



## Analysis of the Influence of Leadership Style, Intellectual Intelligence, and Organizational Culture of UPZ Baznas Sub-district on the Success of the BAZNAS Program in Banyuwangi Regency

Z Arif Armawan<sup>1</sup>, Yuniorita Indah Handayani<sup>2</sup>, Dedy Wijaya Kusuma<sup>3</sup>

<sup>1,2,3</sup>Magister Manajemen, Institut Teknologi dan Sains Mandala Jember, Indonesia

[zarifarmawansag@gmail.com](mailto:zarifarmawansag@gmail.com)

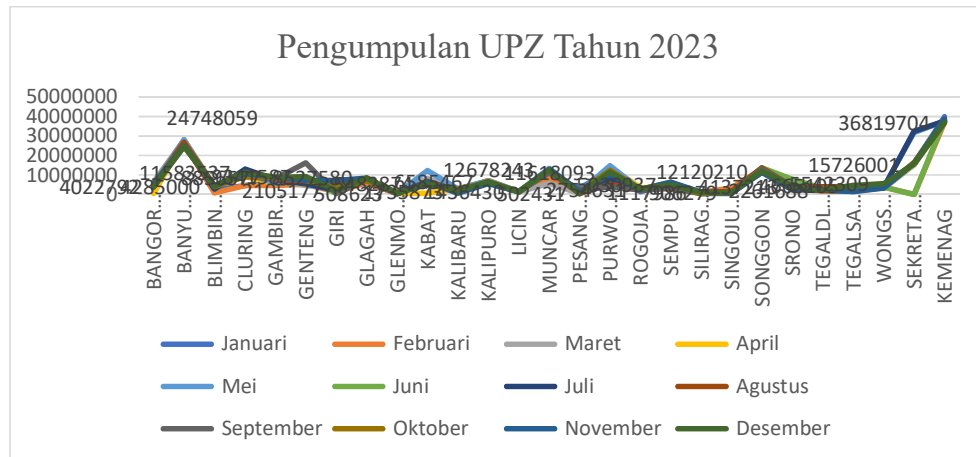
**Abstract.** *The objectives of this study formulated in the formulation of the problem are as follows: (1) To analyze the influence of leadership style partially on the performance of administrators and fulltimers of UPZ Baznas sub-districts in Banyuwangi Regency; To analyze the influence of intellectual intelligence partially on the performance of administrators and fulltimers of UPZ Baznas sub-districts in Banyuwangi Regency; (3) To analyze the influence of organizational culture partially on the performance of administrators and fulltimers of UPZ Baznas sub-districts in Banyuwangi Regency; (4) To analyze the influence of leadership style, intellectual intelligence and organizational culture simultaneously on the performance of administrators and fulltimers of UPZ Baznas sub-districts in Banyuwangi Regency. This study uses the method used is to use a quantitative approach with a questionnaire data collection technique distributed to respondents. The data analysis technique uses multiple linear regression analysis techniques assisted by the SPSS program. The results of the study obtained include: (1) leadership style partially has a significant effect on the performance of administrators and fulltimers of UPZ Baznas sub-districts in Banyuwangi Regency; (2) intellectual intelligence partially has a significant effect on the performance of managers and full-timers of UPZ Baznas sub-districts in Banyuwangi Regency; (3) organizational culture partially has a significant effect on the performance of managers and full-timers of UPZ Baznas sub-districts in Banyuwangi Regency; (4) leadership style, intellectual intelligence and organizational culture have an effect on the performance of managers and full-timers of UPZ Baznas sub-districts in Banyuwangi Regency. A good leadership style, having high intellectual intelligence and a comfortable organizational culture can also improve performance.*

**Keywords** *Performance, Leadership Style, Intellectual Intelligence, Organizational Culture*

### 1. INTRODUCTION

Zakat management in Indonesia has undergone significant development, especially with the enactment of Law Number 23 of 2011 concerning Zakat Management, which makes the National Zakat Agency (Baznas) a government institution responsible for managing zakat nationally. Good and professional zakat management is essential to ensure that the potential of zakat can be maximized to help reduce poverty and social inequality in society.

