

Influence of Leadership Style, Organizational Culture and Intelligence Spritual on Work Motivation and Lecturer Performance at Islamic Religious Universities of South Sulawesi

Nurlina¹, Abd Rahman Mus², Zaenal Arifin³, Imaduddin⁴
Universits Muslim Indonesia

Abstract

Lecturer performance is one of the main factors that can affect the progress of higher education. The higher or better the performance of lecturers, the goals of higher education will be easier to achieve, and vice versa that occurs if the performance of lecturers is low or not good then the goal will be difficult to achieve and also the results received will not be in accordance with the wishes of the Higher Education. Performance is something that cannot be separated from universities. The encouragement of lecturers, the order applied, the comfortable working atmosphere and supporting resources such as, providing adequate equipment as a means to facilitate the achievement of the goals to be achieved are indispensable for the performance of lecturers. Samples in this study as many as 335 samples from the results of the study showed variable spiritual intelligence had no effect on the performance of lecturers.

Date of Submission: 01-04-2022

Date of Acceptance: 10-04-2022

I. Introduction

College is an organization consisting of a group of people where they work together in carrying out planned activities. An organization can run effectively if management functions such as planning, organizing, motivation, discipline and supervision in it function properly. , as well as its supporting elements are available and meet the requirements. One of the most important elements that can support the course of higher education is human resources (Lecturers). Labor or human resources can be interpreted as a worker, Lecturer, workers who have expertise in their respective fields basically have the same intention to achieve a organizational or college goals . Thus, human resource management has an important role in determining the success of a college. As the main key, human resources can determine the successful implementation of activities in higher education. Therefore , the success of an organization or institution will be determined by its human factors or its lecturers in achieving its goals. A lecturer who has high and good performance (work or work produced) can support the achievement of goals and objectives that have been determined by a college.

Lecturer performance is one of the main factors that can affect the progress of higher education. The higher or better the performance of lecturers, the goals of higher education will be easier to achieve, and vice versa that occurs if the performance of lecturers is low or not. well then the goal will be difficult to achieve and also the results received will not be in accordance with the wishes of the College. Performance is something that cannot be separated from universities. encouragement of lecturers, applied order, comfortable working atmosphere and support of resources such as, providing adequate equipment as a means to facilitate the achievement of goals what you want to achieve is indispensable for the performance of lecturers.

Improving the performance of lecturers will bring progress for universities. Efforts to improve the performance of lecturers are the most serious management challenges because the success to achieve the goals and survival of the College depends on the quality of the performance of the source. Based on the Report of the Director General of Islamic Education of the Ministry of Religious Affairs of the Republic of Indonesia in 2021 Webmeterecis version released the 10 best PTKIN in Indonesia which is measured in terms of PTKIN's performance, in the report UIN Sunan Gunung Jati Bandung was ranked 1st in the best PTKI and ranked 38th from various Universities in Indonesia and ranked 1st. 3572 of all universities in the world. Followed by UIN Syarif Hidayatullah Jakarta ranked 2nd PTKIN, ranked 51st in Indonesia and ranked 3997 in the world. Furthermore, UIN Raden Intan Lampung ranked 3rd ptkin, ranked 60th in Indonesia and ranked 4143 in the world. UIN Sunang Kalijaga Yogyakarta ranked 4th ptkin, ranked 70th in Indonesia and ranked 4872 in the world. UIN Kendari ranked 5th ptkin, ranked 72nd in Indonesia and ranked 5190 in the world. UIN Tulungagung ranked 6th ptkin, ranked 74th in Indonesia and ranked 5656 in the world. UIN Sunang Ampel Surabaya ranked

7th ptkin, ranked 80th in Indonesia and ranked 5805 in the world. UIN Maulana malik Ibrahim Malang ranked 8th ptkin, ranked 99th in Indonesia and ranked 5835 in the world. IAIN Pontianak ranked 9th ptkin, ranked 104th in Indonesia and ranked 6503 in the world. And the last UIN Sultan Syarif Kasim Riau ranked 10th PTKIN, ranked 107th in Indonesia and ranked 6537 in the world.

The data presented shows that none of the state religious universities in South Sulawesi are included in the best category, this is due to the measuring instrument to become PTKIN. The best has not been well tolerated in this case PTKIN Performance, this can be due to hr factors and infrastructure and management of universities that have not been maximized. Based on the data above the only one from Sulawesi is IAIN Kendari, whereas when we look at the geography of south Sulawesi is the qibla of some other Sulawesi regions, but Data shows that PTKIN South Sulawesi has not been included in the top 10 best PTKIN.

