



THE INFLUENCE OF ORGANIZATIONAL CULTURE, WORK MOTIVATION, AND SPIRITUAL INTELLIGENCE ON THE PERFORMANCE OF CIVIL SERVANT (ASN) AT SOUTHEAST SULAWESI REGIONAL OFFICE OF THE MINISTRY OF RELIGION AFFAIRS

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ABSTRACT

This study aims to test and analyze; The influence of organizational culture, work motivation, and spiritual intelligence on The Performance of Civil Servants (ASN) at Southeast Sulawesi Regional Office of Ministry of Religion Affairs; The influence of organizational culture on The Performance of Civil Servants (ASN) at Southeast Sulawesi Regional Office of Ministry of Religion Affairs; The effect of work motivation on The Performance of Civil Servants (ASN) at Southeast Sulawesi Regional Office of Ministry of Religion Affairs; and The influence of spiritual intelligence on The Performance of Civil Servants (ASN) at Southeast Sulawesi Regional Office of Ministry of Religion Affairs. The sample used in this study was 61 civil servants at the Southeast Sulawesi Regional Office of the Ministry of Religion Affairs. The research data was obtained through a questionnaire that was filled out by the respondents. Data were analyzed quantitatively using multivariate regression analysis. The results of the study show that Organizational culture, work motivation, and spiritual intelligence have a positive and significant effect on employee performance at the Southeast Sulawesi Regional Office of the Ministry of Religion Affairs. Organizational culture has a positive and significant effect on The Performance of Civil Servants (ASN) at the Southeast Sulawesi Regional Office of the Ministry of Religion Affairs. Work motivation has a positive and significant effect on The Performance of Civil Servants (ASN) at the Southeast Sulawesi Regional Office of the Ministry of Religion Affairs.

Keywords: *Organizational Culture, Work Motivation, Spiritual Intelligence, and the Performance of Civil Servants*

INTRODUCTION

Human resources have an important role both individually and in groups and human resources are one of the main drivers for the smooth running of organizational activities, even the achievement of the vision and mission of the organization, including government organizations, is determined by the existence of its human resources. For this reason, every organization needs to pay attention to and regulate the existence of its members to improve good performance. Resource is a strategic element in determining the progress of an organization. Planned and sustainable development of human resources is an absolute necessity of the organization.

An organization needs humans as quality human resources who will continue to advance the organization. So, to realize organizational goals including government organizations, every employee is required to work optimally to satisfy customers (community). This is because it is the essence of the presence of a government organization to provide services to the community (public service). A government institution is an organization that provides services to the community and stakeholders and has a complex function with various advantages and limitations.

To carry out such complex functions, government organizations must have professional human resources in both the technical and administrative fields of government. Public services are currently trying to provide satisfaction and good service to the community. Public services are tasked with serving the community and must prioritize the public interest, as well as facilitating community affairs. Agencies in public services need to create innovations in maintaining their credibility. Many people argue about the current public service is not good for serving the community. To create a good service.

Creating good service for the public is not easy, even an agency in creating good service, especially seen from the performance of employees. According to Ertanto (2011), employee performance is a person's success in carrying out a job, performance is the work of an employee during a certain period both seen from the performance of individual employees and the performance of group employees. To achieve good employee performance in public service, it is necessary to observe the value of the employee's overall performance in serving the community. Employee performance is seen from the level of the employee's ability in carrying out the tasks given by superiors.

Performance is the success of a person as a whole during a certain period in carrying out tasks compared to work standards, goals, or objectives that have been determined in advance and have been mutually agreed upon (Rivai in Mariam, 2009). Employee performance in an organization itself will affect the achievement of organizational goals. Therefore, organizations need potential and quality human resources, both as leaders and employees as supporters.

Factors that affect decreased performance are problems in terms of organizational culture, where many employees have a habit of delaying work and causing a lot of work to be neglected so that reports are often late for submission (deadlines), this is always a complaint and often occurs due to lack of employee discipline. And also the lack of HR competence, which results in excessive workload at the next time or period due to the large amount of work to be done, causing decreased performance. Research related to organizational culture and performance was conducted by Zang, Y et. al (2009) concluded that "There is a significant influence and relationship of various characteristics of organizational culture on the performance of government organizations" which refers to the concept of Denison (1995) which classifies organizational culture into four characteristics, namely involvement, consistency, adaptability, and mission. In contrast to previous research conducted by Jaharuddin, Nor Siah (2003) showed that there is no relationship between organizational culture and performance, and there is no relationship between leadership style and performance.