One of Baznas' activities is the Zakat Collection Unit (UPZ) of Baznas Banyuwangi Regency. The UPZ of Banyuwangi Regency, which is at the sub-district level, plays a strategic role in collecting and distributing zakat and infaq. The receipt of zakat and infaq of civil servants managed by administrators and full-timers in Banyuwangi Regency, can be seen in the following visualization:



**Picture1.** UPZ Collection in 2023 Banyuwangi

Based on Figure 1, the 2023 UPZ Collection in Banyuwangi Regency experienced an increase and decrease every month. The data is the income of zakat and infaq for Civil Servants (PNS). This increase and decrease can occur due to several factors, such as the management of the performance of administrators and full-timers. The effectiveness and efficiency of the performance of the Baznas UPZ administrators and full-timers at the sub-district level in Banyuwangi Regency requires management supported by the right leadership style, adequate intellectual intelligence, and a strong organizational culture. Each of these elements has a significant contribution to individual and team performance in carrying out tasks and responsibilities in the field.

The leadership style applied in UPZ Baznas has a direct impact on the motivation and performance of administrators and full-timers. An effective leader can direct the team to work better, motivate them to contribute optimally, and create a conducive working atmosphere. In UPZ Baznas, a participatory or transformational leadership style can increase the involvement and commitment of members in achieving the goals of collecting and distributing zakat. With a leader who is able to provide clear direction and consistent support, the performance of administrators and full-timers is expected to improve, in line with the organization's vision and mission in managing zakat.

Intellectual intelligence is directly related to an individual's ability to solve problems and make the right decisions, which is very important in the context of zakat management. Administrators and full-timers who have high intellectual intelligence are able to analyze situations, plan effective strategies, and make decisions that have a positive impact on achieving organizational goals. At UPZ Baznas, adequate intellectual intelligence helps in responding to emerging challenges and managing activities efficiently, thereby improving

overall performance. **Diverse Intellectual Intelligence:** Studies such as Aprilia & Nururly (2023) underline the importance of intellectual, emotional, social, and spiritual intelligence in influencing performance, while Pratasik et al. (2022) found that intellectual and social intelligence were not significant. The influence of intellectual intelligence can depend on the specific context and work environment.

A strong organizational culture can create a supportive work environment, motivate, and strengthen the commitment of organizational members to common goals. In the context of UPZ Baznas, a positive and inclusive work culture will increase work enthusiasm, responsibility, and collaboration among administrators and full-timers. A culture that prioritizes the values of cooperation, transparency, and social concern will support their performance in managing zakat and meeting community expectations. A good organizational culture will also help create collective awareness of the importance of effective and accountable zakat management. **Organizational Culture has a gap** Semet et al. (2022) stated that organizational culture has a significant effect on performance, while Rantung et al. (2023) and Borman & Westi (2021) did not find a significant effect of work culture.

**Inconsistency in the Influence of Leadership Style on Performance:** Several studies such as by Candra et al. (2022) and Fauzi & Suryani (2023) showed that leadership style has a significant influence on performance, while other studies by Yanti et al. (2022) and Suwarno & Bramantyo (2019) found no significant influence. These differences in results indicate that the effect of leadership style may be influenced by the organizational context or industry type.

This study aims to examine the influence of leadership style, intellectual intelligence, and organizational culture on the performance of UPZ Baznas administrators and full-timers in the sub-districts of Banyuwangi Regency, both partially and simultaneously. With a better understanding of these factors, it is expected to contribute to improving the performance of UPZ Baznas in supporting poverty alleviation efforts through more optimal zakat management. The author is interested in contributing research results as confirmation because of the gap in the results of previous studies. Thus the author describes the title, namely the Influence of Leadership Style, Intellectual Intelligence, and Organizational Culture on the Performance of UPZ Baznas Sub-districts on the Success of the Baznas Program in Banyuwangi Regency.

