

CHAPTER IV

RESULTS AND DISCUSSION

A. Brief Description of PT.PINDAD (Persero), Turen, Malang, East Java

1. The History of PT. PINDAD (Persero)

PT. PINDAD (Persero) is a red plate strategic company which started its formation since colonial era. Initially established by the Dutch until finally given to the Government of Indonesia.

In 1808 a military equipment workshop was established in Surabaya under the name of Artillerie Constructie Winkel (ACW). This workshop gradually evolved into a factory and after changing the name of the manager then moved its location to Bandung, West Java in 1923.

After the independence of Indonesia, in 1950 Dutch Government handed over the factory to the Government of Indonesia, then the factory was named the Weapon and Munitions Factory (Pabrik Senjata dan Mesiu) located in PT.Pindad.

Since then PT Pindad has transformed into a military equipment industry run by the Army. Pindad changed its status to a State Owned Enterprise (BUMN) under the name of PT Pindad (Persero) on April 29, 1983. The red plate company changed its name several times, such as in 1989 under the Development of Strategic Industry Management Agency (BPIS).

Shortly changed the name again to PT Pakarya Industri (Persero) in 1999, after that changed again to PT Bahana Pakarya Strategic Industry (Persero) or BPIS. Then in 2002 PT BPIS (Persero) was disbanded by the government, and since then PT Pindad again switch.

Status becomes a company directly under the guidance of the Ministry of SOEs. Finally, Pindad was transformed into a world-class international arms and ammunition producer oriented to Europe and NATO (North Atlantic Treaty Organization).

Currently, Pindad has 2 factory locations in Turen, Malang, East Java, 160 hectares that produce various kinds of ammunition or explosive, and in Bandung area of 66 hectares that focus in the field of mechanics.

In Bandung, various types of weapons and combat vehicles flagship Pindad was born, such as Panzer ANOA 6X6, the latest Komodo Combat Car to various types of assault rifles.

With the ability of the machine and the latest production of funds injection by State Capital Investment (PMN) of Rp. 300 billion, Pindad has been able to produce up to 40,000 weapons per year.

2. The Vision and Mission

PT Pindad is developing a mission to conduct business activities in the field of "Tools and Equipment to Support Independence of Defense and State Security" and "Tools and Equipment Industry" by earning profit for the growth of the company through technological and efficient.

The Vision of PT. Pindad is to become a leading manufacturer in defense and security equipment in Asia 2023 through efforts in product innovation and strategic partnerships.

3. The Department in PT Pindad (Persero) Turen, Malang

a. General Department

- Human Resource
 - Minu and Humas
- Ranset (Vehicles and Assets)
 - K3LH
- b. Engineering Department
- Small Caliber Munitions
 - Large Caliber Munitions
 - Pyrotechnic
 - Utensil
 - Ballistic
 - Material
 - Bangprod
 - Admin
- c. Rendalprod Department
- Warehouse and Material
 - Finish Product Warehouse
 - Renprod Small Caliber Munitions
 - Renprod Large Caliber Munitions
 - Rendal Utensil and Maintenance
- d. Finance Department
- Cashier
 - Akunku (Finance)
 - Akunya (Cost)
- e. Procurement Department
- Production Material
 - General Material
 - General Administration

f. Supporting Department

- TIK

g. Mutu Department

B. The Overview of the Respondents

Based on the research results conducted by the author to the 80 respondents through questionnaires to permanent employees of PT Pindad (Persero) Turen, Malang are divided as follows.

1. Description of Respondents by Department

Table 8. Description of Respondents by Department

No.	Department	Number of respondents	Percentage (%)
1.	Umum	12	15
2.	Engineering	24	30
3.	Rendalprod	10	12.5
4.	Keuangan	7	8.75
5.	Pengadaan	7	8.75
6.	Pendukung	14	17.5
7.	Mutu	6	7.5
Total		80	100

Source: Primary Data Processed on August 24, 2017

Table shows that respondents in Department Umum are 12 respondents or 15%, respondents from Engineering are the biggest amount with 24 respondents or 30%, from Department Rendalprod are 10 respondents or 12.5%, from Department Keuangan are 7 respondents or 8.75%, from Department Pengadaan are 7 respondents or 8.75%, from Department Pendukung are 14 respondents or 17.5%, while from Department Mutu are 6 respondents or 7.5%.

2. Description of Respondents by Gender

Table 9. Description of Respondents by Gender

No.	Gender	Number of Respondents	Percentage (%)
1.	Male	56	70
2.	Female	24	30
Total		80	100

Source: Primary Data Processed on August 24, 2017

Table shows that respondents who have gender of male are 56 respondents or 70%, while female respondents are 24 respondents or 30%.

3. Description of Respondents by Education

Table 10. Description of Respondents by Education

No.	Education	Number of Respondents	Percentage (%)
1.	SLTA	33	41.25
2.	Diploma	14	17.5
3.	S1	31	38.75
4.	S2	2	2.5
Total		80	100

Source: Primary Data Processed on August 24, 2017

Table shows that respondents the biggest amount of respondents are SLTA graduated are 33 respondents or 41.25%, followed by respondents who have Diploma are 14 respondents or 17.5%, respondents who have Bachelor degree are 31 respondents or 38.75%, while respondents who have Master degree are 2 respondents or 2.5%.

4. Description of Respondents by Length of Work

Table 11. Description of Respondents by the Length of Work

No.	Length of Work (years)	Number of Respondents	Percentage (%)
1.	≤ 5	28	35
2.	6-10	11	13.75

3.	≥ 11	41	51.25
Total		80	100

Source: Primary Data Processed on August 24, 2017

Table shows that respondents with the length of work 5 years or less are 28 respondents or 35%, respondents with the length of work around 6-10 years are 11 respondents or 13.75%, while respondents with length of work are 11 years or more are 41 respondents or 51.25%.

C. Data Analysis

1. Descriptive Statistical Analysis

Description of the distribution of these items are used to determine the frequency and variation of the respondents' answers to the items to questions in the questionnaire. Through the frequency table, it can be seen the percentage of the final score of the respondents to the items obtained from the statements in the questionnaire. Based on table 12, Likert scale can be determined based on the size of the class interval using the following formula, Supranto (200: 64):

$$C = \frac{x_n - x_1}{k}$$

$$C = \frac{5 - 1}{5} = 0.8$$

Information:

C : Interval class

k : The amount of class

X_n: The bigger values observed

X₁: The smaller values observed

Based on the calculations using following equation, the values of class interval obtained at Likert Scale are as follows:

Table 12. The Interval Class of Likert Scale

No.	Class Interval	Notation
1	>4.21 – 5.0	Strongly Agree
2	>3.41 – 4.2	Agree
3	>2.61 – 3.4	Neutral
4	>1.81 -2.6	Disagree
5	1 – 1.8	Strongly Disagree

Source: Supranto, 2000:64

a. Distribution of Frequency of Intellectual Intelligence Variable (X1)

In Intellectual intelligence variables, there are six items of statements that were given to the respondents to answer. Respondent's answer can be seen in table below:

