THE INFLUENCE OF LEADERSHIP AND MOTIVATION ON THE PERFORMANCE OF ISLAMIC INSTRUCTORS IN WEST SULAWESI PROVINCE

Jalal¹, Wahda Rasyid², and Bambang Deliyanto³

¹,³ Universitas Terbuka, Indonesia
² Universitas Hasanuddin, Makassar, Indonesia

Email: jalal@sulbarbelajar.web.id¹, warasjid@gmail.com², deli@ecampus.ut.ac.id³

ABSTRACT

Purpose: To analyze the influence of leadership and motivation on the performance of Islamic religion instructors in West Sulawesi province.

Design/methodology/approach: This research was conducted by involving as many as 125 Islamic religious staff who were civil servants at the office of the Ministry of Religion of West Sulawesi province as respondents. Leadership and motivation are independent variables in this study. Meanwhile, performance is the dependent variable, besides motivation, it is an intermediary variable, the leadership variable, and the performance variable.

Findings: The equation that can be formed from the results of the analysis is: Y = 0.22 X1 + 0.75 X2, where Y is performance and X1 is leadership and X2 is motivation. Leadership has a positive and significant effect on the performance of Islamic instructor workers as indicated by the path coefficient at 0.22 with a p-value less than 0.01. Similarly, leadership and significant positive effect on the motivation of 0.89 with a p-value of less than 0.01. Motivation has a positive and significant effect on the performance of religious educators with a value of 0.75 with a p-value less than 0.01. Leadership and motivational variables together influence the performance variable by 66.7% with a p-value smaller than at 0.05. In the mediation test with the Sobel test, the Z count is 10.963024, much greater than the Z table value of 1.96, which means that the motivation variable significantly mediates the relationship between the leadership and performance variables. The suggestion that the researcher can give to the Ministry of Religion of West Sulawesi province is to increase the quality of leadership by improving several things, especially the dimensions of personal attention, this can be developed by fostering respect for subordinates and creating more harmonious relationships, motivating to work more creatively and innovatively. Should always be listened to, as well as training extension workers to increase cooperation among other extension agents in completing missions carried out by the ministry of religion.

Practical implications: the recommendations of this study can serve as guidelines for improving the performance of Islamic religious extension agents in the ministry of religion in general.

Originality/value: This research is original and was conducted in West Sulawesi province from September to November 2020.

Paper type: Research paper

Keyword: Leadership, Motivation, Performance, Instructor.

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I. INTRODUCTION

In the last few years no one has researched the performance of Islamic instructors’ agents. Of course this is needed as reference material for making policy.

This research will certainly not only have an impact on improving the quality of religious life, but if it is applied more widely to any religious instructors, world order, social justice for the world community can be achieved more thoroughly so that a fair life can be created. This will certainly have an effect on the order that the world community can live in peace pursuing economic and scientific progress and in other fields.

The end of this research begins with the phenomena that there are still people who are not able to implement the teachings and practice of Islamic teachings properly. For example, the purification of the unclean, when we did pre-survey on instruction target object turns out there are still people who are not able to do that, society deviant behavior such as the use prohibited medicines, fight, gambling, and the number of other things are still easy to find. The Ministry of Religion released the 2019 Social Piety Index (IKS) and places Muslims as having IKS scores below Hindus, Buddhists and Confucians as shown in the table below.

This fact is astonishing. Then to answer many questions that arise, we carried out a pre-survey by conducting interviews with selected sources who are considered to be officials who have direct contact and become users of Islamic religious instruction workers.

Almost all of the interviewees focused on the issue of the performance of the religious instructor, which according to them there were number of problems that considered to need a long discussion in carrying out their daily duties, there were instruction workers who worked unprofessional, and there were even instruction workers who were unable to complete the work according to their targets and responsibilities which had given to them.

The effect is not only for the ministry of religion in Indonesia, but the world will be more peaceful if the performance of religious counselors shows good performance values, we will be able to achieve lasting peace and social justice in a short time, therefore the institution of the ministry of religion is a vital institution. In building the world order, it is necessary to think of ways to improve the performance of religious instructors, one of which is to cultivate a good spirit of leadership and motivate the instructors to work more enthusiastically.