In addition to the data above research conducted by (Musmulyadi, et al, 2021) whose results showed that there was still a low quality of employee performance at the Ministry of Religious Affairs of the Southern Province, one of which was in terms of responsibility. owned by employees in carrying out their duties and obligations. There are negative factors that can reduce the performance of lecturers, including the decreased desire of lecturers to achieve work achievement, lack of timeliness in completing work. so that they do not obey the rules, the influence that comes from the environment, colleagues who also decrease their spirit and the absence of examples that must be used as a reference in achieving Good work performance. All of that is the reason for the decline in the performance of lecturers in work. Factors that can be used to improve performance include leadership style, motivation, Organizational Culture, and Spiritual Intelligence.

There are several phenomena that occur at the State Islamic Religious College in South Sulawesi. The performance of lecturers so far is felt to have not been optimal, this can be seen from the presence of lecturers (Lecturers) who are not placed in accordance with the background of knowledge owned, the number of The ratio between lecturers and students is unbalanced, and still the bottom of the old mindset of lecturers who only abort the obligation to teach instead of producing good quality. Similarly, in terms of financial statements of state Islamic Religious Universities, the largest amount provides the lowest budget realization contribution every time the reconciliation of several existing Ministry of Religious Affairs satkers. in South Sulawesi.

In this study, based on the results of initial observations, prospective researchers used the factors of Leadership, Organizational Culture, Spiritual Intelligence, Work Motivation in seeing their influence on performance. Civil state lecturers at state Islamic Religious Universities because these factors are currently an important problem to find solutions to improve performance sustainably . The first factor is leadership. In this process, the function of the leader has a very closely determining role in the implementation of the organization of a College. The function of the leader is not only to do guidance and direction to lecturers, but the most important thing is how a leader is able to provide a vision and mission or direction that is It is clear where the organization will run so that the results obtained are in accordance with the original purpose of the establishment of the College.

Leadership is defined as the ability one has to influence others to work towards achieving goals and objectives, Patola (in ummah, 2011: 6). The ability to influence what a leader has will determine the way that lecturers use in achieving work results. This is based on the argument that a leader has authority in planning, directing, coordinating, and supervising the behavior of lecturers in accordance with the functions of management. A leader is considered good if he is willing to accept changes, is willing to take criticism and advice from subordinates openly, and often pays attention to their welfare. Organizational leaders can influence behavior by creating organizational systems and processes that fit the needs of individuals, both individual needs, group needs and organizational needs. .

Effective leaders can influence their followers to have greater optimism, confidence, and commitment to the organization's goals and mission. Gary Yukl (in Desianti 2005:70). This brings the consequence that every leader is obliged to pay serious attention to fostering, mobilizing and directing all potential lecturers in their environment in order to be able to realize organizational stability and increased productivity oriented towards organizational goals. The leadership problem that has occurred at the State Islamic Religious College so far is that the leadership has not been able to optimize the potential of the organization and has not been able to adjust to the demands of the community. The external environment in this case meets the needs of the community because so far the leadership is generally shackled by the rules that apply so that it is less improvised and improvised. Innovations that aim to improve the welfare of the community and what happens leaders always adhere to existing rules. The head of the State Islamic Religious College in South Sulawesi always relies on the formal authority it has so that power becomes a force in moving subordinates.

Aside from leadership factors Another factor is Organizational Culture, organizational culture can be understood as the perception of organizational members about norms related to the work activities of the organization concerned. , where the organizational culture perceives the individual behavior of each member of the organization will be influenced by the perceptions and behavior of other members in the organizational

system. When the management of the organization considers that quality is something that must be done in the work activities of the organization, then the perception and behavior of organizational members will be encouraged by quality values in their work activities, (Ma'rifah, 2005). From the results of research Herlina Helmy (2005) can be concluded that organizational culture has a positive influence on performance.

Next is the Spiritual Intelligence Factor, the Spiritual Quotient is the intelligence to face and solve problems of meaning and value of placing behavior in human life more meaningful that is wide and rich; Judge that one's actions or way of life are more meaningful than others. (Zohar and Marshall, 2001). Spiritual intelligence is the foundation needed to function IQ and EQ effectively. With good spiritual intelligence, a lecturer will be more motivated to work hard, work really hard, and avoid cheating that can be detrimental. public interest. This spiritual intelligence is very necessary in the world of work such as in the State Islamic Religious College because the organizer of this education is a college that utilizes Islam and Put forward commendable morals in work.