According to Robbins (2008), work motivation is an encouragement that moves a person to carry out activities and generates enthusiasm and enthusiasm for work that leads to the achievement of certain goals. Low work motivation results in the disruption of one's activities. Research support conducted by Noviawati (2016) and Mohklas (2015) states that motivation has a positive and significant influence on employee performance. However, there is also a research gap from the research of Annisa Fratama, et al (2015) which

found that motivation has no significant effect on employee performance.

Based on the research gap above, it appears that there are contradictions and there is no consistency from the results of previous empirical research regarding the influence of organizational culture, work motivation, and spiritual intelligence on performance, an argument that can be perceived by the author that the research results are caused by variations in variable measurement indicators, objects studied, the methodology and theoretical basis used. The existence of contradictions and the lack of consistency mentioned above is a consideration for researchers to re-examine issues regarding organizational culture, work motivation, and spiritual intelligence on the performance of the State Civil Apparatus (ASN) in the Regional Office of the Ministry of Religion of Southeast Sulawesi Province.

LITERATURE REVIEW

Organizational Culture

Schein (1997) suggests that organizational culture (organizational culture) is a pattern of basic assumptions found, created, or developed by a particular group with the intention that the organization learns to overcome or overcome its problems arising from external adaptation and internal integration. Which has been going well enough, so it needs to be taught to new members as the right way to understand, think and feel about these problems. Organizational culture is formed by a group of organizations to move in overcoming challenges in the future.

William M. Mercer (in Dessler, 1996) defines organizational culture as "an expression of the combined influence of the basic beliefs of the organization, the values of expectations and certain patterns of action." Organizational culture refers to the way of life in an organization (Hatch, 1997). Griffen and Ebet (in Nimram, 1997) mention organizational culture as "experience, history, beliefs, and shared norms that characterize the organization".

Work Motivation

The term motivation is often associated with the term 'motives'. Where 'motives' is defined as an individual consistently about himself for the desire or cause he works or does something. This study focuses on work motivation, Hamzah (2011) divides work motivation into two definitions, conceptually and operationally. The conceptual definition of work motivation is one of the factors that also determine one's performance. The size of the influence of motivation on a person's performance depends on how much intensity the motivation is given. Operationally, work motivation is defined as encouragement from within and outside a person to do something that can be seen from the internal and external dimensions.

Manulang and Marihot (2011) define work motivation as something that creates encouragement or enthusiasm for work so that a person can complete work with the enthusiasm he wants to do it. Robbins (2003) states that motivation is the willingness to expend a high level of effort for organizational goals conditioned by the ability of that effort to fulfill some individual needs. Another opinion put forward by Richard M. Steers quoted by Sedarmayanti (2007) suggests that motivation is the strength of an individual's tendency to engage in activities that are goal-directed at work. This is not a feeling of pleasure relative to the results of various jobs as well as satisfaction but rather a feeling of being willing/willing to work to achieve work goals.

Spiritual Intelligence

Spiritual intelligence was discovered by Danah Zohar and Ian Marshall in mid-2000. Zohar and Marshall (2001) confirmed that spiritual intelligence is the basis for building intellectual intelligence. Spiritual comes from the Latin spiritus which means the principle that vitalizes an organism. Meanwhile, spiritually comes from the Latin sapientia (Sophia) in Greek which means 'wisdom' (Zohar and Marshall, 2001). Zohar and Marshall (2001) explained that spirituality does not have to be related to one's closeness to divine aspects, because even a humanist or atheist can have high spirituality.

Spiritual intelligence has more to do with soul enlightenment. People who have high spiritual intelligence can interpret life by giving positive meaning to every event, problem, and even the suffering they

experience. Giving a positive meaning will be able to awaken the soul and do positive deeds and actions. Sinetar (2000) in Rachmi (2010) defines spiritual intelligence as a mind that gets inspiration, encouragement, inspired effectiveness, and an appreciation of the divinity that all humans are a part of. According to Khavari (2000) in Rachmi (2010) spiritual intelligence is a faculty of non-material dimensions of the human soul. Spiritual intelligence is a diamond that has not been honed and owned by every human being.