## **2. LITERATURE REVIEW**

### **1.1 Employee Performance**

Performance is the result of an employee's work or activities in terms of quality, quantity and timeliness in an organization to achieve goals in carrying out the tasks and work assigned

to him.(Tristina & Widagdo, 2019). Seeing that performance is a real behavior shown by each individual as a result of employee work that is in accordance with their role in the company. Meanwhile, several management experts also provide a definition of performance. Prawiro Sutoro explains that performance is the result of work achieved by individuals or groups in an organization in order to achieve organizational goals within a certain period of time. Handoko describes performance as a process in which an organization assesses or evaluates the work performance of its employees.

### 1.2 Leadership Style

Tristina & Widagdo (2019)giving an opinion that in leading a company, a leader cannot be separated from the leadership style he applies. This leadership style arises from the behavior and actions taken by the leader. To increase effectiveness in leading, a leader needs to apply a leadership style that is appropriate to the situation and conditions being faced. Various types and styles of leadership can be found in everyday life. When providing encouragement or motivation to subordinates, leaders can use various approaches that are always oriented towards achieving goals. The approach or method used in leading is often referred to as leadership style.

### 1.3 Intellectual Intelligence

Intellectual intelligence, or often called IQ (Intelligence Quotient), is one of the mental abilities that plays a very important role in carrying out cognitive tasks. In addition to covering critical thinking and problem-solving skills, intellectual intelligence also involves analytical skills and speed in absorbing and understanding new information. Individuals with high intellectual intelligence tend to be able to see patterns, understand relationships between variables, and find creative solutions to complex problems.

### 1.4 Organizational Culture

Work culture has long been present in human life, although it is often not realized that success in work is often based on the values and habits adopted by both individuals and organizations. These values can come from customs, religion, social norms, and beliefs held by workers or members of the organization. These habits then develop into a culture, which in the context of work is known as work culture (Aini et al., 2023; Tristina & Widagdo, 2019).

According to Kepmenpan Number 25/KEP/M.PAN/04/2002, work culture is a way of working every day that is of quality and based on meaningful values, so that it can provide motivation and inspiration to continue to improve performance, in order to provide satisfaction to the community served. Sulaksono in (Widagdo et al., 2020) also explains that work culture is "the way we are doing here," which means the attitude and behavior of employees in carrying out their duties.

### **3. METHODS**

The research was conducted at the Baznas Office, Jalan A.Yani No.108, Tamanbaru Village, Banyuwangi Regency. In the context of research, the population includes all elements that meet the criteria determined by the researcher, and it is from this population that the researcher will take samples to conduct further analysis. As Sugiyono (2018) stated, the population is a collection consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn. The population of this study was all Baznas administrators, totaling 175 administrators throughout Banyuwangi Regency. The determination of the number of research samples was carried out because the population was more than 100, namely using the Slovin formula. The Slovin formula is used to determine the required sample size from a population by considering the desired margin of error, this study uses a margin of error of 5%.

This research is an explanatory research with a quantitative approach, a type of research that aims to explain the causal relationship or influence between the variables studied. In this study, researchers use data in the form of numbers and statistical methods to analyze and prove the relationship objectively. (Sugiyono, 2018). This study uses SPSS Version 26 software for data processing. The study was conducted to test whether or not there is an influence of leadership style, intellectual intelligence and organizational culture partially and simultaneously on the performance of the BAZNAS program administrators in Banyuwangi Regency. so this study uses multiple linear regression analysis techniques.

Data analysis methods consist of Data Instrument Test (Validity Test and Reliability Test), Classical Assumption Test (Normality Test, Multicollinearity Test, and Heteroscedasticity Test), Multiple Regression Analysis, Determination Coefficient (R<sup>2</sup>), and Hypothesis Test (Partial Effect Test (t Test), and Simultaneous Effect Test (F Test)).

### **4. RESULTS**

This study distributed questionnaires to 122 research samples. The results of the description of respondent data are divided into 2 parts, namely respondent characteristics and descriptive statistics of respondent answers. Multiple linear regression analysis is used to determine the relationship between one dependent variable and several independent variables.