Apart from several factors above other factors is the motivation given to lecturers. Lecturers can carry out their duties to the maximum, among others, determined by motivations that encourage the Lecturer to work diligently, as well as discipline so that the goals of the University are achieved. High under leadership that can create a conducive work atmosphere. Every lecturer is not necessarily willing to exert his performance optimally, so there is still a need for encouragement so that someone can exert all his ability to work. The impulse is motivation.

Motivation according to Malayu S.P Hasibuan (2008: 219) motivation is a giver of movement that creates a person's excitement so that they will cooperate, work effectively and integrated with all their efforts. to achieve satisfaction. Motivation that exists in a person will realize a behavior that is directed at the goal of achieving the expected goal. So, motivation is not what can be observed but is what can be concluded because of something visible behavior. Motivation is also something that makes a person become eager to do work. That is why, work motivation in the psychology of work is commonly called the driver of work spirit.

The importance of work motivation for a College is as a driving factor for lecturers. Every activity that a person does must have factors that encourage these activities. Therefore, the driving factor is the needs and desires of the Lecturer. Performance can be judged from the motivation of the lecturer's work. One of the motivations provided by the College is the appropriate compensation of the performance produced in completing the lecturer's duties.

The essence of providing motivation means that it has provided opportunities for Lecturers to work well and get what is expected, so that lecturers can and are able to develop their abilities. Motivation can simply be formulated as a condition or action that encourages a person to do a job or activity as much as possible lecturers to do and produce. The role of motivation is to intensify these desires and desires, therefore it can be concluded that efforts to increase one's morale will always be related to business. Motivating him so that to hold a good motivation need to know the needs of humans.

A Lecturer may carry out the work given to him well and some are not, the purpose of the College can be achieved if the Lecturer performs his duties well, but if No, the head of the college must know the cause. Usually a decrease in morale can occur because the Lecturer lacks discipline caused by the decrease in the lecturer's motivation. For this reason, higher education leaders must be able to provide motivation while providing job satisfaction to lecturers so that they can provide lecturers' work passion. Armstrong (1998: 97) stated that a lecturer who is dissatisfied with his work can be motivated to work better to improve himself.

Research conducted by Tanjung (2016) with the title "the influence of the career system and leadership on the performance of lecturers of the University of Muhammadiyah North Sumatra" was used as a reference in this study. The reason tanjung research (2016) is used as a reference in this study is because it has the same independent variables, namely lecturer performance, although with dependent variables there are different. Researchers use this research as a reference by changing and adding other variables, namely career system variables, which are converted into organizational culture, and then relying on variables. spiritual intelligence and also add one intervening variable that is work motivation.

Motivation also affects the performance of lecturers at state Islamic Religious Universities. Some lecturers still consider the work done as a burdensome thing, work is done as a form of compulsion, and work in his life is only a form of routine. just. This can be seen from the lack of work spirit of some lecturers in carrying out their work, the lack of willingness of some lecturers to improve the quality and performance of their work, lack of motivation. from the person to develop themselves, and adjust to developments that occur outside the environment of Tinggi College. Leadership that shows directly or indirectly about a leader's confidence in the abilities of his subordinates (Veithzal, 2006: 64). Leadership style is behavior and strategy as a result of a combination of philosophy, skills, traits and attitudes that a leader often applies as he tries to influence the performance of his subordinate Tampubolon (2007: 3). In this case, the effort to harmonize perceptions between people who will influence behavior with people whose behavior will be affected becomes very important position (Thoha, 2010: 303). According to Umam (2010: 278), there are five types of leadership

styles. First the autocratic leadership style, a leader has the authority of a source, knowledge, power or power to reward or punish. In the path goal theory developed by Robert House (1971, in Kreitner and Kinicki, 2005: 115) states that leaders encourage higher performance by providing activities that influence their subordinates to believe that valuable results can be achieved with serious effort. Universally applicable leadership results in a high level of subordinate performance and satisfaction. Organizational culture is a pattern of shared assumptions as learning to address external problems and internal integration, taught to new members as a correct way to understand, think, and feel the problem. Creemers and Reynolds (in Soetopo, 2010, p.122) state that "organizational culture is a pattern of beliefs and expectations shared by the organization's members" (organizational culture is a pattern of shared beliefs and expectations by members of the organization). Greenberg and Baron (in Soetopo, 2010, p.122) emphasize organizational culture as a cognitive framework that contains the attitudes, values, norms of behavior, and expectations shared by members of the organization.