Table 13. Distribution of Frequency Intellectual Intelligence Variable (X1)

Item	5		4		3		2		1		Total		Mean
	f	%	f	%	f	%	f	%	f	%	Total	%	
X1.1	28	35	48	60	2	2.5	2	2.5	0	0	80	100	4.28
X1.2	20	25	55	68.75	4	5	1	1.25	0	0	80	100	4.18
X1.3	21	26.25	47	58.75	9	11.25	2	2.5	1	1.25	80	100	4.04
X1.4	14	17.5	55	68.75	9	11.25	2	2.5	0	0	80	100	4.01
X1.5	17	21.25	58	72.5	4	5	1	1.25	0	0	80	100	4.16
X1.6	11	13.75	62	77.5	6	7.5	1	1.25	0	0	80	100	4.04
													4.12

Source: Primary Data Processed on August 22, 2017

Based on table, it shows the answer from 80 respondents. The first item, namely connecting words there are 28 respondents or 35% stated strongly agree, 48 respondents or 60% stated agree, 2 respondents or 2.5% stated neutral, and 2 respondents or 2.5% stated disagree. Based on the results of the respondents answers can be obtained an average frequency of respondents is 4.28 which

indicates that the employees are strongly agree that they are capable of connecting words.

The second item namely ability to search the relationship between one word to another there are 20 respondents or 25% who stated strongly agree, 55 respondents or 68.75% who stated agree, 4 respondents or 5% who stated neutral, and 1 respondent or 1.25% who stated disagree. Based on the results of the respondents answers can be obtained an average frequency of respondents is 4.18 which indicates that the employees of PT. Pindad (Persero) are agree that they are capable of search the relationship between one word to another.

The third item namely mathematical ability there are 21 respondents or 26.25% who stated strongly agree, 47 respondents or 58.75% who stated agree, 9 respondents or 11.25% who stated neutral, 2 respondents or 2.5% who stated disagree, and 1 respondent or 1.25% who stated strongly disagree. Based on the results of the respondents answers can be obtained that average frequency of respondents is 4.04 which indicates that the employee of PT. Pindad (Persero) are agree that they have mathematical ability.

The fourth item namely good memory there are 14 respondents or 17.5% who stated strongly agree, 55 respondents or 68.75% who stated agree, 9 respondents or 11.25% who stated neutral, and 2 respondents or 2.5% who stated disagree. Based on the results of the respondents answers can be obtained that average frequency of respondents is 4.01 which indicates that the employee of PT. Pindad (Persero) are agree that they have good memory.

The fifth item namely ability to imagine a space there are 17 respondents or 21.25% who stated strongly agree, 58 respondents or 72.5% who stated agree, 4 respondents or 5% who stated neutral, and 1 respondent or 1.25% who stated disagree. Based on the results of the respondents answers can be obtained that average frequency of respondents is 4.16 which indicates that the employee of PT. Pindad (Persero) are agree that they are capable of imagine a space.

The sixth item namely Looking around in a cascading or thorough way there are 11 respondents or 13.75% who stated strongly agree, 62 respondents or 77.5% who stated agree, 6 respondents or 7.5 who stated neutral, and 1 respondent or 1.25% who stated disagree. Based on the results of the respondents answers can be obtained that average frequency of respondents is 4.04 which indicates that the employee of PT. Pindad (Persero) are agree that they are capable of looking around in a cascading or thorough way.

Based on the analysis per item above, it can be concluded the average level of respondents answer (grand mean) is 4.12 which the average of respondent who answered are agree about the statement given. Result of verbal, numerical and figure indicator included in good category, with all the mean answers are all above 4, but seen from research result, indicator of figure is lower than the other indicator.

b. Distribution of Freequency Emotional Intelligence Variable (X2)

In the Emotional Intelligence variable, there are ten items of statements are given to the respondents to answer. Respondents answer can be seen in table below:

Table 14. Distribution of Frequency Emotional Intelligence Variable (X2)

Item	5		4		3		2		1		Total		Mean
	f	%	f	%	f	%	f	%	f	%	Total	%	
X2.1	21	26.25	51	63.75	6	7.5	2	2.5	0	0.00	80	100	4.14
X2.2	14	17.5	58	72.5	7	8.75	1	1.25	0	0.00	80	100	4.06
X2.3	17	21.25	49	61.25	11	13.75	3	3.75	0	0.00	80	100	4
X2.4	16	20	54	67.5	8	10	2	2.5	0	0.00	80	100	4.05
X2.5	28	35	50	62.5	1	1.25	1	1.25	0	0.00	80	100	4.31
X2.6	14	17.5	60	75	5	6.25	1	1.25	0	0.00	80	100	4.09
X2.7	10	12.5	52	65	16	20	2	2.5	0	0.00	80	100	3.88
X2.8	8	10	55	68.75	16	20	1	1.25	0	0.00	80	100	3.88
X2.9	11	13.75	60	75	7	8.75	1	1.25	1	1.25	80	100	3.99
X2.10	27	33.75	51	63.75	1	1.25	1	1.25	0	0.00	80	100	4.3
													4.07

Source: Primary Data Processed on August 22, 2017

Table shows the answer from 80 respondents. The first item namely know what are in himself to guide the decision-making it can be seen that respondents who stated strongly agree are 21 or 26.25%, were agreed are 51 respondents or 63.75%, were neutral are 6 respondents or 7.5%, and 2 respondents or 2.5% who stated disagree. Based on the results of the respondents answers can be obtained an average frequency of respondents is 4.14 which indicates that the employees of PT. Pindad (Persero) are agree that they know theirself and can do that to guide them to make the decision making.

The second item namely realistic benchmarks of the self-ability there are 14 respondents or 17.5% who stated strongly agree, 58 respondents or 72.5% who stated agree, 7 respondents or 8.75% who stated neutral, and 1 respondent or 1.25% who stated disagree. Based on the results of the respondents answers can be obtained an average frequency of respondents is 4.06 which indicates that the

employees of PT. Pindad (Persero) are agree that they have realistic benchmark over their self-ability.

The third item namely controlling emotion can be seen that respondents who stated strongly agree are 17 respondents or 21.25%, were agreed are 49 respondents or 61.25%, were neutral are 11 respondents or 13.75%, and were disagree are 3 respondents or 3.75%. Based on the results of the respondents answers can be obtained an average frequency of respondents is 4 which indicates that the employees of PT. Pindad (Persero) are agree that they can control their emotion.

The fourth item namely postpone pleasure before the achievement of a goal can be seen that respondents who stated strongly agree are 16 respondents or 20%, were agreed are 54 respondents or 67.5%, were neutral are 8 respondents or 10%, and were disagreed are 2 respondents or 2.5%. Based on the results of the respondents answers can be obtained an average frequency of respondents is 4.05 which indicates that the employees of PT. Pindad (Persero) are agree that they could postpone pleasure before the achievement of a goal.

The fifth item namely desire to move toward goal can be seen that respondents who stated strongly agree are 28 respondents or 35%, were agreed are 50 respondents or 62.5%, were neutral are 1 respondent or 1.25%, and disagreed are 1 respondent or 1.25%. Based on the results of the respondents answers can be obtained an average frequency of respondents is 4.31 which indicates that the employees of PT. Pindad (Persero) are strongly agree that they move toward goal.

