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# **Effect of intellectual, emotional and spiritual intelligence toward productivity of employee**

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## **Abstract**

The purpose of research is to test the influence of intellectual intelligence, spiritual intelligence and spiritual intelligence on work productivity and to test the relationship between intellectual, emotional and spiritual intelligence. As a method, we attempt to model the relationship between explanatory variables and a response variable by multiple linear regression analysis. Based on data analysis, there is simultaneous influence between intellectual, emotional and spiritual intelligence on work productivity. As a conclusion, to improve employee productivity, it is expected to increase employees' IQ by training, which aims to increase employees' intellectual intelligence.

**Keywords:** intelligence, emotional, spiritual, intelligence, productivity.

# Efecto de la inteligencia intelectual, emocional y espiritual hacia la productividad del empleado

## Resumen

El propósito de la investigación es probar la influencia de la inteligencia intelectual, la inteligencia espiritual y la inteligencia emocional en la productividad laboral y probar la relación entre la inteligencia intelectual, emocional y espiritual. Como método, intentamos modelar la relación entre variables explicativas y una variable de respuesta mediante análisis de regresión lineal múltiple. Con base en el análisis de datos, existe una influencia simultánea entre la inteligencia intelectual, emocional y espiritual en la productividad laboral. Como conclusión, para mejorar la productividad de los empleados, se espera que aumente el coeficiente de inteligencia de los empleados mediante capacitación, que tiene como objetivo aumentar la inteligencia intelectual de los empleados.

**Palabras clave:** inteligencia, emocional, espiritual, inteligencia, productividad.

## 1. INTRODUCTION

Competition in the growing business world demands to keep abreast of the times and demands of the environment. Companies that constantly improve their competitiveness, in their growth forward and oriented into the future are successful companies, not only from companies in generating profits and increasing sales, but the effectiveness of the company depends on the quality of human resources available in it because of human resources is the most important asset in a company.

PT. Sinar Sosro Surabaya branch, this branch is engaged in the distribution and sales of products Sinar Sosro in Surabaya, Sidoarjo and Gresik. PT. Sinar Sosro Surabaya branch responsible for the timely distribution and an increase in sales. In order for the distribution that has been set and the desired sales company achieved, then the human factor is needed in achieving corporate goals. Therefore, Other empirical studies applied within the framework of production functions, R & D activities Gardner (2000) have been added as additional factors, have shown that R & D contributes to increased productivity, competitiveness and both long-term growth and economic job prospects.

Product innovation is an important variable in productivity analysis, as reflected; Gardner (2000) in their study found that companies whose technological activities have resulted in process innovations and / or products, present a much higher global productivity growth than other firms.

In a study conducted case Vega Gursoy (2005) obtained the same results, the biggest impact on turnover presented by new products. It should be noted that most product innovations have been cataloged as a high level of novelty (a new product for the market). In addition, it also found that Spanish manufacturing companies, as a whole, tend to innovate more in the product than in the process.

The phrase emotional intelligence was first used by Payne (1985) and was thought to show a person's ability to relate to fear, pain

and desire. Five years after Payne (1985), Salovey and Mayer (1990) proposed a Model of Four Branches. This time, emotional intelligence is defined as the kind of social intelligence that includes a person's ability to analyze the self emotions and others and use this analysis to guide his actions (Salovey and Mayer, 1990). As the "Four Branches" say, there are four types of capacities that are thought to form emotional intelligence: "the use of emotions to enrich thinking, emotional perception, emotional management and understanding of emotional meanings" (Salovey and Mayer, 1990: 17). Although Salovey and Mayer (1990) define and model emotional intelligence, they do not recommend specific measurement instruments. This gap is then filled by Mayer et al. (2002), who used the Four Branch Model to form the Mayer-Salovey-Caruso Emergency Emergency Test (MSCEIT). Gursoy, who is also concerned with the matter of assessing emotional intelligence, developed Inventory Quotient Inventory (EQi) Gursoy (2005) in response. Gursoy (2005) defines emotional intelligence as a group of noncognitive abilities, competencies and skills that can be used to cope with environmental or stress changes. On the other hand, Goleman (1995) forms a much more complex and short description of emotional intelligence: the ability to organize and regulate one's emotions. Goleman (1995) also expanded the Four-Branch Model into five emotional capacities: managing one's emotional state; understanding, sensitive to, and affecting the emotions of others; identify their own emotional state and distinguish between them; establish and maintain satisfactory social relationships; and finally, entering certain emotional states aimed at facilitating success. In fact, international literature includes much evidence that emotional

intelligence is beneficial to performance (Dulewicz and Higgs, 2000; Hayward, 2005; Heffernan et al., 2008; Higgs, 2004).