Performance

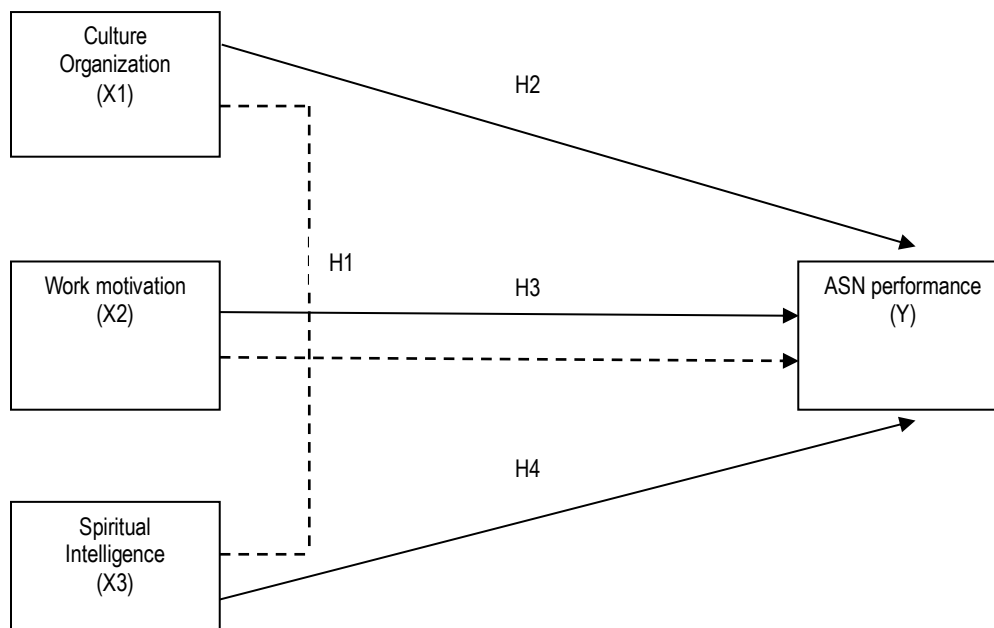
Performance is important for agencies, especially the performance of employees who can bring the company to achieve the expected goals. Good or bad employee performance can affect the good or bad performance of the agency. Performance can affect the ongoing activities of a company organization, the better the performance shown by employees, the more it will help in the development of the organization or company. The following are the definitions of the performance of experts including Hasibuan (2008:94): "Performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity and time." Mangkunegara (2006:67): "Performance is the result of work in quality and quantity that is achieved by an employee in carrying out his duties under the responsibilities given to him." According to Sedarmayanti (2008: 174): "Performance is fulfilling or carrying out the obligations of a vow, results of workers, organizational processes, proven concretely, perfecting responsibility, measurable, can be compared with predetermined standards.

Based on some of the definitions above, the authors conclude that performance is the result of work produced by the abilities of individuals or groups that are carried out based on skill, experience, sincerity, and time to the maximum. "Performance is fulfilling or carrying out the obligations of a vow, the results of workers, organizational processes, proven concretely, perfecting responsibilities, measurable, can be compared with predetermined standards."

Conceptual Framework

The research framework in this study is the variables that affect ASN performance (Y). In this study, it consisted of one dependent variable, namely ASN performance. In addition, there are three independent variables, namely Organizational Culture (X1), Work Motivation (X2), and Spiritual Intelligence (X3). The chart of this research conceptual framework can be seen in the following chart:

Figure 1. Research Conceptual Framework



Hypothesis

Based on various previous studies and the research framework, it can be concluded that the hypothesis for the research will be carried out.

1. **H1:** Organizational culture, work motivation, and spiritual intelligence have a positive and significant effect on ASN performance at the Regional Office of the Ministry of Religion of Southeast Sulawesi Province.
2. **H2:** Organizational culture has a positive and significant effect on ASN performance at the Regional Office of the Ministry of Religion of Southeast Sulawesi Province.
3. **H3:** Work motivation has a positive and significant effect on ASN performance at the Regional Office of the Ministry of Religion of Southeast Sulawesi Province.
4. **H4:** Spiritual Intelligence has a positive and significant effect on ASN performance at the Regional Office of the Ministry of Religion of Southeast Sulawesi Province.