The sixth item namely act effectively can be seen that respondents who stated strongly agree are 14 respondents or 17.5%, were agreed are 60 respondents or 75%,

were neutral are 5 respondents or 6.25%, and disagreed are 1 respondent or 1.25%. Based on the results of the respondents answers can be obtained an average frequency of respondents is 4.09 which indicates that the employees of PT. Pindad (Persero) are agree that they are capable of act effectively.

The seventh item namely ability to feel other person's feels can be seen that respondents who stated strongly agree are 10 respondents or 12.5%, were agreed are 52 respondents or 65%, were neutral are 16 respondents or 20%, and were disagreed are 2 respondents or 2.5%. Based on the results of the respondents answers can be obtained an average frequency of respondents is 3.88 which indicates that the employees of PT. Pindad (Persero) are agree that they are mostly can feel what other person's feelings.

The eighth item namely understand other's perspective can be seen that respondents who stated strongly agree are 8 respondents or 10%, were agreed are 55 respondents or 68.75%, were neutral are 16 respondents or 20%, and were disagreed are 1 respondent or 1.25%. Based on the results of the respondents answers can be obtained an average frequency of respondents is 3.88 which indicates that the employees of PT. Pindad (Persero) are agree that they are capable of put themself in other's perspectives.

The ninth item namely read situations accurately can be seen that respondents who stated strongly agree are 11 respondents or 13.75%, were agreed are 60 respondents or 75%, were neutral are 7 respondents or 8.75%, 1 respondent or 1.25% were stated disagree, and 1 respondent or 1.25% were strongly disagreed. Based on the results of the respondents answers can be obtained an average frequency of

X3.1	38	47.5	41	51.25	1	1.25	0	0	0	0	80	100	4.46
X3.2	21	26.25	53	66.25	3	3.75	3	3.75	0	0	80	100	4.15
X3.3	23	28.75	56	70	1	1.25	0	0	0	0	80	100	4.28
X3.4	27	33.75	48	60	4	5	0	0	1	1.25	80	100	4.25
X3.5	31	38.75	48	60	1	1.25	0	0	0	0	80	100	4.38
X3.6	36	45	43	53.75	1	1.25	0	0	0	0	80	100	4.44
X3.7	31	38.75	47	58.75	2	2.5	0	0	0	0	80	100	4.36
X3.8	15	18.75	59	73.75	6	7.5	0	0	0	0	80	100	4.11
X3.9	42	52.5	37	46.25	0	0	1	1.25	0	0	80	100	4.5
X3.10	48	60	32	40	0	0	0	0	0	0	80	100	4.6
													4.35

Source: Primary Data Processed on August 22, 2017

Table shows the answers from 80 respondents. The first item namely courage to stance in truth can be seen there are 38 respondents or 47.5% stated strongly agree, 41 respondents or 51.25% stated agree, and 1 respondent or 1.25% stated neutral. Based on the results of the respondents answers can be obtained an average frequency of respondents is 4.46 which indicates that the employee of PT. Pindad (Persero) are strongly agreed that they have the courage to stance in truth.

The second item namely provide moral values for the company there are 21 respondents or 26.25% who stated strongly agree, 53 respondents or 66.25% stated agree, 3 respondents or 3.75% stated neutral, and 3 respondents or 3.75% stated disagree. Based on the results of the respondents answers can be obtained an average frequency of respondents is 4.15 which indicates that the employee of PT. Pindad (Persero) are agreed that they provides or establish moral values for the company.

The third item namely openness in accepting criticism at work there are 23 respondents or 28.75% who stated strongly agree, 56 respondents or 70% who stated agree, and 1 respondent or 1.25% who stated neutral. Based on the results of the respondents answers can be obtained an average frequency of respondents is

4.28 which indicates that the employee of PT. Pindad (Persero) are strongly agreed that they are open for criticism at work.

The fourth item namely openness toward fellow employees regarding labor issues there are 27 respondents who stated strongly agree, 48 respondents who stated agree, 4 respondents who stated neutral, and 1 respondent who stated strongly disagree. Based on the results of the respondents answers can be obtained an average frequency of respondents is 4.25 which indicates that the employee of PT. Pindad (Persero) are strongly agreed that they are open toward other employees regarding labor issues.

The fifth item namely improving ability of knowledge within there are 31 respondents or 38.75% who stated strongly agree, 48 respondents or 60% who stated agree, and 1 respondent or 1.25% who stated neutral. Based on the results of the respondents answers can be obtained an average frequency of respondents is 4.38 which indicates that the employee of PT. Pindad (Persero) are strongly agreed to improving their ability of knowledge within.

The sixth item namely responsibility in work should be achieved with success in time and effectively there are 36 respondents or 45% who stated strongly agree, 43 respondents or 53.75% who stated agree, and 1 respondent or 1.25% who stated neutral. Based on the results of the respondents answers can be obtained an average frequency of respondents is 4.44 which indicates that the employee of PT. Pindad (Persero) are strongly agreed that the responsibility on the work should be achieved with the success of work program to be done in time and effectively.

The seventh item namely always hold the promise entrusted there are 31 respondents or 38.75% who stated strongly agree, 47 respondents or 58.75% who stated agree, and 1 respondent who stated neutral. Based on the results of the respondents answers can be obtained an average frequency of respondents is 4.44 which indicates that the employee of PT. Pindad (Persero) are strongly agreed that they has an attitude of always hold the promise that has been entrusted to them.

The eighth item namely reducing wasting time there are 15 respondents or 18.75% who stated strongly agree, 59 respondents or 79.75% who stated agree, and 6 respondents who stated neutral. Based on the results of the respondents answers can be obtained an average frequency of respondents is 4.11 which indicates that the employee of PT. Pindad (Persero) are agreed that reducing of wasting time is a must.

The ninth item namely applying spiritual aspect in dealing with problems there are 42 respondents or 52.5% who stated strongly agree, 37 respondents or 46.25% who stated agree, and 1 respondent or 1.25% who stated disagree. Based on the results of the respondents answers can be obtained an average frequency of respondents is 4.5 which indicates that the employee of PT. Pindad (Persero) are strongly agree that they seeks spiritual aspect to deal with problems.

The tenth item namely worship values can be applied to work environment there are 48 respondents or 60% who stated strongly agree, and 32 respondents or 40% who stated agree. Based on the results of the respondents answers can be obtained an average frequency of respondents is 4.6 which indicates that the

employees of PT. Pindad (Persero) are strongly agree that worship values can be applied to work environment that create motivation to improve their performance.