Most relevant Turkish studies have linked emotional intelligence to leadership in the workplace and found that this type of intelligence plays an important role in leadership effectiveness (Acar, 2001; Gursoy, 2005). In Akin's (2004) study, the effect of managerial emotional intelligence on conflicts between managers and subordinates is analyzed, and managers are found to have some problems in understanding subordinate emotions. Pamukoglu (2004) revealed that there is a strong and positive relationship between the manager's emotional intelligence and the effectiveness of his management, but the managers in this study point out some shortcomings in terms of empathy. Canbulat (2007) takes the emotional intelligence of workers and managers into consideration and finds that intelligence and job satisfaction has a positive and strong relationship. Although, many consulting companies in Turkey claim to teach the usage of emotional intelligence to improve performance.

There is little scientific research on performance that has tried to uncover the relationship between emotional intelligence and performance. A study by Goleman (1995) that considers the three components of emotional intelligence: emotional awareness, expressing emotions and sensing other emotional things. Researchers found that hotel industry managers in Turkey have difficulty achieving high levels of emotional awareness, which in turn leads to faulty business decisions and low company performance. Gursoy (2005)

presented many interesting findings related to the study of some private businesses: he found a nonsignificant relationship between the manager's emotional intelligence and worker performance, and the demographic characteristics of workers and business sectors emerged as moderators of this relationship. The study of Pamukoglu (2004), which examined the 500 largest businesses in Turkey, indicated some relationship between emotional intelligence and work performance. The results show that the demographic characteristics of managers have no effect on the manager's emotional intelligence, while job satisfaction managers can be influenced by emotional intelligence. There is also a positive relationship between the manager's emotional intelligence and their desire to improve organizational effectiveness (Acar, 2007).

Bastian et al (2005) examined the relationship between emotional intelligence and a number of life skills (academic achievement, life satisfaction, anxiety, problem solving, and coping skills). Participants consist of 246 first-year tertiary students from a university in Australia. Participants completed three steps that assessed the widely used and appropriate emotional intelligence for the Australian sample: Careful Scale of Atmosphere Scale, Assess Emotional Scale, and Mayer Emotional Intelligence Test, Salovey, and Caruso. The correlation between emotional intelligence and academic achievement is not statistically significant.

In response to Mayer (2009) questions whether one can speak of spiritual intelligence or consciousness, while Gardner (2000) opposes

spiritual inclusion as intelligence, which points to the need to distinguish between intelligence as the ability and use. In various domains, including spiritual, at that time, Gardner incorporated a spiritual function into a distinct existential intelligence, although he later acknowledged that the criteria for separate intelligences were more judgmental than the algorithmic conclusions (Gardner, 2003). On the other hand, Halama and Strizenec (2004) argue that spiritual and existential are separate intelligences, although they may overlap. Kwilecki (2000) agrees with Emmons that spirituality can represent different modes of adaptation and claim that spirituality represents a different understanding of the values and purposes from secularity in life.

Several studies have shown a significant positive relationship between spiritual intelligence and employee job satisfaction (Nodehi and Nehardani, 2013; Sadeghi et al., 2015). Instead, Pamukoglu (2004) investigate the relationship between employees.

Some researchers have revealed that people who are stronger in academics and have high IQ, social levels are not effective (Goleman, 1995). Emotional intelligence components are useful in helping employees with decision-making in the workplace such as teamwork, inclusion, productivity and communication, emotional intelligence operates primarily on social, perceptual, practical and personal and certainly on emotional information (Mayer, 2009).



### **1.1 Problem Formulation**

Based on the above research background, the problem can be formulated as follows:

1. Does intellectual intelligence (IQ) effect on employee productivity at PT. Sinar Sosro Surabaya?
2. Does emotional intelligence (EQ) effect on employee productivity at PT. Sinar Sosro Surabaya?
3. Does spiritual intelligence (SQ) effect on employee productivity at PT. Sinar Sosro Surabaya?
4. Is intellectual intelligence (IQ), emotional intelligence (EQ) and spiritual intelligence (SQ) simultaneously affecting the productivity of employees at PT. Sinar Sosro Surabaya?