RESEARCH METHODS

Research design

Study of the influence of organizational culture, work motivation, and spiritual intelligence on ASN performance at the Regional Office of the Ministry of Religion of Southeast Sulawesi Province. Based on its nature, this research explains the problem of the objectives to be achieved so that this research is explanatory which generally aims to determine the factors/influence of the preparation of a dimension of life (Solimun, 2004). According to Sugiyono (2010: 6) explanatory research generally aims to explain the position of the variables to be studied in terms of the relationship and influence between one variable and another.

Population

According to M. Naszir (2003: 271), states that "The population is a collection of individuals with predetermined qualities and characteristics. The population in this study is all State Civil Apparatus (ASN) within the Regional Office Ministry of Religion of Southeast Sulawesi Province which totaled 159 people (Head of Personnel Subdivision, 2021). This study uses saturated sampling.

Sample

The size of the sample in this study was determined by using the Slovin formula quoted from Uma Sekaran (2006), as follows:

$$n = \frac{N}{1 + N(\epsilon)^2}$$

The sampling technique used was stratified proportional random sampling, which first classifies the population into sub-populations according to employment status, field/work unit, and rank/class. Thus, the sample distribution is obtained as follows:

$$N = \frac{159}{1 + 159(0.1)^2}$$

At a precision level of 10%, from a total population of 159 employees, a sample size of 61 people is obtained.

Data Analysis Method

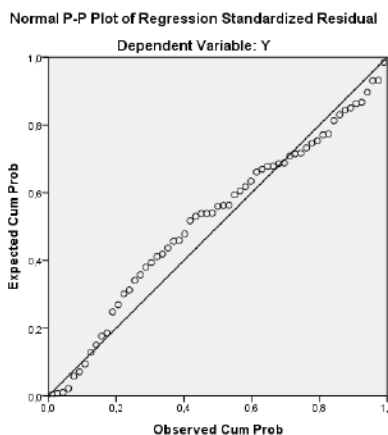
The data analysis method used in this study is descriptive analysis and inferential statistics, namely multivariate regression analysis using SPSS software.

RESULT AND DISCUSSION

Normality test

Normality detection can be done by graphical methods. The results of the graphical method test by looking at the spread of points on the diagonal axis of the graph. The basis for decision-making is if the data spread around the diagonal line and follows the direction of the diagonal line, then the regression model meets the assumption of normality.

Figure 2. Graph of Normality Test Results



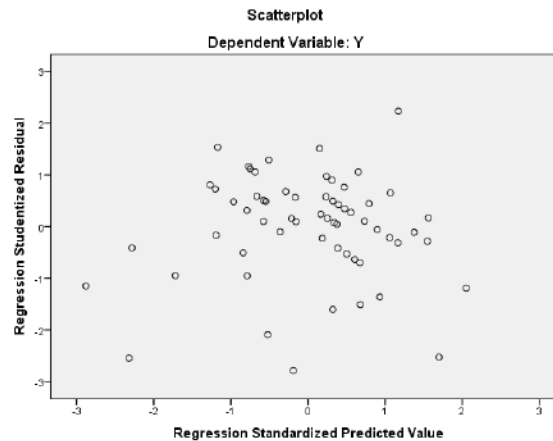
Source: Primary data processed, 2022

Based on the results of the research on the normality test, it can be concluded that the data used shows normal indications because the dots spread around the diagonal line and the spread follows the direction of the diagonal line. This means that the results of the normality test can be said that the data used is appropriate and normal.

Heteroscedasticity Test

Based on the results of the research on the heteroscedasticity test, it can be concluded that the data used showed normal indications because the points spread at one place of distribution and did not scatter, and had the same variance. This means that the results of the heteroscedasticity test can be said that the data used has no confounding variables in the regression equation and has the same variance.

Figure 3. Graph of Heteroscedasticity Test Results



Source: Primary data processed, 2022

Based on the results of the research on the heteroscedasticity test, it can be concluded that the data used showed normal indications because the points spread at one place of distribution and did not scatter, and had the same variance. This means that the results of the heteroscedasticity test can be said that the data used has no confounding variables in the regression equation and has the same variance.

Multicollinearity Test

Shows the results of the Variance Inflation Factor (VIF) and the tolerance values of all independent variables with a cut of point ≤ 10 . It can be concluded that there are no symptoms of multicollinearity in the multivariate regression analysis model used in this study.