According to Edison, Anwar, & Komariyah, (2016) performance is the result of a stage that is based and measured over a certain period of time based on predetermined rules or agreements. While according to Edy, (2016) performance is the visualization of his abilities and skills in performing tasks that will have an impact on the rewards of organization.

In 2019, IKS has reached 83.58 from a scale of 100, an increase of 9.8 percent from the previous year (75.39). The highest indicator value is the dimension of ethics and manners, while the lowest is preserving the environment. The factors that are significant to the 2019 IKS scores are ritual piety (pious individual), habituation of habituation in the home environment, knowledge of social piety, and outreach programs and activities that have been carried out by the Ministry of Religion. The variation of IKS in each religious group can be seen in the following graph:

![Graph 1. Social Piety Index 2019](image)

In comparing with Hindus, Buddhists and Confucians, the Piety Index for Muslims is still below from the three religions, namely 83.633. Of course, this achievement cannot be separated from the performance of the Islamic religious educators who have the task of spreading religious messages.

The Influence of Leadership and Motivation on the Performance of Islamic Instructors in West Sulawesi Province

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Islamic religious instructors has the main task of carrying out religious counseling, compiling and preparing programs, implementing and reporting and evaluating the results of implementation; Provide guidance and consultation; Provide direction in increasing devotion and harmony of religious communities and participation in successful development.

The fact that this basic knowledge is limited for Muslims which had sufficient reason to question the performance of Islamic religious instructors’ agents in West Sulawesi Province.

Another phenomena is that the target of counseling of at least one meeting per week not met fully, only objects at certain locations that meet these targets. There is unevenness frequency instruction, there are up to 4 to 6 times the meeting succeed but also encountered the object of counseling only a few times in 1 month.

This phenomena is certainly caused by several factors, one of which is motivation. According to Gitosudarmo & Sudita, (2015) motivation is a cause that suggests individuals to carry out certain activities, therefore motivation is usually interpreted as the cause of a person's behavior. Moreover, Judge, (2015) argues that motivation is a process that examines the capacity, goals and persistence of individuals in the effort to achieve targets, someone who is motivated will last longer in his responsibilities and supports to be able to give the best in completing the tasks assigned to him.

The various phenomena above show that the condition of the Islamic religious counseling workers in West Sulawesi is not very optimal, on the other hand the Ministry of Religion of West Sulawesi has tried to provide a number of encouragement and motivation to the religious counseling workers, so that the authors felt necessary to conduct this research on the performance of Islamic religious counselors in West Sulawesi Province.

Based on the provisional assumption, there are two things that affect the performance of Islamic counseling workers in West Sulawesi, namely, leadership and motivation, based on this, the objectives of this study are:
1. To analyze the influence of leadership on the performance of religious instructors,
2. To analyze the influence of motivation on the performance of religious instructors,
3. To analyze the influence of leadership through motivation on the performance of religious instructors.

![Figure 1. Conceptual Framework](image)

From this figure, the hypothesis is as follows:
H1: Leadership (KEP) has a positive and significant effect on performance (KIN).
H2: Motivation (MOT) has a positive and significant effect on performance (KIN).
H3: Leadership (KEP) has a positive and significant effect on motivation (MOT).
H4: Leadership (KEP) together with the Motivation variable (MOT) has a positive and significant effect on the Performance variable (KIN).

Drucker said that leaders are individuals who control others to carry out their orders. Terry, (2012) defines that leadership is an attempt to influence subordinates to be led to work towards group goals. Leadership brings followers to achieve goals, influence to improve the group and culture.

Usually people act for a reason to achieve a goal. Understanding motivation is very important because performance, reactions to compensation and other human resource issues are influenced and affected by motivation. What is meant by motivation is the origin of the word motive, which is a desire or desire that arises in a person that causes that person to act (Robert in Moenir, 2012).

Motivation is a driving force that results in a member of the organization willing and willing to mobilize abilities in the form of expertise or labor skills and time to carry out various activities which are his obligation to achieve the goals and targets of the organization that have been set (Siagian, 2010).

From several opinions formulated by experts regarding the definition of work motivation, it can be formulated that work motivation is the provision of a driving force that creates a person's enthusiasm for work
so that they are willing to cooperate, work effectively and integrated with all their efforts to achieve a level of performance. Whereas in this study, work motivation is defined as providing a driving force that creates employee enthusiasm so that they are willing to cooperate, work effectively and are integrated with all their efforts to achieve performance levels.