Another definition by Peterson (in Soetopo, 2010, p.122) states that organizational culture includes beliefs, ideologies, languages, rituals, and myths. Organizational culture according to Brown (in 30 Willcoxson & Millett, 2000, p.93) is a set of norms, beliefs, principles, and ways of behaving that together give each other distinctive characteristics. organization. Gibson, Ivanichevich, and Donnelly (in Soetopo, 2010, p.123) state that organizational culture is an organizational personality that influences the way individuals act in organizations. Another understanding according to Kast and Rosenzweig (in Judge, 2011, p.151) defines organizational culture as a system of shared values and beliefs that interact with the people of an organization. , organizational structure and surveillance systems to produce norms of behavior.

Ogbonna and Harris (in Sobirin, 2007, p.132) define organizational culture as beliefs, values, meanings, and assumptions that are collectively shared by a social group to help reinforce the way they interact with each other and strengthen them in responding to the environment. Another case with Ogbonna and Harris, according to Tosi, Rizzo, Carroll (in Munandar: 2008, p.263) organizational culture is a way of thinking, callousness, and reacting based on certain patterns that exist in the world. organization or those in parts of the organization. Performance is the result of work achieved by a person or group of people in an organization, in accordance with the authority and responsibility of each in order to achieve the goals. The organization concerned, legally, does not violate the law and in accordance with morals or ethics (Robert L. Mathis and John H. Jackson, 2009:113).

Performance is basically activities and results that can be achieved or continued by a person or a group of people in the implementation of tasks, work well, meaning achieving goals or standards. Work that has been established before or may even exceed the standards set by the organization in a certain period (Handoko, 2000: 135). Performance is a real behavior displayed by everyone as a work achievement produced by lecturers in accordance with their role in higher education, lecturer performance is something, which is very important in the College's efforts to achieve its goals (Veithzal and Sagala, 2010: 548). Based on the description above, it can be concluded that, performance is the result of work achieved by members of the organization that reflects a success in carrying out the tasks he received. Performance can be influenced by several factors including ability, motivation, support received, the existence of the work they do, their relationship with organization (Mathis and Jackson in Khaerul umam, 2010: 189). Mangkunegara stated that the factors that affect performance are ability factors, motivational factors and mental attitude factors (Mangkunegara, 2006: 13).

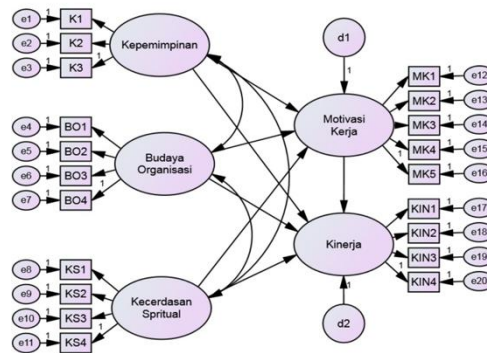
Performance measurement is a management tool used to improve the quality of decision making. Performance measurement is used to assess the success or failure of activities or policies in accordance with the goals and objectives that have been set in order to realize the vision and mission of the organization (sedarmayanti, 2011:195). Dessler (2005: 316) stated that there are four categories used to measure the level of lecturer performance individually, namely job knowledge, namely job knowledge, which is the level of knowledge possessed by a Lecturer or The information he has to complete his work, reability is the level at which a lecturer can be trusted during the completion of the work and in terms of follow-up work, availability namely the level of punctuality of an activity completed by the Lecturer and the accuracy in the lecturer's attendance list record, independence is the level at which a Lecturer can perform his work without the help or guidance of his supervisor. Basically performance objectives are the proficiency of new task capabilities intended for the improvement of performance results and activities, proficiency from new knowledge that will help Lecturers with complex problem solving of activities make decisions on tasks, proficiency or improvements in attitudes towards their coworkers with one activity performance, target performance improvement activities, improvements in quality or production, improvements in time or delivery (Rivai in Aditya Reza, 2010: 23).

II. Research Methology

This research method uses associative research that has a form of causality relationship. According to Sugiyono (2018: 37) quantitative approach in the form of causality is used to determine the causal relationship between two or more variables, namely variables that affect and are affected. A sample is a data retrieval procedure in which only a portion of the population is taken and used to determine the desired nature and characteristics of a Siregar population (2013: 30). According to Roscoe in Sekaran (2006: 160), the exact sample size for the study was over 30 and less than 500. Based on the number of population as many as 2020, researchers used the formula slovin with the results of the sample as many as 335 samples. The analysis method used in this study is the Strucral Equation Modeling (SEM) method which is operated through the Analysis of Moment Struture (AMOS) program. SEM is a combination of factor analysis and path analysis (Path Analysis) into one comprehensive statistical method. SEM is a combination of statistical methods, namely (1) analysis of factors developed and analysis of psychology / psychometry or sociology and (2) simultaneous equation models developed in econometrics (Yamin and Kurniawan, 2019). There are two main advantages to the reason for using SEM, namely SEM is able to test complete research models simultaneously and is able to analyze variables that cannot be measured directly and take into account errors.