Table 1. Multicollinearity Test Results

Free Variables	Collinearity Statistics		Cut of Points
	Tolerance	VIF	
Organizational Culture (X1)	,763	1,311	≤ 10 (Imam Ghozali, 2010)
Work Motivation (X2)	,909	1,100	
Spiritual Intelligence (X3)	,803	1,245	

Source: Primary data processed, 2022 (Appendix 5)

Table 1 shows the results of the Variance Inflation Factor (VIF) and the tolerance values of all independent variables with a cut of point ≤ 10 . It can be concluded that there are no symptoms of multicollinearity in the multivariate regression analysis model used in this study.

Linearity Test

The linearity test is used to determine the pattern of the relationship between the independent variables and the dependent variable, having a linear relationship or not significantly.

Table 2. ANOVA Table Linearity Test Results

Variable	Deviation From Linearity	Information
Organizational Culture (X1)	0.065 > 0.05	linear
Work Motivation (X2)	0.215 > 0.05	linear
Spiritual Intelligence (X3)	0.074 > 0.05	linear

Source: Primary data is processed, 2022

From the calculation results of Sig. with the ANOVA table obtained organizational culture shows the value of Sig. Deviation from Linearity of 0.065 > 0.05. Work motivation shows the value of Sig. Deviation from Linearity of 0.215 > 0.05. Spiritual intelligence shows the value of Sig. Deviation from Linearity of 0.074 > 0.05. Thus, proving that the data used meets the requirements of linearity so that further analysis can be carried out.

Multivariate Regression Test Results

To find out the effect of organizational culture, work motivation, and communication on ASN performance both simultaneously and partially, the results are summarized in Table 3.

Table 3. Multiple Regression Analysis Results

Independent Variable (X)	Regression Coefficient (β)	tCount	tSignificant	Ket
Organizational Culture (X1)	0.439	3,823	0.000	Significant
Work Motivation (X2)	0.336	2,621	0.011	
Spiritual Intelligence (X3)	0.215	2,269	0.027	
R	0.693a			N=61
R Square	0.480			$\alpha = 0.05$
F Count	17,510			
F Significant	0.000			
Standard Error	0.570			

Source: Primary data processed, 2022

1. Organizational Culture Coefficient (X1):0.439
The positive sign is if the organizational culture is good or increasing, it will get better or improve ASN performance.
2. Coefficient of Work Motivation (X2):0.336
The positive sign is if work motivation is good or increases, it will get better or improve ASN performance.
3. Spiritual Intelligence Coefficient (X3):0.215
The positive sign is if spiritual intelligence is good or increases, it will get better or improve ASN performance.

Correlation Coefficient

Based on the calculation results, the R-value (correlation coefficient number) of 0.693 indicates that the closeness of the direct relationship between X1, X2, and X3 to Y is 69.3%. This relationship is statistically strong, as found by Sugiyono, (2011:184) that the relatively strong relationship is 0.60 – 0.79. Therefore, the resulting regression model can be said to be a "Fit" model or can be a good estimator model in explaining the influence of organizational culture (X1), work motivation (X2), and spiritual intelligence (X3) on ASN

performance at the Ministry of Religion of the Province Southeast Sulawesi.

Coefficient of Determination

Based on the results of the calculation of the coefficient of determination obtained the value of R² (R-Square) of 0.480 indicates that the magnitude of the direct influence of X₁, X₂, and X₃ on Y is 48.0%, which means that the variables of organizational culture (X₁), work motivation (X₂), and spiritual intelligence (X₃) on ASN performance at the Regional Office of the Ministry of Religion Southeast Sulawesi Province. The remaining 52.0% is influenced by other variables outside of this research model.

Testing Simultaneously F test (H1)

The significance value is F_{sig} = 0.000, which means that F_{sig} 0.000 < probability α 0.05, statistically, the organizational culture variables (X₁), work motivation (X₂), and spiritual intelligence (X₃) simultaneously (together) give a significant influence significantly to the performance of ASN (Y) at the 95% level of confidence.

Partial Test (t test)

The significance of variable effect organizational culture (X₁) on performance (Y) obtained a significance value of 0.000 < probability α 0.05, Thus it can be stated that partially organizational culture affects ASN performance.

The significance of variable effect work motivation (X₂) on ASN performance (Y) obtained a significance value of 0.011 < probability α 0.05, Thus it can be stated that it is partially variable work motivation affect ASN performance.