Performance for civil servants, the discussion starts with the definition of a civil servant, a civil servant is someone who has met the stipulated requirements, who appointed by an authorized official and assigned to a government office, or assigned to other state duties, and is paid based on statutory regulations applies.

According to Mangkunegara, (2006) performance is the result of the work quality and quantity accomplished individuals in the line of duty and the burden of responsibility to effectively and efficiently in loyalty to the organization.

Performance according to Mathis & Jackson., (2006) is everything that employees do and produce. The amount and quality of work obtained by an employee is a definition of performance according to Mangkunegara, (2006).

From the opinion that has been put forward by the experts above, it can be concluded that performance is the result of work in terms of quality, grade, level and amount achieved by a worker such as the duties and responsibilities that the organization imposes on him. Whereas in this study, the performance of employees in the sense of right as a result of work by the quality and quantity are in obtained by extension Islam in completed duties and responsibilities that have state given him.

Previous studies served as a support for conducting research. Previous studies have examined issues of leadership and motivation that affect employee performance, and several other studies that are still related to the variables in this study.


2. Yudha, (2015), with the research title, "The Effect of Work Motivation and Work Ability on Employee Performance (Studies on Employees of Regional Drinking Water Companies (PDAM) Malang City)". The results showed that simultaneously the independent variable consisting of work motivation and work ability had a significant effect on the dependent variable, namely employee performance.

3. Lakir, (2013), The relationship between motivation and competence on the performance of state junior high school (SMP) teachers in Kapuas district, Sanggau district, West Kalimantan province, the result is that there is a significant correlation between motivation and performance (R = 0.609).

4. Rizandi, (2015) Effect of Leadership and Motivation Work on the Performance of State Civil Apparatus (ASN) District of North Lubuklinggau I Lubuklinggau, conclusion of this study that the leadership does not have an influence on the performance, motivation have an influence on the performance and Leadership and motivation working together affects employee performance.

Based on this description, the relationship between leadership, motivation and performance can be described in the following diagram:

```
Leadership

Motivation

Work Performance
```

Figure 2. Framework

Based on the description of the theory and framework above, the following hypothesis is formulated:

1. There is an influence between leadership and work performance.
2. There is an influence between motivation and work performance
3. There is an indirect influence of leadership on work performance through motivation variables

The variables in this study are divided into independent variables and dependent variables, the independent variable consists of the leadership variable (KEP) and the motivation variable (MOT), while the dependent variable is the performance variable (KIN).
Furthermore, the questionnaire distributed to respondents refers to the transformational leadership model introduced by Burns, (1979), by measuring 4 dimensions of leadership namely personal attention, Intellectual Development Ideal Influence, and Inspirational.

For the motivation variable, we use the motivation theory proposed by David McClelland’s, the motivation of an employee can be seen from three dimensions, namely, motivation to want power, motivation to be affiliated, and achievement motivation.

General dimensions are used in measuring specific behavior-based performance, where in this study the dimensions of work, dimensions of innovation, innovation, ability to collaborate and dimensions of knowledge of work are used.

II. METHODOLOGY

This research approaches is a quantitative approaches. The quantitative research approaches is the methods for testing certain theories by examining the relationship between variables. These variables are measured usually with research instruments, so that data consisting of numbers can be analyzed based on statistical procedures (Creswell, 2010).

This type of research is a survey, namely analyzing facts and data that support the information needed to support the research discussion, in solving and answering the main problems raised.

Data qualitative and data quantitative are two forms of data in this study, the data derived sources of primary data and secondary data.

Accumulation of the data in this study was carried out in stages starting from observations, interviews, and questionnaires.

The research subjects that were made into the population were all of the Islamic religious extension agents at the Regional Office of the Ministry of Religion of West Sulawesi Province as many as 150 people.

The collected data were analyzed using the warPLS 7.0 software application, the choice of this analysis method was because the data collected was relatively small, PLS analysis also did not have to have a normal distribution.

The next stage is to describe the path diagram model, evaluate the fit model and evaluate the feasibility of the model, direct effect analysis and indirect effect analysis.

III. RESULTS AND DISCUSSION

Islamic religious counselors’ agents were spread across 6 districts with a total of 150 people, but only 125 respondents gave feedback on the questionnaire that was sent according to the scheduled time.