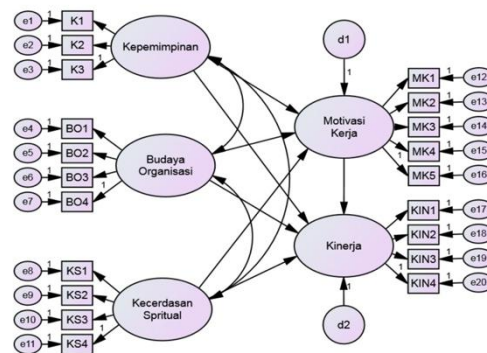
III. Research Results

Referring to the hypothesis and model framework built in this study, the specifications of the SEM analysis model built in this study are as follows:



Prob= χ^2 ; CMIN/DF= χ^2/df ; RMR= \sqrt{RMR} ; NFI= \sqrt{NFI} ; CFI= \sqrt{CFI}
GFI= \sqrt{GFI} ; AGFI= \sqrt{AGFI} ; RMSEA= \sqrt{RMSEA}

Sumber: Output AMOS 24.00

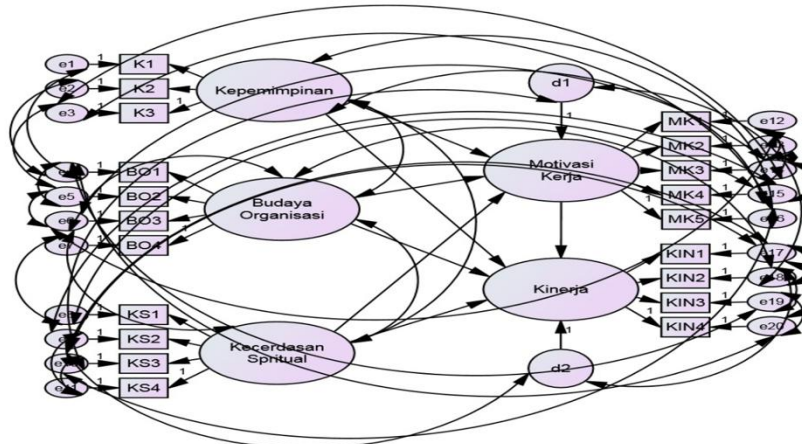


Prob= χ^2 ; CMIN/DF= χ^2/df ; RMR= \sqrt{RMR} ; NFI= \sqrt{NFI} ; CFI= \sqrt{CFI}
GFI= \sqrt{GFI} ; AGFI= \sqrt{AGFI} ; RMSEA= \sqrt{RMSEA}

Sumber: Output AMOS 24.00

The structural model match test in sem analysis was conducted by looking at several Criteria goodness of fit model such as Chi Square value, probability, GFI, AGFI, CFI RMSEA and RMR. In this test, the structural model is stated to have met the Goodness of fit model criteria if the model has met any of the assumptions contained in the table above. Solimun (2002) states that if there are one or two criteria for goodness of fit that have met, then it can be said that the model is built well. The results of the structural model estimation following the results of the goodness of fit model test can be seen in the following figure:

Sumber: Output AMOS 25.00



Prob= χ^2 ; CMIN/DF= χ^2/df ; RMR= \sqrt{RMR} ; NFI= \sqrt{NFI} ; CFI= \sqrt{CFI}
 GFI= \sqrt{GFI} ; AGFI= \sqrt{AGFI} ; RMSEA= \sqrt{RMSEA}

Based on the results of structural model estimates, in the figure, the model does not yet have the probability value of goodness of fit model above, this shows that the model does not yet have the same covariance matrix as the population covariance matrix, so the model is not yet feasible to be used to test the research hypothesis. To overcome this, the structural model needs to be modified until the probability value of the model is above 0.05. Modification of the model is carried out by adding several paths between indicator errors in accordance with the AMOS directive in the indicase modifictaion table. The following is the result of modification of the structural model, the significance test aims to test the presence or absence of significant influence of exogenous variables on endogenous variables. To test whether the estimated value of the indicator (first order) or the indicator and dimensions (second order) actually measure empirically the latent variables tested are tested for the significance of the parameters against latent variables. In other words, the test at this stage is done to find out whether the indicator or dimension can actually measure or reflect the latent variables tested. If the result is a p value < 0.05 or C.R.> 1.967 (C.R. = thitung) then the indicator or dimension is declared significant so that the next stage of analysis can be continued (Validity test). If the result is not significant, then the indicator or dimension must be discarded (dropped).