The significance of variable effect spiritual intelligence (X₃) on ASN performance (Y) obtained a significance value of 0.027 < probability α 0.05, Thus it can be stated that it is partially variable spiritual intelligence that affects ASN performance.

DISCUSSION

The Influence of Organizational Culture, Work Motivation, and Spiritual Intelligence on ASN Performance

Based on the research results and the results of data analysis in this study indicate that the variable organizational culture (X₁), work motivation (X₂), and spiritual intelligence (X₃) simultaneously (together) deliver influence on ASN performance (Y) at the Regional Office of the Ministry of Religion Southeast Sulawesi Province.

Therefore, in improving the performance of the ASN Regional Office of the Ministry of Religion Southeast Sulawesi Province, the leadership must pay attention to improving organizational culture (X₁), work motivation (X₂), and spiritual intelligence (X₃). This research is in line with research conducted by Bambang Irianto (2002) states that the performance of an organization is largely determined by the organizational culture within the organization.

The Effect of Organizational Culture on ASN Performance

The results of this study organizational culture have a positive and significant effect on ASN performance. Thus the results of this study can prove that the implementation of a good organizational culture can make a significant contribution to improving ASN performance.

Based on the facts on the ground, according to the respondents' perceptions, the organizational culture of the Kanwil Ministry of Religion Southeast Sulawesi Province it's good in practice. The reality that happened to the employees at Kanwil Ministry of Religion Southeast Sulawesi Province shows that it has implemented a good organizational culture so it is expected to improve employee performance. This condition can be observed from the respondents' statements that the team orientation indicator has the highest value followed by attention to detail indicators, aggressiveness indicators, innovation, and risk-taking indicators,

results from orientation indicators, and the smallest individual orientation indicators. Based on the research results, the team orientation indicator is the main factor or prioritized in its implementation because it has the highest average value compared to other indicators. This means that every employee performs Organizational work activities that are carried out in work teams, not in individuals. Therefore ASN at Kanwil Ministry of Religion Southeast Sulawesi Province make the organizational cultural values of team orientation a basic guideline for them in doing their work

The results of this study support and are consistent with the research findings of Mohammed Nusari, et al (2018), Yeti Kuswati (2020), Jasman Saripuddin (2015), Anggraeni Fifi (2017), and Indraswari (2011) and states that organizational culture has a positive and significant effect on employee performance.

The Effect of Work Motivation on ASN Performance

Effect analysis results in work motivation on ASN performance found a positive and significant effect, the research hypothesis which states that work motivation positive and significant effect on ASN performance is sufficient evidence to be accepted. This finding indicates that variable work motivational to explain the increase in ASN performance at the Regional Office of the Ministry of Religion Southeast Sulawesi Province.

Giving motivation is giving incentives to the employee concerned so that the employee works with all his might and effort. This means that human resource managers and leaders are expected to be able to motivate their employees to be able to work as optimally as possible in realizing organizational/company goals. However, this also aims to help career development for employees. Work motivation has a big influence on one's performance. An employee will work optimally, and utilize his abilities and skills with enthusiasm, when he has high work motivation, this work motivation will be evident in the form of work involvement.

The results of this study are under the performance theory explained by Robbins (2003) explaining that employees with strong motivation will do the job seriously or work hard so that their work continues to improve. Furthermore, Hasibuan (2001: 219) is the provision of a driving force that creates enthusiasm for one's work, so that they want to work together, work effectively, and integrate with all their efforts to achieve satisfaction. So, it can be concluded that work motivation is something that directs, encourages, and creates enthusiasm for one's work to expend a high level of effort by being willing to cooperate and work effectively to achieve goals. The success of public organizations, especially in the Regional Office of the Ministry of Religion Southeast Sulawesi Province is also very much determined by its ability to provide work motivation to employees to improve employee performance. The results of this study are consistent with the opinion of Simamora (2004: 456), motivation is a psychological drive that directs a person towards a goal.

The results of this study support motivational research that has a positive and significant effect on performance by Dian Rizki Noviwati (2016) and Mohklas (2015). Then reveal the research gap in the research of Annisa Fratama, Dandes Rifa, and Yuniilma (2015) which states that motivation has a negative and insignificant effect on performance. This means that motivation does not affect employees in doing work, be it self-motivation, superiors, or co-workers. With this motivation, employees can complete their work under the initial goals or targets that have been set. And if the employee does not have motivation, then the work he is doing will not be completed and will not get satisfactory results.