Based on the analysis per item above, it can be concluded the average level of respondents answer (grand mean) is 4.35 which the average of respondent who answered are strongly agree about the statements. Indicators of absolute honest, open-minded, self-knowledge, focus on contribution, and spiritual non-dogmatic are all included in the good category because the mean of each statement is mostly included in the category strongly agree, with focus on contribution indicator is the indicator with lowest mean.

d. Distribution of Frequency Employee Performance Variable (Y)

In Employee Performance Variable of PT. Pindad (Persero) there are ten statements were given to the respondents to answer. Respondents answer can be seen in table below:

Table 16. Distribution Of Frequency Employee Performance Variable (Y)

Item	5		4		3		2		1		Total		Mean
	f	%	f	%	f	%	f	%	f	%	Total	%	
Y.1	19	23.75	55	68.75	4	5	2	2.5	0	0	80	100	4.14
Y.2	3	3.75	51	63.75	17	21.25	8	10	1	1.25	80	100	3.59
Y.3	13	16.25	55	68.75	11	13.75	1	1.25	0	0	80	100	4
Y.4	16	20	58	72.5	5	6.25	1	1.25	0	0	80	100	4.11
Y.5	16	20	52	65	9	11.25	3	3.75	0	0	80	100	4.01
Y.6	13	16.25	54	67.5	12	15	1	1.25	0	0	80	100	3.99
Y.7	17	21.25	60	75	2	2.5	1	1.25	0	0	80	100	4.16
Y.8	20	25	52	65	6	7.5	2	2.5	0	0	80	100	4.13
Y.9	32	40	43	53.75	3	3.75	2	2.5	0	0	80	100	4.31
Y.10	16	20	56	70	7	8.75	1	1.25	0	0	80	100	4.09
													4.05

Source: Primary Data Processed on August 22, 2017

Table shows the answer from 80 respondents. The first item works on target can there are 19 respondents or 23.75% of respondents stated strongly agree, who

stated agree are 55 respondents or 68.75%, were neutral are 4 respondents or 5%, while 2 respondents or 2.5% of respondents stated disagree. Based on the results of the respondents answers can be obtained an average frequency of respondents is 4.14 which indicates that the employees of PT. Pindad (Persero) are agreed that they are always working on target.

The second item namely error rate there are 3 respondents or 3.75% of the respondents stated strongly agree, 51 respondents or 63.75% stated agree, 17 respondents or 21.25% of the respondents were neutral, 8 respondents or 10% were disagreed, while 1 respondent stated strongly disagree. Based on the results of the respondents answers can be obtained an average frequency of respondents is 3.59 which indicates that the employees of PT. Pindad (Persero) are agreed that they rarely make mistakes.

The third item namely accuracy can be seen that respondents who stated strongly agree are 13 respondents or 16.25%, which agreed are 55 respondents or 68.75%, 11 respondents or 13.75% were neutral, and 1 respondents stated disagree. Based on the results of the respondents answers can be obtained an average frequency of respondents is 4 which indicates that the employees of PT. Pindad (Persero) are agreed that they worked accurately.

The fourth item namely neatness there are 16 respondents or 20% who stated strongly agree, 58 respondents or 72.5% who stated agree, 5 respondents or 6.25% stated neutral, and 1 respondent stated disagree. Based on the results of the respondents answers can be obtained an average frequency of respondents is 4.11

which indicates that the employees of PT. Pindad (Persero) are agreed that they are worked neatly.

The fifth item namely complete work at predefined time can be seen that respondents who stated strongly agree are 16 respondents or 20%, respondent who agreed are 52 respondents or 65%, respondents that neutral were 9 respondents or 11.25%, and 3 respondents that stated disagree. Based on the results of the respondents answers can be obtained an average frequency of respondents is 4.01 which indicates that the employees of PT. Pindad (Persero) are agreed that they can complete work at predefined time.

The sixth item namely providing free time that respondents who stated strongly agree are 13 respondents or 16.25%, which agreed are 54 respondents or 67.5%, 12 respondents or 15% were declared neutral, while 1 respondent or 1.25% disagreed. Based on the results of the respondents answers can be obtained an average frequency of respondents is 3.99 which indicates that the employees of PT. Pindad (Persero) are agreed that they could provide free time.

The seventh item namely maximum utilization of resources there are 17 respondents or 21.25% stated strongly agree, 60 respondents or 75% stated agree, 2 respondents or 2.5% were neutral, and 1 respondent or 1.25% disagreed. Based on the results of the respondents answers can be obtained an average frequency of respondents is 4.16 which indicates that the employees of PT. Pindad (Persero) are agreed that they can maximizing the utilization of the resources.

The eighth item namely maximum utilization of time there are 15 respondents or 18.75% who stated strongly agree, 59 respondents or 73.75% are agreed, and 2

respondents or 2.5% were neutral. Based on the results of the respondents answers can be obtained an average frequency of respondents is 4.11 which indicates that the employees of PT. Pindad (Persero) are agreed that they can maximizing the utilization of the time.

The ninth item namely timely arrival there are 32 respondents or 40 % who stated strongly agree, 43 respondents or 53.75% who stated agree, 3 respondents or 3.75% were neutral, while 2 respondents or 2.5% were disagreed. Based on the results of the respondents answers can be obtained an average frequency of respondents is 4.31 which indicates that the employees of PT. Pindad (Persero) are strongly agreed that they came to work on time.

The tenth item namely absent there are 16 respondents or 20% who stated strongly agree, 56 respondents or 70% stated agree, 7 respondents or 8.75% stated neutral, and 1 respondent stated disagree. Based on the results of the respondents answers can be obtained an average frequency of respondents is 4.09 which indicates that the employees of PT. Pindad (Persero) are agreed that they rarely absent.

Based on the analysis per item above, it can be concluded the average level of respondents answer (grand mean) is 4.05 which the average of respondent who answered are agree. The employee performance of permanent employee of PT. Pindad (Persero) can already be declared good, especially in arrival, with indicator of quality is the lowest aspect.

2. Classical Assumption Test

The classical assumption test must be done to fulfill the use of multiple linear regression. The calculation of regression was done using SPSS 16.0 for Windows, after the calculation was done, the classical assumption test of regression is held. The test results are presented below:

a. Normality Test

Normality test is performed to determine the value of the residual scattered normal or not. The test procedure is done by the Kolmogorov-Sminov test, with the following provisions:

Hypothesis used:

H0: residual spread normally

H1: residual spread normally

If the value of sig. (p-value) > H0 is accepted, which means normality is met.

Normality test results can be seen in table

Table 17. Normality Test

One-Sample Kolmogorov-Smirnov Test		Unstandardize d Residual
N		80
Normal Parameters ^{a,b}	Mean	0E-7
	Std. Deviation	2,97730528
Most Extreme Differences	Absolute	,119
	Positive	,089
	Negative	-,119
Kolmogorov-Smirnov Z		1,063
Asymp. Sig. (2-tailed)		,208

a. Test distribution is Normal.

b. Calculated from data.

Source: Primary Data Processed on August 24, 2017

The calculation results obtained, the value of sig. is 0.208 (shown in table) or bigger than 0.05, then the provisions of H0 is accepted that means the normality assumption is fulfilled.