With a significant level of 0.05, Ho will be rejected if the significant value (P) < 0.05 and c.r > 1.967, while if the significant value (P) > 0.05 and c.r < 1.967 then Ho is not rejected. The variable of spiritual intelligence has a significance level value of 0.288 with a negatively marked cr of 1.065, so Ho is not rejected and it is concluded that the variable of spiritual intelligence has no effect on performance.

Eksogen	Endogen	Path Coefficients	S.E.	C.R.	P-Value	Ket.
Kepemimpinan	Motivasi Kerja	0.306	0.072	4.250	0.000	Signifikan
Budaya Organisasi	Motivas Kerja	0.391	0.107	3.654	0.000	Signifikan
Kecerdasan Spiritual	Motivasi Kerja	0.229	0.108	2.120	0.035	Signifikan
Kepemimpinan	Kinerja	0.253	0.072	3.514	0.001	Signifikan
Budaya Organisasi	Kinerja	0.352	0.112	3.143	0.002	Signifikan
Kecerdasan Spiritual	Kinerja	0.132	0.124	1.065	0.288	Tidak Signifikan
Motivas Kerja	Kinerja	0.404	0.104	3.885	0.000	Signifikan

Descriptive statistical results indicate that respondents understand and understand what researchers mean by leadership style variables. In this variable the indicator that has the highest average value is the directive leadership indicator, where the leader concentrates power and decision making for himself, the leader. A complicated work situation for employees to do whatever they tell them to do. Leaders who have this attitude tend to be able to give a bad influence on the performance resulting from the employees themselves. Employees in carrying out their duties will feel confused by the tasks given because there is no detailed information related to the work they will do.

This of course will greatly impact and affect employee performance. Based on the results of the significance test shows that the leadership style has a positive effect on work motivation. This shows that the leadership style possessed by a leader in an organization will affect the motivation of employees in carrying out their work. A good leader must not only be capable in assigning tasks to his subordinates but also must give the spirit of motivation to his subordinates so that they can do their job well. The results of this study are in line with research conducted by Afifah and Asnur (2021) with the research title "The influence of leadership style on the work motivation of employees of the tourism and culture office of padang city" the results showed that the results of the study showed that leadership style had a positive and significant effect on work motivation. To answer the problem formulation and the second hypothesis can be observed on the significance test table. The table shows that organizational culture has a positive influence on employee performance.

This shows that the better the organizational culture, the better the performance of lecturers. The good of an organization can also be seen from how the culture exists in the organization. Organizational culture is something that is inherent in the organization. A good organization culture will certainly have a good impact on the performance of the employees of the organization. Based on the results of the significance test shows that organizational culture has a positive effect on work motivation. The better the organizational culture in the company, the higher the motivation of work owned by employees. Organizational culture is a system of shared meaning embraced by members that distinguishes another organization. Based on the results of the sigifikansi test shows that spiritual intelligence negatively affects the performance of lecturers.

This shows that the magnitude or small spiritual intelligence possessed by a person has no influence on the performance of a lecturer. As we know that spiritual intelligence is the intelligence of the soul that helps a person to develop himself as a whole through the creation of the possibility to apply positive values. Spiritual intelligence is intelligence that can facilitate a person to overcome a problem or problem and help to come to terms with the problem or problem. The results of the significance test showed that spiritual intelligence had a positive effect on work motivation.

This means that the greater the spiritual intelligence possessed by a person, the greater the motivation they have to work. Spiritual intelligence expands one's capacity to understand others at the deepest level. Based on the results of the signification test shows that work motivation has a positive and significant effect on lecturer performance. This shows that the higher or greater the motivation of lecturers to work, the better the performance of the lecturers produced. The results of this study are in line with research conducted by Salbiyah et al, (2019) with the research title "Motivation and Its effect on women's lecturer performance in University of Muhammadiyah Surabaya" with research results that show that work motivation has a positive effect on lecturer performance. Based on the results of the sobel test shows that leadership style through work motivation has a positive and significant effect on lecturer performance. This means that the leadership style mediated by work motivation affects the performance of lecturers. A good leader will of course give encouragement or motivation to his subordinates to continue to work hard and carry out their duties and responsibilities as well as possible, so of course it will greatly have an impact on improving the performance produced by lecturers. Based on the results of the sobel test shows that organizational culture mediated by motivation has a positive and significant effect on the performance of lecturers. This means that organizational culture through work motivation towards lecturers has a positive influence on lecturer performance. The culture owned by an organization in this case PTKIN can be a motivation or encouragement for lecturers to improve brand performance and the goals that universities want to achieve can be achieved. Based on the results of the sobel test shows that spiritual intelligence mediated by motivation has a positive effect on the performance of lecturers. This means that the spiritual intelligence possessed by lecturers can be an encouragement or motivation for them to work or carry out their work well. The results of this study are in line with research conducted by Ansrullah et al (2018) with the research title "The influence of spiritual intelligence on lecturer performance through work motivation" The results show that spiritual intelligence through work motivation affects employee performance.

