual. When someone already has internal factors such as knowledge, motivation, commitment, and creativity, then these factors are sufficient to encourage intrapreneurship behavior, even if it is accompanied by contextual factors, the intrapreneurship behavior will also be strengthened (Divakara & Madurapperuma, 2017; Mustafa et al., 2018).

Second, the samples of this research are lecturers, who on average have strong characteristics in critical thinking, human literacy, communication, collaboration, and in being creative (Wei & Nasri, 2022). When those characteristics meet with a high level of religiosity, it will strengthen intrapreneurship behavior. Because with high religiosity, the lecturer has automatically learned to build initiative, and creativity within to achieve this high level of religiosity (Kinjerski & Skrypnek, 2004; Steele & Bullock, 2009).

This study conducted understanding about how to encourage intrapreneurship behavior in the contect lecturers. Researchers tried to spread the researcher tried to collected the data by distributing questionnaires to representing lecturers samples throughout Yogyakarta with diverse religious identities. But in practice, most of the questionnaires returns are from respondents with muslim identities. Even though the respondents were dominated by Muslim identities, the questionnaire used for religiosity and spiritual leadership variables did not lead to a spesific religion. This means that the results of the questionnaire answers also do not lead to a spesific religion (Worthington et al., 2003). So that the findings can be generalized to all lecturers in Yogyakarta.

CONCLUSION

This study investigated the factors influenced intrapreneurship behavior among lecturers involved religiosity, spiritual leadership, and organizational support as predictors of the variables. Overall, the six hypotheses proposed, three hypotheses were accepted, and three hypotheses were rejected. The research results that rejected some of the proposed hypotheses was probably influenced by individual factors with strong characteristics in the lecturers as samples or research respondents. Conceptually, This research contribute for existing model antecedents of intrapreneurship behavior. The model offered showed the role of spiritual leadership, religiosity, and organizational support on intrapreneurship behavior. And there are seen that both spiritual leadership and religiosity are a good predictor of intrapreneurship behavior, but nor for the organizational support are not supported as mediating variable of the relationship between variables on the model offered. Managerially, this research is expected to be referred by policymakers and educational institutions to create a good environment to support the lecturer to building creativity and innovativeness in the educational process. Limitations of this research are it applied a cross-sectional approach, so the results of this study could not be generalized as a whole. Future research can focus on examining the model using wider samples, and placing organizational support on direct influence to intrapreneurship behavior.

CONFLICT OF INTEREST STATEMENT

The authors declare no conflicts of interest.

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