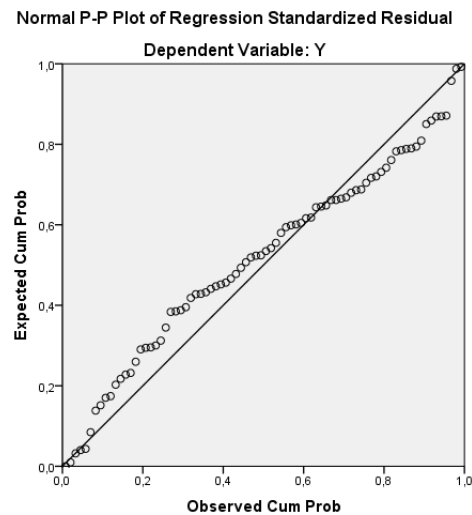


Figure 3. Residual Test

Source: Primary Data Processed on August 24, 2017

b. Multicollinearity Test

Multicollinearity test is performed to determine there is no strong connection occurs or there is no linear relationship and it can also be said that among the independent variables are not related. The test was done by compare the value of Tolerance obtained from multiple regression calculation, if the value of tolerance is <0.1 then there is Multicollinearity. Multicollinearity test results can be seen in table.

Table 18. Multicollinearity Test

Independent Variable	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
X1	,951	1,051
X2	,722	1,386
X3	,749	1,335

Source: Primary Data Processed on August 24, 2017

Based on table, the test results of each independent variable:

- Tolerance for Intellectual Intelligence is 0.951
- Tolerance for Emotional Intelligence is 0.722
- Tolerance for Spiritual Intelligence is 0.749

In the test results found that overall tolerance values are >0.1 so that it can be concluded that there is no multicollinearity between independent variables. Multicollinearity test can also be done by comparing the value of VIF (Variance Inflation Factor) with the score of 10. If the value of VIF >10 then it occurred multicollinearity. Here are the results of each independent variable:

- VIF for Intellectual Intelligence is 1.051
- VIF for Emotional Intelligence is 1.386
- VIF for Spiritual Intelligence is 1.335

From the results it can be concluded that there is no multicollinearity between independent variables. Thus the absence of multicollinearity in the assumption test can be fulfilled.

c. Heteroscedasticity Test

Heteroscedasticity test is used to determine whether there is inequality deviation of residual value due to the amount of value one of independent variable, the different value of variance with the increasing value of the independent variable. The test

procedure is done by Scatter Plot test. The Homogeneity test residual variance is based on a hypothesis:

H0: residual variance is homogeneous

H1: residual variance is not homogeneous

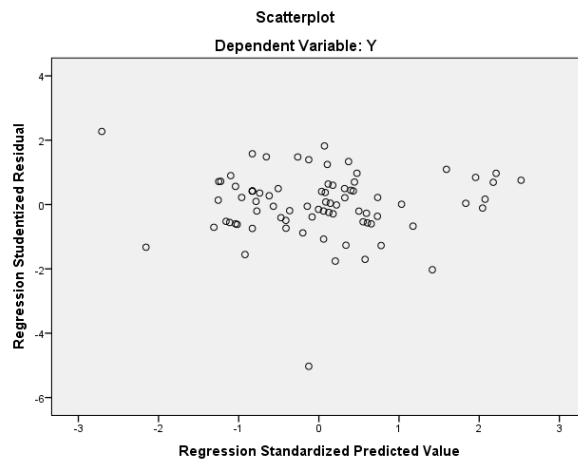


Figure 4. Scatterplot Test

Source: Primary Data Processed on August 24, 2017

The test results obtained that scatterplot diagram spreads and does not form a specific pattern then there is no heteroscedasticity, so it can be concluded that the residual variance has a homogeneous (constant) or in other words there are no heteroscedasticity phenomenon. Besides using the Scatter Plot, heteroscedasticity test was also performed with Glejser Test. The homogeneity test of residual variance based on a hypothesis:

H0: residual variance is homogeneous

H1: residual variance is not homogeneous

The procedure of the homogeneity of residual variance:

1. Perform a parameter estimation of linear regression model by the least squares method
2. Calculate the residual of the regression model obtained from step 1
3. Create regression residual absolute value, toward the explanatory variables with functional $|e_i| = \beta_0 + \beta_1 X_i + V_i$
4. Perform regression coefficient significance test. If the regression coefficient is not real, then there is a statistically significant relationship between variables so it can be concluded that the residual variance has a homogeneous (constant) (Gujarati, 1995).

Heteroscedasticity results can be seen in table

Table 19. Glejser Test

Coefficients^a						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1 (Constant)	3,983	4,006		,994	,323	
X1	-,096	,130	-,114	-,739	,462	
X2	,035	,095	,058	,368	,714	
X3	-,015	,089	-,020	-,167	,868	

a. Dependent Variable: RES2

Source: Primary Data Processed on August 24, 2017

Based on table, the test results of Heteroscedasticity for each variable:

- The Sig. Value for Intellectual Intelligence is 0.462
- The Sig. Value for Emotional Intelligence is 0.714
- The Sig. Value for Spiritual Intelligence is 0.868

The test results are obtained that sig. value of all variables are $> \alpha$ ($\alpha = 0.05$), so it can be concluded that the regression coefficient is not real, then there is a statistically significant relationship between variables so it can be concluded that

the residual variance has a homogeneous (constant) or in other words there are no heteroscedasticity phenomenon. Therefore, by the fulfillment of the entire classical assumption test regression assumptions above, it can be said that regression analysis model used in this research is already feasible or appropriate. So, that we can take the interpretation of the results of the regression analysis that has been done.

3. Multiple Linear Regression Analysis

Multiple linear regression analysis is used to analyze the relationship and influence between one dependent variable of two or more independent variables. Then performed a multiple linear regression analysis between the following variables: Intellectual Intelligence (X1), Emotional Intelligence (X2), Spiritual Intelligence (X3), of the permanent employees of PT. Pindad (Persero) (Y). From the results of research data processing using SPSS 21.0, the data obtained as shown in Table below:

Table 20. Regression Equations

Independent Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	11,162	5,454		2,046	,044
X1	,353	,169	,176	2,093	,040
X2	,429	,098	,425	4,401	,000
X3	,463	,111	,396	4,184	,000

Source: Primary Data Processed on August 24, 2017

The regression equations were obtained based on Table is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3$$

$$Y = 11.162 + 0.176 X_1 \text{ (Intellectual Intelligence)} + 0.425 X_2 \text{ (Emotional Intelligence)} + 0.396 X_3 \text{ (Spiritual Intelligence)}$$

Y : The level of accuracy of a line can be determined from the size of the coefficient of determination or R² coefficient (R Square). The value of R² in the regression analysis can be used as a measurement to declare a match regression line obtained. The bigger value of R², so the stronger the ability of the regression model obtained to explain the actual conditions. The ability of the regression line to explain the variations that occur in the Y show about how big the coefficient of determination or R² coefficient.

1. $b_1 = 0,176$

The regression of coefficient Intellectual Intelligence Variable (X1) is 0,353 has a positive sign which shows that if the Intellectual Intelligence variable has increased, so the Employee Performance of permanent employee of PT. Pindad (Persero) variable will be increased as well.

2. $b_2 = 0,425$

The regression coefficient Emotional Intelligence variable (X2) is 0,429 has a positive sign which shows that if the Emotional Intelligence variable has increased, so the Employee Performance of permanent employee of PT. Pindad (Persero) variable will be increased as well.