### **1.2. Conceptual Framework**

Conceptually, this study aims to determine whether there is influence of Intellectual Intelligence (X), Emotional Intelligence (X2) and Spiritual Intelligence (X3) to Work Productivity Employees (Y) at PT.Sinar Sosro Surabaya, the diagram can be described as follows: Figure 1 conceptual framework

The research hypothesis:

H1 : Intellectual intelligence (IQ) has a significant effect on employee productivity at PT. Sinar Sosro Surabaya

H2 : Emotional intelligence (EQ) has a significant effect on employee productivity at PT. Sinar Sosro Surabaya

H3 : Spiritual intelligence (SQ) has a significant effect on employee productivity at PT. Sinar Sosro Surabaya

H4 : Intellectual intelligence (IQ), emotional intelligence (EQ) and Spiritual intelligence (SQ) simultaneously affect the productivity of employees at PT. Sinar Sosro Surabaya

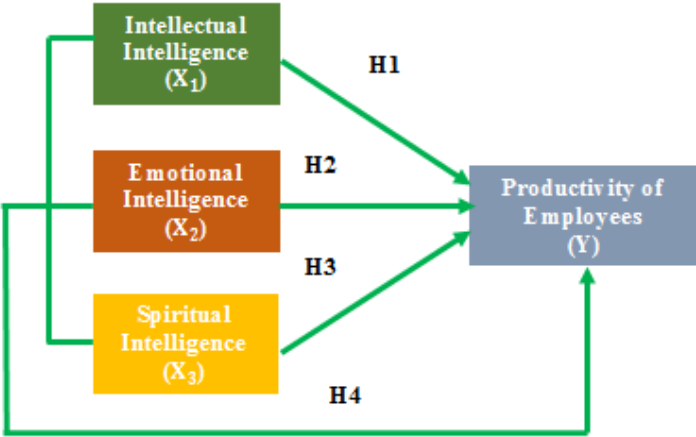


Figure 1. Conceptual framework

**2. METODOLOGY**

**2.1. Population**

The population, according to Gardner (2000) is a generalization region consisting of objects or subjects that have certain qualities and characteristics set by the researchers to be studied and then drawn conclusions. Based on the above definition, the population in this study are employees at PT. Sinar Sosro Surabaya as many as 152 people.

**2.2. Sample**

According Gardner (2000) sample is part of the number and characteristics possessed by the population in this study a sample calculated by the Slovin’s formula

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

$$n = \frac{152}{1 + 152(0,05)^2}$$

$$n = \frac{152}{1 + 152(0,0025)}$$

$$n = \frac{152}{1,38}$$

$$n = 110$$

The sample in this research is employees at PT. Sinar Sosro Surabaya which amounts to 110 people.

**2.3. Data analysis**

**2.3.1. Validity test**

Table 1: The Validity Tests Results of Intellectual Intelligence Variable (X<sub>1</sub>)

Variable	Item	Validity		Description
		R	Sign	
Intellectual Intelligence (X <sub>1</sub> )	X1.1	0.841	0.000	Valid
	X1.2	0.857	0.000	Valid
	X1.3	0.690	0.000	Valid

Source: Validity Test Result

From the table above can be seen that for the statement item variable intelligence intellectual significance is smaller than 0.05, it means that the overall item of intellectual intelligence statement is valid.

Next is the test of emotional intelligence variable statement items. From the test results obtained:

Table 2: The Validity Test Result of Emotional Intelligence Variable (X<sub>2</sub>)

Variable	Item	Validity		Description
		r	Sign	
Emotional Intelligence (X <sub>2</sub> )	X2.1	0.538	0.000	Valid
	X2.2	0.765	0.000	Valid
	X2.3	0.633	0.000	Valid
	X2.4	0.593	0.000	Valid
	Y2.5	0.606	0.000	Valid

Source: Validity Test Result

From the above table can be seen that for the statement item variable emotional intelligence significance is smaller than 0.05, it means that the overall item statement emotional intelligence is valid.

Next is the test of the variable item of spiritual intelligence. From the test results obtained:

Table 3: The Validity Test Result of Spiritual Intelligence Variable (X<sub>3</sub>)

Variable	Item	Validity		Description
		R	Sign	
Spiritual Intelligence (X <sub>3</sub> )	X3.1	0.737	0.000	Valid
	X3.2	0.807	0.000	Valid
	X3.3	0.765	0.000	Valid
	X3.4	0.705	0.000	Valid
	Y3.5	0.662	0.000	Valid

Source: Validity Test Result

In the above table it can be seen that for the statement item variable spiritual intelligence significance is smaller than 0.05, it means that the whole item statement of spiritual intelligence is valid.