**Table 1** Multiple Linear Regression Test Results

Model	Unstandardized		Standardized	t	t table (0.05) df=122-4 -1=117
	Coefficients		Coefficients		
	B	Std. Error	Beta		
1 (Constant)	2,455	1,060		2,315	1.98045
Leadership Style	0.293	0.031	0.386	9,329	
Intellectual Intelligence	0.342	0.053	0.298	6,475	
Organizational culture	0.498	0.051	0.427	9,781	
R2 = 0.932					
Adjusted R2 = 0.868					
Fcount = 259.677					
F table = 2.45					
Significance = 0.000					

Source: data processed by researchers, 2024

The table above shows the results of multiple linear regression tests that analyze the relationship between independent variables (leadership style, intellectual intelligence, and organizational culture) to dependent variables that are not explicitly stated. Based on the regression results, the constant (B) has a value of 2.455, which means that if all independent variables are zero, the value of the dependent variable will be 2.455. The unstandardized regression coefficient shows the magnitude of the influence of each independent variable on the dependent variable. Leadership style has a coefficient of 0.293, intellectual intelligence 0.342, and organizational culture 0.498. This means that every one unit increase in each independent variable will increase the dependent variable by the value of the coefficient, assuming the other variables remain constant.

The results of the statistical test show that the three independent variables have a significant influence on the dependent variable. This is evidenced by the calculated t value of each variable which is greater than the t table (1.98045) and the significance value (p-value) below 0.05. Organizational culture has the greatest influence on the dependent variable with a standardized Beta value of 0.427, followed by leadership style (Beta = 0.386) and intellectual intelligence (Beta = 0.298). The R<sup>2</sup> value of 0.932 indicates that 93.2% of the variation in the dependent variable can be explained by this regression model, while the remaining 6.8% is

influenced by other factors outside the model. The Adjusted R<sup>2</sup> of 0.868 indicates that this model remains valid even though it is adjusted for the number of variables. Overall, this model is very significant with an F-value of 259.677 which is much greater than the F-table of 2.45. This shows that the combination of the three independent variables together contributes significantly to the dependent variable.

**Table 2.** Results of Determination Coefficient

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.932a	0.868	0.865	1.42674
a. Predictors: (Constant), Organizational Culture, Leadership Style, Intellectual Intelligence				
b. Dependent Variable: Performance				

Source: processed data, 2024

Adjusted R<sup>2</sup> shows how much contribution or contribution the independent variable has to the dependent variable. This study obtained an Adjusted R<sup>2</sup> value of 0.865 or 86.5%, meaning that 86.5% of the variation or change in performance can be explained by the variables of leadership style, intellectual intelligence, and organizational culture. The remaining 13.5% of the variation is influenced by other factors outside the model that are not explained by the three variables.

**Table 3.** t-Test Results

Variables	t count	t table	Sign	Error Level
Leadership Style→Performance	9,329	1,980	0,000	0.05
Intellectual Intelligence→Performance	6,475		0,000	0.05
Organizational culture→Performance	9,781		0,000	0.05

Source: processed data, 2024

The table above is the result of the t-test used to test the significance of the influence of each independent variable (leadership style, intellectual intelligence, and organizational culture) on the dependent variable (performance). Based on the analysis results, all independent variables have a t-value greater than the t table (1.980) at an error rate (significance level) of 0.05. This shows that the three independent variables have a significant effect on performance.

Leadership style has a t-value of 9.329, intellectual intelligence of 6.475, and organizational culture of 9.781, with all significance values of 0.000 (less than 0.05).

These results indicate that leadership style, intellectual intelligence, and organizational culture each contribute significantly to improving performance. Organizational culture has the greatest influence with the highest t-value (9.781), followed by leadership style (9.329) and intellectual intelligence (6.475). Thus, the three variables are proven to be important in determining performance. Overall, this table provides empirical evidence that improvements in the variables of leadership style, intellectual intelligence, and organizational culture will have a positive and significant impact on organizational performance.

**Table 4 F Test Results**

Variables	F Count	F	Sign	Error Level
Leadership Style, Intellectual Intelligence, and Organizational Culture → Performance	259,677	2.45	0,000	0.05

Source: processed data, 2024

The figure above shows the results of the F test in a study related to the influence of leadership style variables, intellectual intelligence, and organizational culture on performance. The data presented include the calculated F value, F table, significance level (Sign), and error rate. Based on the table, the calculated F value is 259.677, which is much larger than the F table value of 2.45. These results indicate that the independent variables simultaneously have a significant influence on the dependent variable (performance). The significance level (Sign) is recorded at 0.000, which is smaller than the error rate (0.05).