3. $b_3 = 0,396$

The regression coefficient Placement and Spiritual Intelligence variable (X3) is 0,463 has a positive sign which shows that if the Spiritual Intelligence variable has increased, so the Employee Performance of permanent employee of PT. Pindad (Persero) variable will be increased as well.

4. Coefficient Determination

The level of accuracy of a line can be determined from the size of the coefficient of determination or R² coefficient (R Square). The value of R² in the regression analysis can be used as a measurement to declare a match regression line obtained. The bigger value of R², so the stronger the ability of the regression model obtained to explain the actual conditions. The ability of the regression line to explain the variations that occur in the Y show about how big the coefficient of determination or R² coefficient.

Table 21. The coefficient of determination (R²)

R	R Square	Adjusted R Square
,699	,489	,469

Source: Primary Data Processed with SPSS 21.0 in August 24, 2017

Table 23 shows the regression model has a coefficient of determination (adjusted R²) of 0.469. It can be concluded that the contribution of independent variables consist of variables Intellectual Intelligence (X1), Emotional Intelligence (X2), Spiritual Intelligence (X3), can affect the dependent variable of Employee Performance of PT. Pindad (Persero) (Y) by 46,9% and the remaining 53.1% is explained by other factors not discussed in this study.

In addition, based on Table 23 is also known that the value of coefficient R shows there is relationship between the dependent variable and independent variables. In this study, the magnitude of the variable Intellectual Intelligence (X1), Emotional Intelligence (X2), Spiritual Intelligence (X3), of the Employee Performance of PT. Pindad is 0,699 that indicates a link or a very strong influence.

5. Hypothesis testing

The regression model that has been obtained are tested both partially and simultaneously, partial regression model testing performed by t test and regression model testing simultaneously performed using the F test or ANOVA.

a. Partial Test (T test)

Partial regression model testing is used to determine each independent variable of regression models which forming individually have a significant effect on the variable Y or not. Regression testing model in this study can be seen from Table 25 as follows:

Table 22. The Result t test

Independent Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	11,162	5,454		2,046	,044
X1	,353	,169	,176	2,093	,040
X2	,429	,098	,425	4,401	,000
X3	,463	,111	,396	4,184	,000

Source: Primary Data Processed With SPSS 21.0 in August 24, 2017

The t-test is done by comparing t_{count} of each independent variable with a value of t_{table} with a degree of error of 5% ($\alpha=0.05$).

1. Intellectual Intelligence (X1)

Results of hypothesis testing, regression coefficient Orientation Services (X1) can be written variable X1 has a regression coefficient that has been standardized at 0.176, Obtained t_{count} at 2.093 and gained a significance value of 0.040. Values t_{count} test statistic is greater than t_{table} ($2.093 > 1.986$) and a significant value smaller than $\alpha = 0.05$. This test shows that H_0 rejected and H_a is accepted, it can be concluded that the variable Intellectual Intelligence (X1) significantly affects the Employee Performance of PT.Pindad (Persero) variable (Y).

2. Emotional Spiritual (X2)

Results of hypothesis testing of regression coefficient Information Services (X2) can be written that X2 has a regression coefficient that has been standardized by 0.425. Obtained t_{count} of 4.401 and obtained a significance value of 0.000. Values t_{count} test statistic is greater than t_{table} ($4.401 > 1.986$) and a significant value smaller than $\alpha = 0.05$. This test shows that H_0 rejected and H_a is accepted, it can be concluded that the variable Emotional Intelligence (X2) significantly affects the Employee Performance of PT. Pindad (Persero) (Y).

3. Spiritual Intelligence (X3)

Results of hypothesis testing regression coefficient opinions (X3) has a value of regression coefficients that have been standardized 0.396. Obtained t_{count} of 4.148 and obtained a significance value of 0.000. Values t_{count} test statistic is greater than t_{table} ($4.148 > 1.986$) and a significant value smaller than $\alpha = 0.05$. This test shows that H_0 rejected and H_a is received, it can be concluded that the variable Spiritual Intelligence (X3) significantly affects the Employee Performance of permanent employees of PT. Pindad (Persero) variable (Y).

b. Simultaneous Test (F test)

Simultaneous testing done to show whether all the independent variables consist of Intellectual Intelligence (X1), Emotional Intelligence (X2), Spiritual Intelligence (X3), have a significant effect simultaneously on the dependent variable Employee Performance of permanent employees of PT. Pindad (Persero) (Y). F test is done by comparing the value of F_{count} with the value of F_{table} . All of these variables were tested simultaneously using the F test or ANOVA, wherein

if Fcount larger than Ftable, then H0 rejected and Ha accepted Using SPSS 21.0, the result of F test obtained as follows:

Table 23. The Result of F test

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	669,667	3	223,222	24,226	,000
Residual	700,283	76	9,214		
Total	1369,950	79			

Source: Primary Data Processed With SPSS 21.0 in August 24, 2017

Based on Table 24, it can be seen that the value $df_1 = 3$ and $df_2 = 76$ the values of F table obtained at 2,723. Based on Table 23, hypothesis testing regression models simultaneously using the F test and can be seen Fcount is larger than Ftable ($24.226 > 2.722$) and the significance of 0.000 which is smaller than alpha ($\alpha = 0.05$). It can be concluded that H0 rejected and Ha accepted, it means that there are significant simultaneously effect between variables Intellectual Intelligence (X1), Emotional Intelligence (X2), Spiritual Intelligence (X3), to the variable Employee Performance of permanent employee of PT. Pindad (Persero) (Y).

D. Discussion

1. Descriptive statistical analysis

Descriptive statistical analysis of the variables of Intellectual Intelligence (X1), Emotional Intelligence (X2), Spiritual Intelligence (X3), and Employee Performance of permanent employees of PT. Pindad (Persero) (Y).

a. Intellectual Intelligence (X1)

Based on research that has been done show that intellectual intelligent of permanent employees of PT. Pindad (Persero) Turen, Malang tend to have the ability in understanding their ability. Employee perceptions of intellectual

intelligence factor as a whole show that some respondents have perception to agree about intellectual intelligence factor. This is indicated by the results of the grand mean of 4.12 which the average of respondents who answered were mostly agreed about the statement given.

There are three indicators in the intellectual intelligence variable. Descriptive test on the first indicator namely verbal which has the result of respondents answer that is 4.28 on the statement of have the ability to connect words and 4.18 on the statement search the relationship between one word to another. Based on the answers by the respondents, it can be concluded that the employees are good at connecting words and capable of search relationship from one word to another.

Descriptive test on the second indicator namely numerical which has the result of respondents answer is 4.04 on the statement mathematical ability and 4.01 on the statement of have a good memory. Based on the answers by the respondents, it can be concluded that the employees have better skills in mathematic.