The data processing that has been collected is carried out with the help of the Microsoft Excel application, in the description analysis we display a frequency distribution table of three variables, namely leadership, motivation and performance. Based on the average value, the respondent's perceptions are interpreted using the three-box method criteria, namely:

<table>
<thead>
<tr>
<th>Table 1 Interpretation of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interval</td>
</tr>
<tr>
<td>10.00-40.00</td>
</tr>
<tr>
<td>40.01-70.00</td>
</tr>
<tr>
<td>70.01-100.00</td>
</tr>
</tbody>
</table>

The following table displays a descriptive analysis of the leadership variables.
Table 2. Descriptive Analysis of Leadership Variables

<table>
<thead>
<tr>
<th>DIMENSIONS</th>
<th>Index Total</th>
<th>%</th>
<th>Ideal Score</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Attention</td>
<td>2927</td>
<td>78.05</td>
<td>80</td>
<td>High</td>
</tr>
<tr>
<td>Intellectual Stimulus</td>
<td>3385</td>
<td>78.64</td>
<td>80</td>
<td>High</td>
</tr>
<tr>
<td>Ideal Influence</td>
<td>1507</td>
<td>79.44</td>
<td>80</td>
<td>High</td>
</tr>
<tr>
<td>Inspirational Influence</td>
<td>2023</td>
<td>80.88</td>
<td>80</td>
<td>High</td>
</tr>
<tr>
<td>Total Score</td>
<td>9842</td>
<td>79.25</td>
<td>80</td>
<td>High</td>
</tr>
</tbody>
</table>

Source: Research data, processed

From the table above, it is clear that all dimensions have a high value and the highest is the dimension of inspirational influence with an index value of 80.88%. While the lowest was personal attention with an average index of 78.05%.

Meanwhile, the one with the lowest assessment on the performance variable in this study is personal attention. Summarizing some of the dimension tables on the performance variable, then we present the following table:

If the three dimensions are combined, it looks like in the following table:

Table 3 Descriptive Analysis of Motivation Variables

<table>
<thead>
<tr>
<th>DIMENSIONS</th>
<th>Index Total</th>
<th>%</th>
<th>Ideal Score</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivation to take power</td>
<td>3737</td>
<td>74.74</td>
<td>80</td>
<td>High</td>
</tr>
<tr>
<td>Motivation for affiliation</td>
<td>2510</td>
<td>80.85</td>
<td>80</td>
<td>High</td>
</tr>
<tr>
<td>Motivation for achievement</td>
<td>2267</td>
<td>74.52</td>
<td>80</td>
<td>High</td>
</tr>
<tr>
<td>Total Motivation Score</td>
<td>8514</td>
<td>76.70</td>
<td>80</td>
<td>High</td>
</tr>
</tbody>
</table>

Source: Research data, processed

From these data, all the dimensions of the motivation variable have a high value on the motivation dimension for affiliation with an index value of 80.85% while the motivation to be in power has the lowest value, which is 74.74%.

Based on interviews with several officials of the ministry of religion, the extension workers showed that their level of creativity had not yet reached the expected point, so it was felt necessary to cultivate the leaders' abilities to improve and explore the ability to motivate the increase in creativity of Islamic religious extension workers in West Sulawesi province.

Table 4. Descriptive Analysis of Performance Variables

<table>
<thead>
<tr>
<th>DIMENSIONS</th>
<th>Index Total</th>
<th>%</th>
<th>Ideal Score</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>The ability to work together</td>
<td>1984</td>
<td>74.74</td>
<td>80</td>
<td>High</td>
</tr>
<tr>
<td>Ability to carry out tasks</td>
<td>3625</td>
<td>74.82</td>
<td>80</td>
<td>High</td>
</tr>
<tr>
<td>Attitude</td>
<td>3395</td>
<td>77.60</td>
<td>80</td>
<td>High</td>
</tr>
<tr>
<td>Total Performance Score</td>
<td>9004</td>
<td>75.72</td>
<td>80</td>
<td>High</td>
</tr>
</tbody>
</table>

Source: Research data, processed

Based on table 4, Above, the performance variable has shown a high index value, with the highest value in the attitude dimension with an index of 77.60%, while the lowest value is in the dimension of personal attention, namely 74.74%.