Next is the test of the variable statement of employee productivity at PT. Sinar Sosro Surabaya. From the test results obtained:

Table 4: Validity Testing Results Variable Employee Productivity (Y)

Variable	Item	Validity		Description
		R	Sign	
Employee Productivity (Y)	Y1.1	0.776	0.000	Valid
	Y1.2	0.608	0.000	Valid
	Y1.3	0.745	0.000	Valid
	Y1.4	0.649	0.000	Valid

Source: Validity Test Result

In the above table can be seen that for the statement variable of employee productivity at PT. Sinar Sosro Surabaya significance is smaller than 0.05, it means that overall statement of work productivity of employees in PT. Sinar Sosro Surabaya is valid.

**2.3.2. Reliability test**

Table 5: Reliability Testing Results

Variable	Cronbach's alpha	Minimum reliability	Description
Intellectual intelligence (X <sub>1</sub> )	0.713	0.6	Reliable
Emotional intelligence (X <sub>2</sub> )	0.612	0.6	Reliable
Spiritual intelligence (X <sub>3</sub> )	0.786	0.6	Reliable
Employee work productivity at PT. at PT. Sinar Sosro Surabaya (Y)	0.619	0.6	Reliable

Source: Reliability Test Results

The results of the tests conducted on the reliability of the questionnaire obtained the result that the value of Cronbach's Alpha all variables greater than 0.6. So it can be decided that all the variables have been reliable.

**2.3.3. Classic assumption test**

**2.3.3.1. Normality Test Data**

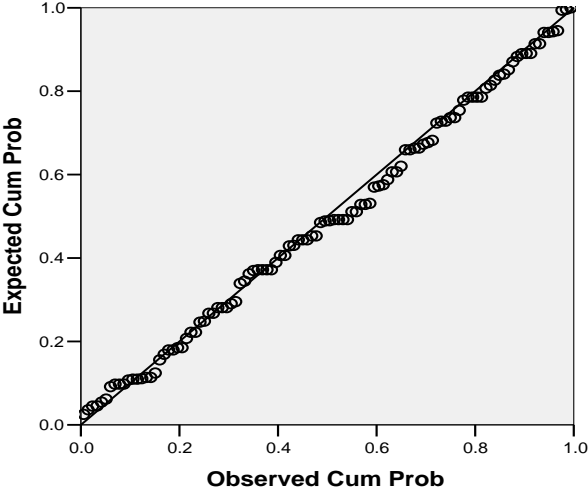


Figure 2. Normality Test Results  
Normal P-P Plot of Regression Standardized Residual  
Dependent Variable: Work Productivity  
Source: SPSS Data Results

Based on Figure 1, it can be seen that the data point spreads around the diagonal line and the direction of its distribution follows the

diagonal line so that the regression model meets the assumption of normality.

### 2.3.3.2. Multicollinearity test

Table 6: Independent Variable Multicollinearity Test

Variable	Collinearity Statistics	
	Tolerance	VIF
Intellectual Intelligence	.884	1.131
Emotional Intelligence	.845	1.183
Spiritual Intelligence	.764	1.308

Source: data processing

In the table above can be seen that the value of tolerance for each variable is close to 1 and the value of VIF for each independent variable has a value less than 10, it can be concluded that there are no symptoms of multicollinearity between independent variables in the equation of regression model that has been used.

### 2.3.3.3. Autocorrelation test

If the DW number is f 1.55 and 2.81 then multiple regression in the study is not affected by autocorrelation. The autocorrelation test results of this study in the following table:

Table 7: Autocorrelation Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin - Watson
1	.588 <sup>a</sup>	.346	.327	.37928	1.684

- a. Predictors: (Constant), Spiritual Intelligence, Intellectual Intelligence, Emotional Intelligence
- b. Dependent Variable : Work Productivity

**2.3.3.4. Heteroscedasticity test**

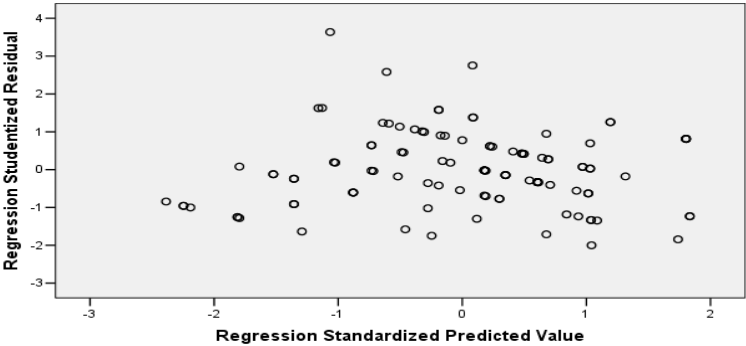


Figure 3: The Result of Heteroscedasticity Testing Scatterplot  
 Dependent Variable: Work Productivity  
 Source: Appendix

Based on Figure 2, it can be seen that no particular pattern occurs and the data points spread below and above the number 0 (zero), so the regression model is not affected by heteroscedasticity symptoms.