Influence Spiritual Intelligence on ASN Performance

The results of this study show that spiritual intelligence has a positive and significant effect on ASN performance. This means that spiritual intelligence has a significant effect on improving ASN performance. Spiritual intelligence is reflected through being flexible, having self-awareness, facing, and taking advantage of suffering, dealing with and overcoming feelings of pain, reluctance to cause harm, having a quality of life, holistic view, tendency to ask questions, and independent fields has a positive and significant contribution to improving employee performance as reflected through Quantity, quality, time, service orientation, integrity, commitment, and cooperation. Thus the findings of this study indicate that spiritual intelligence has a significant contribution to improving ASN performance within the Regional Office of the Ministry of Religion Southeast Sulawesi Province.

The results of this study indicate that variable spiritual intelligence positive and significant effect on

regional office ASN performance Ministry of Religion Southeast Sulawesi Province. (Kripner & Welch, 1992; Zohar & Marshall, 2004) introduces spiritual intelligence proven to help influence attitudes (Weber, 1958) and shape human behavior so that it affects employee performance. In line with opinions at work, spiritual intelligence helps workers in the context of relationships and aligning personal values with clear goals which shows a high level of integrity at work (Tee et al. 2011).

Based on the average value of the spiritual intelligence variable, the indicator of the ability to deal with and take advantage of suffering is higher than the average respondent's answers for other indicators. This shows that every ASN Regional Office of the Ministry of Religion Southeast Sulawesi Province is tough in dealing with disasters and taking lessons from each of these problems. Therefore ASN Kanwil Ministry of Religion Southeast Sulawesi Province makes the values of spiritual intelligence the ability to face and take advantage of suffering as a basic guideline for them in doing work.

The results of this study support the findings Cheng-Wen Lee & Alum Kusumah (2020), which state that spiritual intelligence has a significant and positive effect on ASN performance.

Research Limitations

The research has been carried out as well as possible, however, the limitations that can be taken into consideration by future researchers are:

1. This research is a perception research so the respondent's answers contain an element of subjectivity, so in-depth interviews are needed.
2. This research is limited by time, so it is cross-sectional (instant data), namely data collection is only at the time of research so it is necessary to collect data from time to time (time series) to reveal the results as a whole.
3. In collecting data, respondents still feel doubts or psychological pressure in answering statements because they are still within the scope of being subordinates.

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the results of the discussion and research findings, several conclusions can be put forward in this study as follows:

1. Organizational culture, work motivation, and spiritual intelligence have a positive and significant effect on ASN performance at the Regional Office of the Ministry of Religion Southeast Sulawesi Province.
2. Organizational culture has a positive and significant effect on ASN performance at the Regional Office of the Ministry of Religion Southeast Sulawesi Province.
3. Work motivation has a positive and significant effect on ASN performance at the Regional Office of the Ministry of Religion Southeast Sulawesi Province.
4. Spiritual intelligence has a positive and significant effect on ASN performance at the Regional Office of the Ministry of Religion Southeast Sulawesi Province.

Suggestion

Based on the findings and conclusions of this study, suggestions can be put forward that become recommendations for management at the ASN Regional Office of the Ministry of Religion Southeast Sulawesi Province is as follows:

1. To improve the performance of ASN at the Regional Office of the Ministry of Religion Southeast Sulawesi Province, organizational culture must receive special attention related to an orientation towards individuals. Leaders need to give promotions to employees who excel while working at the Regional Office of the Ministry of Religion Southeast Sulawesi Province.
2. Work motivation also needs to be improved so that ASN performance gets better, especially indicators achievements. This shows that it is better if Kanwil Ministry of Religion Southeast Sulawesi Province gave awards for the work activities given to ASN who worked at the Regional Office of the Ministry of Religion Southeast Sulawesi Province.
3. Spiritual intelligence needs to be improved especially on indicators of the tendency to ask questions. This shows that the ASN Regional Office of the Ministry of Religion Southeast Sulawesi Province. So,

the leadership should carry out coaching or evaluation activities for each work that has been carried out to find out the level of understanding of the ASN Regional Office of the Ministry of Religion Southeast Sulawesi Province.

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