Bibliography

- [1]. Achmad S, Rucky, 2002. Performance Management System, Practical Guide to Designing and Achieving Excellent Performance, Gramedia, Jakarta.
- [2]. Arwan, Moh. 2011. Effect of Human Resource Development on Lecturer Performance at Banta-Bantaeng Village Office, Postgraduate Program, STIEM Makassar.
- [3]. Anita, 2011. Internal Supervision of Lecturer Performance at the South Sulawesi Provincial Office of Manpower and Transmigration, Postgraduate Program, STIEM Makassar.
- [4]. Asmawaty, 2010. Analysis of Human Resource Development Factors Facing Lecturer Work Motivation at the Maros Regency Regional Development Planning Agency, UMI Postgraduate Program, Makassar
- [5]. Akbar, Idris, M., & Rafiuddin. (2017). The influence of spiritual intelligence on employee work motivation. Research Journal, 1-15.
- [6]. Al-Ayyubi, M. S. (2019). the influence of organizational culture on employee performance through work motivation as an intervening variable. Journal of Management, 265-274.
- [7]. Al-Sada, M., Al-Esmael, B., & Faisal., M. (2017). Influence of organizational culture and leadership style on employee satisfaction, commitment and motivation in the educational sector in Qatar. EuroMed Journal of Business, 163-188.