The interpretation of this table confirms that leadership style, intellectual intelligence, and organizational culture together have a significant influence on performance. With a high F-value and a very low level of significance, it can be concluded that the relationship between these variables is very strong. This finding provides practical implications for organizations, especially in paying attention to leadership factors, intellectual intelligence, and organizational culture to improve overall performance. The data in this table was processed in 2024, which shows the relevance of the research results to current conditions. There is a simultaneous influence of leadership style, intellectual intelligence, and organizational culture on the performance of managers and full-timers of UPZ Baznas sub-districts in Banyuwangi Regency.



## **5. DISCUSSION**

### **The Influence of Partial Leadership Style on the Performance of UPZ Baznas Sub-District Managers and Fulltimers in Banyuwangi Regency**

Leadership style has an influence on the performance of administrators and full-timers of UPZ Baznas District in Banyuwangi Regency. Leadership style plays an important role in influencing individual performance in an organization. Effective leaders can direct, motivate, and support their subordinates to achieve the goals that have been set. As a result, employees will be more productive which will ultimately support the achievement of organizational goals. There are 4 indicators of leadership style, namely transactional; charismatic; visionary; team leadership.

Leadership style indicators, namely transactional, most of those who answered agreed with the statement that my leader gives awards for good achievements. This can be interpreted that the majority of respondents answered in agreement indicating that the transactional leadership style is implemented effectively. Leaders tend to use a reward-based approach as motivation, which creates a reciprocal working relationship between leaders and subordinates. This reflects that awards are one of the main ways for leaders to improve subordinate performance.

The results of the hypothesis testing show that the first working hypothesis (H1.1) is accepted, which states that there is a partial influence of leadership style on the performance of administrators and full-timers of UPZ Baznas sub-districts in Banyuwangi Regency. This means that a positive leadership style can improve performance. The results of this study are in line with Candra et al. (2022); Semet et al. (2022) stated that leadership style has an influence on performance.

### **The Influence of Intellectual Intelligence Partially on the Performance of UPZ Baznas Sub-District Managers and Fulltimers in Banyuwangi Regency**

Intellectual intelligence is the mental ability needed to perform various thinking, reasoning, and problem-solving activities. Intellectual intelligence includes the ability to engage in various mental activities such as thinking and solving problems (Robbins & Judge, 2017). Intellectual intelligence also involves the ability to acquire, remember, and use information to understand abstract and concrete concepts and the relationships between objects and ideas, and to apply them appropriately (Rasyid, 2021; Wayudi et al., 2020; Yunarsih &

Suwatno, 2016). There are 3 indicators in the intellectual intelligence variable, namely being able to solve problems; verbal intelligence; practical intelligence.

The second indicator of the intellectual intelligence variable is verbal intelligence with the most statements answered agree, I can convey ideas and opinions clearly and easily understood. This can be interpreted that the majority of respondents who answered agree indicate that they have high abilities in verbal intelligence. This ability includes the skills to compose, convey, and explain ideas or opinions effectively to others. This skill supports smooth and efficient communication in various contexts, both in group discussions, presentations, and daily interactions.

The results of the hypothesis testing show that the second working hypothesis (H1.2) is accepted, which states that there is a partial influence of intellectual intelligence on the performance of administrators and full-timers of UPZ Baznas sub-districts in Banyuwangi Regency. This means that high intellectual intelligence can improve performance. The results of this study are in line with the results of research by Aprilia & Nururly (2023), namely intellectual intelligence on performance.

### **The Influence of Organizational Culture Partially on the Performance of UPZ Baznas Sub-District Managers and Fulltimers in Banyuwangi Regency**

Kepmenpan Number 25/KEP/M.PAN/04/2002, work culture is a way of working every day that is of quality and based on meaningful values, so that it can provide motivation and inspiration to continue to improve performance, in order to provide satisfaction to the community served. Sulaksono in (Widagdo et al., 2020) also explains that work culture is "the way we are doing here," which means the attitude and behavior of employees in carrying out their duties. The organizational culture variable is measured by 3 indicators, namely attitude towards work; behavior at work; and work discipline.