Meanwhile, the one with the lowest assessment on the performance variable in this study was the ability to cooperate, with an index value of 74.74%. Cooperation has a very important position in an organization, any organization, private or government, with good cooperation organizational goals can be obtained quickly.
Evaluation of Measurement Model (Outer Model)
Evaluation of the measurement model is done with three criteria, namely convergent validity, discriminant validity, and composite reliability. The following describes the results of data processing in this study.

Convergent Validity of the measurement model can be observed from the relationship between the indicator score and the construct score (loading factor) with the criteria for the loading factor value of each indicator greater than 0.70 can be said to be valid. Furthermore, p-value <0.50 is considered significant. In some cases, the loading factor loading requirement between 0.40-0.70 must be considered to be maintained.

Direct Effect Testing
After the data is processed through a calculation using the software warPLS 7.0 got the results as shown below:

![Path Analysis Result](image_url)

Based on model the model abovement the equation can be made as follows:

\[
\text{KIN} = 0.22 \times \text{KEP} + 0.75 \times \text{MOT}
\]

Information:

KIN = Performance  
KEP = Leadership  
MOT = Motivation

From this figure, it can be explained that the relationship between the independent variables and the dependent variable such as:

1. The path coefficients value from Leadership to the performance variable = 0.22. An increase in one unit leadership will increase the performance by 0.22.
2. The path coefficients value from Motivation to the performance variable = 0.75. An increase in one unit leadership will increase the performance by 0.75.
3. The path coefficients value from leadership to the motivation variable = 0.89. An increase in one unit leadership will increase the motivation by 0.89.

This then becomes the answer to the first 2 hypotheses, namely:

H1. Leadership affects performance  
H2. Motivation has an effect on performance  
H3. Leadership affects motivation

The following stages are the Structural Model Evaluation using the R square. Changes in the value of R square can be used to assess the effect of certain independent latent variables on the dependent latent variable based on the research model. In general, the R square values were 0.75, 0.50, and 0.25 which were interpreted as substantial, moderate, and weak (Joseph F. Hair, Hult, Ringle, & Sarstedt, 2014).

For Gooness Fit testing, you can also see from the following table:
Table 6. Fit and Quality Indices Model

<table>
<thead>
<tr>
<th>Model</th>
<th>Value</th>
<th>P value</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Path Coefficient (APC)</td>
<td>0.618</td>
<td>&lt;0.001</td>
<td></td>
</tr>
<tr>
<td>Average R-squared (ARS)</td>
<td>0.844</td>
<td>&lt;0.001</td>
<td></td>
</tr>
<tr>
<td>Average Block VIP (AVIF)</td>
<td>4.707</td>
<td></td>
<td>Acceptable if &lt;=5</td>
</tr>
</tbody>
</table>

Based on the table, it is known that the probability value (p-value) of APC and ARS is significant, namely p <0.001 and p <0.001 respectively, which means that it is also smaller than the significance value of 0.05 and the AVIF value = 4.707 is less than 5. This means that the model those submitted are fit (Mahfud and Ratmono, 2013).

Indirect Effect Testing

Next, the indirect effect is tested, whether KEP (leadership) has an indirect effect through MOT (motivation) on KIN (performance) in other words whether MOT is significant in mediating between KEP (leadership) and KIN (performance). The following image is reprocessed from the output of the warPLS 7.0 software which presents the intended test data.

Table 7. Indirect effect for paths with 2 segments

<table>
<thead>
<tr>
<th>KEP</th>
<th>MOT</th>
<th>KIN</th>
<th>P Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>KEP</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MOT</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KIN</td>
<td>0.667</td>
<td></td>
<td>&lt;0.001</td>
</tr>
</tbody>
</table>

From the table it reads that PEM (leadership) through MOT (motivation) effect by 0667 or 66.7% of the KIN (performance) with a value of P <0.001 means MOT (motivation) significantly as mediator PEM (leadership) and KIN (performance).

Thus the 4th hypothesis is proven, namely:
H4. Leadership through motivation has a significant effect on the performance of the Religious Instructors.