Descriptive test on the third indicator namely figure which has the result of respondents answer is 4.16 on the statement of have the ability to imagine a space and 4.04 on the statement looking around in cascading or thorough way. Based on the answers by the respondents, it can be concluded that the employees are better at imagine a space than looking around in cascading or thorough way.

b. Emotional Intelligence (X2)

Based on research conducted, the emotional intelligence of permanent employees of PT Pindad (Persero) Turen, Malang tend to have the ability in understanding his ability with the duties and responsibilities given by his superiors.

This is indicated by the grand mean of 4.07 which the average of the respondent who answered are agree about the statements.

There are five indicators in the emotional intelligence variable. Descriptive test on the first indicator namely self awareness which has the result of respondents answer that is 4.14 on the statement know what are in himself and use them to guide decision making and 4.06 on the statement have realistic benchmarks of self-ability. Based on the answer by the respondent, it can be concluded that the respondents mostly better at knowing what are in theirself to guide them for decision-making than have a realistic benchmarks of self-ability.

Descriptive test on the second indicator namely self-management which has the result of respondents answer that is 4 on the statement ability to control emotions and 4.05 on the statement able to postpone pleasure before goal achievement. Based on the answer by the respondents, it can be concluded that the employees are good at control their emotions and postponing their pleasure before achieving goals.

Descriptive test on the third indicator namely motivation which has the result of respondents answer that is 4.31 on the statement of desire to move toward goal and 4.09 on the statement act effectively. Based on the answer by the respondents, it can be concluded that the employees have the desire to move toward goal and could act effectively.

Descriptive test on the fourth indicator namely empathy has the same result of respondents answer that is 3.88 on both the statement of ability to feel what other person feels and able to understand the other perspectives. Based on the answer by

the respondents, it can be concluded that the employees are capable that they could positioned themselves in other's shoes.

Descriptive test on fifth indicator namely relationship management which has the result of respondents answer that is 3.99 on the statement able to read situations accurately and 4.3 on the statement of Interact smoothly and using this skill to work in teams. Based on the answer by the respondents, it can be concluded that the employees are good reading the situations and do good at teamwork.

c. Spiritual Intelligence (X3)

Based on the calculation of Descriptive statistical analysis of Spiritual Intelligence variable (X3), the majority of respondents answer tend to strongly agree about the statement given about the spiritual intelligence. This is indicated by the results of the grand mean of 4.35 which the average respondent who answered are strongly agree.

There are five indicators in the Spiritual Intelligence variable. Descriptive test on the first indicator namely absolute honest which has the result of respondents answer that is 4.46 on the statement of have the courage to stance in truth and 4.15 on the statement provide or establish moral values for the company. Based on the answer by the respondents, it can be concluded that the employees are highly regard the truth and will establish moral values for the company if needed.

Descriptive test on the second indicator namely openness which has the result of respondents answer that is 4.28 on the statement openness in accepting criticism and 4.25 on the statement openness toward fellow employees regarding labor issues.

Based on the answer by the respondents, it can be concluded that the employees are open in accepting criticism and discussing labor issues.

Descriptive test on the third indicator namely self-knowledge which has the result of respondents answer that is 4.38 on the statement improving knowledge within and 4.44 on the statement understanding that the responsibility in the work should be achieved with the success of work program to be done in time and effective. Based on the answer by the respondents, it can be concluded that the employees have good self-knowledge to always improve theirself.

Descriptive test on the fourth indicator namely focus on contribution which has the result of respondents answer that is 4.36 on the statement always holds the promise that has been entrusted and 4.11 on the statement reducing on wasting time. Based on the answer by the respondents, it can be concluded that the employees can be trusted and to not wasting time.

Descriptive test on the fifth indicator namely spiritual non dogmatic which has the result of respondents answer that is 4.5 on the statement seeks to apply spiritual aspect in dealing with problems and 4.6 on the statement understand that the values of worship can be applied to a work environment that can create motivation to improve their performance. Based on the answer by the respondents, it can be concluded that the employees are understans the important of spiritual aspects in their life.

d. Employee Performance of Permanent Employee of PT. Pindad (Persero)

(Y)

Based on the calculation of Descriptive statistical analysis of the Employee Performance variable of permanent employee of PT. Pindad (Persero) (Y), the majority of respondents answer tend to agree that the respondents understand their responsibility as employee.

There are five indicators in the employee performance variable. Descriptive test on the first indicator namely quantity has the result or respondents answer that is 4.14 on the statement work on target and 3.59 on the statement error rate. Based on the answer by the respondents, it can be concluded that the employees have working hard on target.

Descriptive test on the second indicator namely quality which has has the result of respondents answer that is 4 on the statement accuracy and 4.11 on the statement neatness. Based on the answer by the respondents, it can be concluded that the employees are mostly neat in working and accurate.

Descriptive test on the third indicator namely timeliness which has has the highest result of respondents answer that is 4.01 on the statement complete work at predefined time and 3.99 on the statement providing free time. Based on the answer by the respondents, it can be concluded that the employees are finish their work on time and still can have free time.

Descriptive test on the fourth indicator namely effectiveness which has has the result of respondents answer that is 4.16 on the statement maximum utilization of resources and 4.13 on the statement maximum utilization of time. Based on the answer by the respondents, it can be concluded that the employees are agree that could maximize the utilization of both resources and time.

Descriptive test on the fifth indicator namely attendance which has has the result of respondents answer that is 4.31 on the statement timely arrival and 4.09 on the statement of rarely absent. Based on the answer by the respondents, it can be concluded that the employees are strongly agree that they need to be at work on time.

Based on the descriptive statistical analysis, it describes the independent variables on the dependent variable, it located in positive position on the class interval between 3.59 to 4.51, which means the average respondents answered are agree and strongly agree. It shows that Intellectual Intelligence (X1), Emotional Intelligence (X2), Spiritual Intelligence (X3), and Employee Performance (Y) in PT. Pindad (Persero) is categorized good.

2. The partial Effect (T test)

a. The influence of Intellectual Intelligence variable to the Employee Performance of permanent employee of PT. Pindad (Persero)

Based on the results of the t test with the significance level used is 0.05 or 5%. The criteria are, H0 is rejected and H1 is accepted so it can be concluded there is a partial effect between the variabl of Intellectual Intelligence (X1) on Employee Performance (Y), this is also shown by the results of calculations of t test that is the Values of t_{count} test statistic is greater than t_{table} ($2.093 > 1.986$). It implies that the better intellectual knowledge in terms of performance at PT. Pindad (Persero) in Turen, Malang, East Java is resulted in employee's performance is getting better.

Intellectual Intelligence (X1) in PT. Pindad (Persero) itself is really important because intellectual intelligence that includes the ability, attitudes, and interests will

affect the results achieved by an employee so that it can affect employee performance on the company. Intellectual intelligence that shows the ability of employees in carrying out jobs, employee attitudes and interests in completing the task given will affect the work pattern and the work itself. Employees who have a high ability both physical and cognitive, good attitude and great interest in doing the job will be easier to complete the job so that improve employee performance. Because premises of intellectual intelligence is one of the factors that support to work harder so the results are optimal. With optimal results then the expected performance will increase.