The first indicator, namely attitude towards work, most agree with the statement, I have a positive attitude towards work. This can be interpreted that the majority of respondents who answered agree indicate that they have an optimistic view and a sense of appreciation for their work. This positive attitude reflects high motivation, job satisfaction, and a desire to make the best contribution. This attitude also affects better work enthusiasm and productivity.

The third indicator, namely work discipline, most agree with the statement, I always obey the rules that apply in the workplace. This can be interpreted that the majority of respondents who answered agree showed a high level of discipline. They tend to obey the rules, procedures, and policies of the organization. This compliance plays an important role in

maintaining operational order and efficiency, and reflects the individual's commitment to their job responsibilities.

The results of the hypothesis testing show that the working hypothesis three (H1.3) is accepted, which states that there is a partial influence of organizational culture on the performance of managers and full-timers of UPZ Baznas sub-districts in Banyuwangi Regency. This means that a good organizational culture can improve performance. The results of this study are in line with the opinion of Semet et al. (2022) that organizational culture can affect performance.

### **The Influence of Leadership Style, Intellectual Intelligence and Organizational Culture Simultaneously on the Performance of UPZ Baznas Sub-district Managers and Fulltimers in Banyuwangi Regency**

The results of the hypothesis testing indicate that Leadership Style, Intellectual Intelligence and Organizational Culture have a significant influence on the performance of the Managers and Fulltimers of UPZ Baznas Sub-districts in Banyuwangi Regency. The statement of the fourth working hypothesis (H1.4) is accepted, which states that there is an influence of leadership style, intellectual intelligence and organizational culture simultaneously on the performance of the managers and fulltimers of UPZ Baznas sub-districts in Banyuwangi Regency. This means that the existence of a good leadership style, high intellectual intelligence and good organizational culture can simultaneously improve performance.

The results of this study are in line with the results of research by Candra et al. (2022); Semet et al. (2022); Aprilia & Nururly (2023); Semet et al. (2022) stated that there is an influence of leadership style, intellectual intelligence and organizational culture on employee performance.

## **6. CONCLUSION**

This study began with observations of the performance of UPZ Baznas administrators and full-timers in sub-districts of Banyuwangi Regency, which identified three main aspects that were suspected of influencing their performance: leadership style, intellectual intelligence, and organizational culture. Through in-depth analysis, this study revealed that these three aspects had a significant influence on performance, both partially and simultaneously. Partially, a positive leadership style, characterized by a reward-based approach as motivation, was shown to improve performance. In addition, intellectual intelligence, which reflects critical and analytical thinking skills, also had a positive impact on work effectiveness. Organizational

culture, especially that which includes a high level of discipline, makes a significant contribution to creating a productive work environment and supporting improved performance.

Furthermore, this study shows that leadership style, intellectual intelligence, and organizational culture simultaneously have a very large influence on the performance of managers and full-timers. This finding confirms the importance of synergy between the three aspects in creating optimal performance. With strong leadership, qualified intellectual intelligence, and a positive organizational culture, UPZ Baznas in Banyuwangi can maximize the potential of their human resources to achieve organizational goals. This study not only provides empirical evidence, but also offers practical insights for the management of similar organizations in increasing productivity and work efficiency.

## 7. LIMITATION

The boundaries of the problem in this research are determined so that the study remains focused and does not experience an expansion of meaning that could obscure the main aim of the research. This research has the following limitations. First, the research object is the administrators and full-timers of the Zakat Collection Unit (UPZ) of the National Zakat Amil Agency (BAZNAS) in Banyuwangi Regency. The research results only reflect their conditions and performance without expanding the scope to other areas. Second, the research was conducted in the time period from August to November 2024, so the data collected only describes the situation during that period. Interpretation of the results of this research is limited to conditions in 2024 and does not apply to other times. With these limitations, research can be carried out more systematically and relevantly in assessing the performance of UPZ BAZNAS in Banyuwangi Regency and assisting in evaluation and policy development in the future.

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