1. The Influence of Leadership on the Performance of Islamic Religious Instructors

From the results of the tests conducted, leadership has an effect of 0.216 or is rounded to 22% positive for the performance variable with p-value less than 0.01 or the probability gives an idea that the results of this study have a chance to be correct 99%. Based on these results, the better the leadership of a leader, the better the performance of the Islamic religious instructor will be.

Exemplary traits need to be built in Islamic religious educators, these traits include the ability to lead, a good personality, build cooperation with others and the ability to open the door to cooperation with other institutions.

The findings in this study are in line with the findings in previous research conducted by several other researchers, for example by Indra Pratama Saputra in 2015 with the research title The Influence of Leadership on the Performance of Government Officials in the Office of the Head of Beduai District, Sanggau Regency, with the result that there is a significant influence of leadership on performance. Government officials at the Beduai Sub-district Office, Sanggau Regency.

2. The Influence of Motivation on the Performance of Islamic Religious Instructors

In this study, motivation has an effect on performance by 0.75 or 75%. These results are the same as findings in previous studies that have been disclosed in the previous section.

A good leader will be born from a person who has good character as well, the ability to lead must be accompanied by the ability to motivate or influence others to work together to achieve common goals,
motivation will mobilize subordinates to work to achieve the organizational vision. Motivation is an interest that drives activities to an ideal or a goal (Harsuko, 2011).

The theory of motivation about human needs was introduced by Davis Mc Clelland, according to him, a person's motivation focuses on three needs, namely the need for achievement (nAch), the need for power (need for power / nPow), and the need for relationships (need for affiliation / nAff).

McClelland's theory of needs states that achievement, power and relationships are three important needs that can help explain a person's motivation. The need for achievement is an impetus to exceed, reach standards, and strive to succeed.

3. The Influence of Leadership on the Performance of Islamic Religious Instructors through Motivation Variables

Work motivation is the provision of a driving force that creates the excitement of a person's work so that they are willing to work together, work effectively and are integrated with all their efforts to achieve a level of performance, the influence of leadership on performance if through the variable motivation can be seen from the table indirect and total effect path with 2 segments.

The value of the indirect effect of X on K through M is 0.667 or 66.7%, the p-value of indirect <0.001 means that MOT (motivation) is significant as a mediator of leadership and performance.

The results of this study are the same as the results of Rizandi, (2015) with the title The Influence of Leadership and Work Motivation on the Performance of the State Civil Apparatus (ASN) in North Lubuk Linggau District, where one of the conclusions states that leadership and work motivation jointly affect employee performance.

This is also as stated by Omolo, (2015) which states that motivation has a positive and significant effect on employee performance. If motivation for employees is high, employee performance will also increase (Shella, 2018). Based on this opinion, motivation is one of the factors that influence the performance of Islamic extension agents.

IV. CONCLUSION

There are several conclusions in this study that put in this following points:
1. Leadership affects work motivation, this means that leadership in a good leadership organization in an organization will be balanced with an increase in work motivation if the conditions or other factors that affect motivation are considered constant. The better the leadership, the better the instructor's work motivation.
2. Leadership affects performance, this means that leadership in a good leadership organization in an organization will be followed by an increase in performance, if conditions or other factors that affect performance are considered constant. The better the leadership, the better the instructor's performance.
3. Motivation has an effect on performance, this means that good work motivation for the instructor will be followed by an increase in good performance, assuming that other factors that affect the size of the performance are considered constant. The better the motivation given, the better the instructor's performance will be.
4. Leadership affects performance through motivation, this means that good leadership in an institution will be followed by an increase in motivation and an increase in good performance as well.

Based on the results of this study, there are several suggestions that can be conveyed as follows:
1. Leadership will increase if the leader improves a number of things, including; by improving the dimension of personal attention. This can be developed with an attitude of respect for subordinates and creating a more harmonious relationship between the leadership of the Ministry of Religion of West Sulawesi province and the Islamic religious extension agents.
2. Motivation should always be given to religious counseling workers, management should motivate extension workers to work creatively and innovatively, the spirit of leadership for extension workers should also be honed from an early age, motivation can be done at any time periodically, for example through the implementation of morning apples, regular meetings so that conditions the extension agents are always highly motivated.
3. It is hoped that the leadership of the Ministry of Religion of West Sulawesi province can further improve organizational performance by increasing the ability to work together among Islamic religious extension agents in carrying out their daily tasks as an instructor.
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