- [8]. Ansrullah, M., Hanafi, M., & Aghata, M. (2018). The influence of spiritual intelligence on employee performance and work motivation as intervening variables. *Journal sq Muamalat*, 1-8.
- [9]. Bambang, Masrunik, E., & Rizal, M. (2020). *Work Motivation and Gen Z: Theory and Application*. Jakarta: Addin Publishing.
- [10]. Cushway, Barry, 2004. *Human Resource Management*, Elex Media Komputindo, Jakarta
- [11]. Davidof, Sigerly, 2001, *Motivation and the Role Human Resource in Management*, New York
- [12]. Faulkes, 2000. *Human resource Planning*, Lusiana Press Ohio University, USA.
- [13]. Gariyasa, N.M., & Darmita, M. Y. (2021). The effect of motivation and competence on permanent lecturer performance at the international bali tourism high school, denpasar. *Journal research of Management (JARMA)*, 1-10.
- [14]. Gleuck, William F., and Jauch, Lowrence R., 2004, *Strategic Management and College Policy (Translation)*, Second Edition, Erlangga Jakarta.
- [15]. Gomes, Fanstino Cardoso, 2000. *Human Resource Management*, Andy Offest, Yogyakarta.
- [16]. Gomes, Luis R.Meija., David Balkin.,Robert L Candy, 2001, *Managing Human Resource*, Edition 3, Prentice Hall-International., Inc. Newyork.
- [17]. Gibson, et., al, 2004. *Organization : Behavior, Structure, Process*, Erlangga, Jakarta.
- [18]. Hasibuan, S.P. Malayu, 2001. *Human Resource Management, Basic and Key to Success*, Gunung Agung, Jakarta.
- [19]. Hasim, D. (2019). The Influence of Leadership, Motivation and Work Climate on Employee Performance . Jakra: Qiara Media.
- [20]. Hasibuan (2001: 269) *Human resource management, Basic and Key to Success*, Gunung Agung, Jakarta
- [21]. Isaac, Arep H.T, 2003. *Motivation Management*, Gramedia, Widia Sarana, Indonesia, Jakarta.
- [22]. Iswanto, Y. (2017). *Modern Era Servant Leadership*. *Journal of Office Administration*, 157-172.
- [23]. Kurniwan, H., & Heryanto. (2019). Effect of Work Discipline and Work Environment on Employee Performance With Work Motivation as an Intervening Variable in Department Tourism, Youth and Sport Padang Diskrit. *Archives of Business Research*, 88-101.
- [24]. Manulang, M., 2004. *Human Resource Management*, Ghalia Indonesia, Jakarta.
- [25]. Martojo, Susilo, 2003. *Human Resource Management*, Issue 2, BPFE, Yogyakarta.
- [26]. Mathis, Robert, L. Dan Jackson, 2002. *Human Resource Management*, First Edition, Salemba Empat, Jakarta
- [27]. Mahie, A.Arifuddin, 2003. *The Effect of Strengthening Motivation on the Work Productivity of Civil State Lecturers at the Takalar Regency People's Agriculture Office*, Post-Graduate Program Thesis, UMI Makassar.
- [28]. Meda, T., & Ririn. (2019). The Influence of Leadership Style on Employee Work at the Makassar Class 1 Navigation District Office, Directorate General of Marine Transportation. *AKMEN Scientific Journal*, 408-413.
- [29]. Pure, 2006. *Study of Factors That Affect the Motivation of Lecturers at the Ministry of Religious Affairs of Maros Regency*, Thesis of the UMI Postgraduate Program, Makassar.
- [30]. Musmulyadi, Mus, A. R., Sinring, B., & Semmaila, B. (2021). Influence of Organizational Culture, Leadership Style and Work Motivation on Human Resource Development and Employee Performance at The Office Of The Ministry Of Religious Affairs of South Sulawesi Province. *International Journal Research and Review* , 1-7.
- [31]. Nadler, 2002. *The Handbook of Human Resource Management*, American Management Association, Newyork.
- [32]. Nawawi, 2000. *Human Resource Management*, Gajah Mada Press, Yogyakarta.
- [33]. Nawawi ,2001. *Human Resource Planning*, Gajah Mada University Press, Yogyakarta
- [34]. Notoatmodjo, Soekidjo, 2002. *Human Resource Development*, PT. Rineka Cipta, Jakarta
- [35]. Nanjndeswaraswamy, & Swamy. (2015). Leadership Styles and Quality of Work Life in SMEs. *Internatinal Journal of Industrial Eningeering Computations*, 10-20.
- [36]. Noerpratama, R. A., & Indrawati, E. S. (2018). The relationship between spiritual intelligence and motivation. *Empathy journal*, 1-6.
- [37]. Pane, D. S. (2019). Influence of Organizational Culture, Leadership, Work Environment and Motivation as Intervening Variables Against The Performance of Polytechnic Licenses in Bekasi City. *Syntax Literate: Indonesian Scientific Journal*, 1-14.
- [39]. Prayudi, A. (2020). The influence of transformational leadership styles on employee performance with work motivation as an intervening variable. *Journal of Management*, 63-73.
- [40]. Robbins, Stephen, 2003. *Organizational Theory: Structure, Design and Application*, Third Edition, Jakarta.
- [41]. Salbiyah, S., Nuraini, F., & Rosmaniar, A. (2019). Motivation and Its Effect on Women's Lecturer Performance in University of Muhammadiyah Surabaya. *International Journal Economics and management Studies*, 48-55.
- [42]. Sutoro. (2020). The Influence of Organizational Culture on the Work Motivation of BPSDM Employees of Jambi Province. *JIUBJ*, 104-112.
- [43]. Siagian, Sondang P, 2002. *Human Resource Management*, Bumi Aksara: Jakarta
- [44]. Sedarmayanti, 2001, *Human Resource Management*, Refika Aditama: Bandung.
- [45]. Simamora, Henry, 2003. *Human Resource Management*, Yogyakarta, STIE YKPN
- [46]. Soeprihanto, 2004. *Assessment of Lecturer Performance and Development*, BPFE, Yogyakarta.
- [47]. Sugiyono, 2002. *Statistics for Research*, Bandung, Alfabeta.
- [48]. Sudarto, Ali, 2000, *Human Resources and Human Resources Quality Improvement*, Harfarindo, Jakarta
- [49]. Syafri Mangku Prawira, 2000. *Strategic Human Resource Management* , Postgraduate Program, Bogor Agricultural Intitute, Agribusiness Management Master Study Program.
- [50]. Syahrir, 2000, *Management and Bureaucracy*, Erlangga, Jakarta
- [51]. Veithzal Rivai, 2011. *Human Resource Management for Universities*, Second Edition, Rajawali Pers, Jakarta.
- [52]. Widayawati, R. (2021). Influence of Educational and Stylistic Factors
- [53]. Transformational Leadership towards Employee Performance through Work Motivation. *Journal of Management Sciences*, 154-166.
- [54]. Zainul, H. Bahri. 2004. Analysis of the Influence of Ability and Motivation on the Performance of Lecturers of ternate City Government Office, Postgraduate Program, UMI Makassar.

Nurlina, et. al. "Influence of Leadership Style, Organizational Culture and Intelligence Spritual on Work Motivation and Lecturer Performance at Islamic Religious Universities of South Sulawesi." *IOSR Journal of Business and Management (IOSR-JBM)*, 24(04), 2022, pp. 61-68.