This is in line with the theory put forward by Robbins in Robbil (2016: 97) who said that intellectual intelligence that includes the ability in work, attitudes and interests of employees will provide support for someone to work for the better so that its performance increases. These means intelligence have an important influence for employee's performance because based on research conducted by Wiersma in Trihandini (2005: 68) provide evidence that intellectual intelligence affects one's goals in achieving his career in the world of work. Employees who are competent in their work will give good results for the quality and results done.

b. The influence of Emotional Intelligence variable to the Employee Performance of permanent employee of PT. Pindad (Persero)

Based on the results of the t test with significance level used is 0.05 or 5%. The criteria are, H₀ is rejected and H₁ is accepted so it can be concluded that there is a partial effect between the variable of Emotional Intelligence (X₂) on Employee Performance (Y), this is also shon by the results of calculation of t test that is the

Value of t_{count} test statistic is greater than t_{table} ($4.401 > 1,986$). This indicates that the permanent employees of PT Pindad (Persero) Turen, Malang tend to have the ability in understanding the ability of himself with the duties and responsibilities that have been given by his superiors. Understanding of existing employees will establish a self-confidence in the employees themselves to perform tasks in accordance with his ability well and in accordance with work procedures that have been established. This is supported by the results of the grand mean of Emotional intelligence (X2) as 4.07.

Agustian (2001:36) believed that the existence of good emotional intelligence will make an employee show the good performance at work. Emotional Intelligence (EI) at PT. Pindad (Persero) itself has an important role in the work environment, because there are various problems that must be faced by employees, such as task demands, uncomfortable working atmosphere, and relationship problems with others. The problems that exist in the world of work can not only be solved with intellectual ability, but in solving the problem is also required emotional ability or emotional intelligence in the settlement. In addition, if the company or organization engaged in services, such as hospitality, of course that is required is a professional performance by employees because the performance of services performed by employees in contact or direct contact with its customers, so that emotional intelligence is very important to note.

- c. The Influence of Spiritual Intelligence variable to the Employee Performance of permanent employee of PT. Pindad (Persero)

Based on the results of the t test with significance level used is 0.05 or 5%. The criteria are, H₀ is rejected and H₁ is accepted so it can be concluded that there is a partial effect between the variable of Spiritual Intelligence (X₃) on Employee Performance (Y), this is also showed by the results of calculation of t test that is the Value of t_{count} test statistic is greater than t_{table} (4.184 > 1,986). It implies that the better spiritual aspect in terms of intelligence at PT. Pindad (Persero) is resulted in employee's performance is getting better.

According to research conducted by Wiramiharja in Trihandini (2005: 18) found that more cognitive intelligence has a positive correlation that is significant with work performance. He mentioned that work performance possessed by a worker will lead him to a more satisfactory outcome in improving his performance. Wiramiharja (2003) shows that spiritual intelligence affects employee performance.

Spiritual intelligence is the ability to give a better meaning of life to every behavior and activity through the steps and thoughts, to the whole person and have the pattern of integralistic thinking and positive principle. It is seen from the items of the indicator of honesty, that when employees have honesty or honest attitude at work and have the courage to stand up in the truth have given or formed a value or morale of high value to the company. With the intention that this is related to the behavior of a directed employee that will create an openness that can provide an increase to the effectiveness of work. Item of the openness indicator, where the open attitude of employees in receiving criticism at work and the attitude of openness to fellow employees concerning work problems has contributed to the settlement of work problems so as to provide improved quality work. Items of self-

knowledge indicators, when employees have good self-knowledge and business attitudes in improving the knowledge skills in an employee have given the understanding that responsibility in the work must be achieved with the success of a work program that must be done timely and effectively. Item of the focus indicator on the contribution, where the employee has a stance always hold the promise that has been mandated to him and the existence of the main focus on the company has given an increase in the work of the target company quality. Item of non-dogmatic spiritual indicator, with the employee having confidence in the creator and the employee who strives to apply the spiritual aspect in facing all problems has given the understanding that the values of worship can be applied or applied to the work environment so that the values both from worship can create an employee motivation to further improve its performance.

3. The Simultaneous Effect (F test)

Based on the results of statistical analysis using multiple linear analysis on the F test with a significance level and error rate of 0.05 or 5%, it can be seen that H1 has simultaneous effect on the variable of Intellectual Intelligence (X1), Emotional Intelligence (X2), and Spiritual Intelligence (X3) to Employee Performance (Y). This is indicated by the results of calculation on F_{count} is larger than F_{table} ($24.226 > 2.722$) and the significance of 0.000 which is smaller than alpha (α) = 0.05. It can be concluded that H_0 rejected and H_a accepted.

From the description of theory in the previous chapter, it is assumed that employees who have good Intellectual Intelligence, Emotional Intelligence, and Spiritual Intelligence in performing their duty will be able to give the results of

work in accordance with what is expected so as to provide good performance and integrity.

Based on calculations the value of Adjusted R Square 0.469 or 46.9%. It can be known that the dependent variable of Intellectual Intelligence (X1), Emotional Intelligence (X2), Spiritual Intelligence (X3) are able to contribute to dependent variable of Employee Performance (Y) as big as 46.9% while the rest value are 53.1% is affected by the other variable such as mention by Simamora in Mangkunegara (2009:14) influenced by three factors, the first is individual factors such as the ability and skill, background, and demographics; secondly is psychological factors such as perception, attitude, personality, learning, and motivation; and the third is organization factors such as resources, leadership, award, structure, and job design. Thus it can be concluded that Intellectual Intelligence, Emotional Intelligence, and Spiritual Intelligence have an effect on performance.

There are some factors that influenced performance that has been proved by empirical study such as Bond and Bunce (2007) conducted a research on satisfaction, job control and employee performance. Research was conducted on large companies in the United States. The study population was 800 people work as customer service. The selected research sample is 412 people. The research variables used are satisfaction, job control and employee performance. The results showed that satisfaction and job control affect the performance.

Jones et al (2008) conducted a research on the effect of job satisfaction and employee performance. The purpose of the study was to analyze the relationship between job satisfaction and company performance. The population of the research

is the employee of manufacturing industry as much as 1120 people and the selected sample is 235 people. Research variables used include job training, job satisfaction and company performance. The results of this study indicate that there is a positive relationship between employee job satisfaction with company performance.

Zameer et al (2014:293) research on "The Impact of the Motivation on the Employee's Performance in Beverage Industry of Pakistan" motivation plays an important role in all public and private organizations. The purpose of this study was to investigate the effect of motivation on employee performance of beverage industry in Pakistan. Data for this study have been collected from five major cities of Pakistan using structured questionnaires. The results showed that motivation had an effect on employee performance in beverage industry from Pakistan.

Marga (2016) conducted a research on the influence of training, emotional intelligence, and organizational culture on employee performance. This study aims to determine the effect of training, emotional intelligence, and organizational culture on employee performance at PT. Pelayaran Tempuran Emas Surabaya. The results showed that training, emotional intelligence, and organizational culture had a significant effect on employee performance.

So the variables that affect the performance based on this research and some previous research that has been done is 46.9% of intellectual intelligence, emotional intelligence, and spiritual intelligence, while 53.1% from individual, psychological, and organization factor.