## 2.4. Results of Multiple Linear Regression Testing

The results of multiple linear regression testing were performed by SPSS program obtained the following regression equation:

$$Y = 1,073 + 0,125 X_1 + 0,289 X_2 + 0,268 X_3$$

Based on the regression equation obtained by the above calculation, it can be explained that the variable of intellectual intelligence ( $X_1$ ), emotional intelligence ( $X_2$ ) and spiritual intelligence ( $X_3$ ) has an effect on work employee productivity at PT. Sinar Sosro Surabaya (Y). More details can be explained as follows:

a. *Constant value = 1,073*

Constant value 1.073 indicates that if variable  $X_1$ ,  $X_2$ ,  $X_3$  in permanent or constant condition, then work productivity of employees at PT. Sinar Sosro Surabaya (Y) amounted to 1.073 units.

b.  *$\beta_1$  value = 0,125*

$\beta_1$  value indicates 0.125 and has a sign of positive regression coefficient; it indicates a direct influence between intellectual intelligence variables ( $X_1$ ) with employee productivity at PT. Sinar Sosro Surabaya (Y). This means that if there is an addition

to the variable of intellectual intelligence ( $X_1$ ) as much as 1 unit, then the work productivity of employees in PT. Sinar Sosro Surabaya (Y) will experience an increase of 0.125 units with the assumption of variable  $X_2$ ,  $X_3$  in fix condition or constant.

c.  $\beta_2$  value = 0,289

$\beta_2$  value shows 0.289 and has a sign of the positive regression coefficient, it shows a direct influence between emotional intelligence variables ( $X_2$ ) with employee productivity at PT. Sinar Sosro Surabaya (Y). This means that if there is an addition to the variable of emotional intelligence ( $X_2$ ) as much as 1 unit, then the work productivity of employees in PT. Sinar Sosro Surabaya (Y) will experience an increase of 0.289 units with the assumption of variable  $X_1$ ,  $X_3$  in fix condition or constant.

d.  $\beta_3$  value = 0,268

$\beta_3$  value shows 0.268 and has a sign of the positive regression coefficient, it shows a direct influence between the variables of spiritual intelligence ( $X_3$ ) with employee productivity at PT. Sinar Sosro Surabaya (Y). This means that if there is an addition to the variable spiritual intelligence ( $X_3$ ) as much as 1 unit, then the work productivity of employees in PT. Sinar Sosro Surabaya (Y) will experience an increase of -0.268 units with the assumption that variables  $X_1$ ,  $X_2$  in fix conditions or constant.

## 2.5. F-Test

Tabel 8. F-Test Analysis Results

Description	F-Test	Sig
Intellectual Intelligence	18.694	0.000
Emotional Intelligence		
Spiritual Intelligence		

Because the level of significance of 0.000 is smaller than 0.05, then  $H_0$  is rejected and  $H_a$  accepted, meaning simultaneously intellectual intelligence ( $X_1$ ), emotional intelligence ( $X_2$ ) and spiritual intelligence ( $X_3$ ) have a significant effect on employee productivity at PT. Sinar Sosro Surabaya.

## 2.6. T-Test

Table 9: T-Test Analysis Result

Description	T-Test	Sig
Intellectual Intelligence	2.039	.044
Emotional Intelligence	3.258	.002
Spiritual Intelligence	3.739	.000

*Source: SPSS Data Results*

**From the table above can be explained as follows:**

- a. Intellectual intelligence (IQ) effect on employee productivity at PT. Sinar Sosro Surabaya

**intellectual intelligence variable ( $X_1$ ) has a significance level of 0.044 which is smaller than 0.05, then  $H_0$  is rejected and  $H_a$  accepted, this means that intellectual intelligence ( $X_1$ ) has a significant effect on work productivity of employees in PT. Sinar Sosro Surabaya (Y).**

b. Emotional intelligence (EQ) effect on employee productivity at PT. Sinar Sosro Surabaya

**Emotional intelligence variable ( $X_2$ ) has a significance level of 0.002 smaller than 0.05, then  $H_0$  is rejected and  $H_a$  accepted, this means emotional intelligence ( $X_2$ ) has a significant effect on employee productivity at PT. Sinar Sosro Surabaya (Y).**

c. Spiritual intelligence (SQ) effect on employee productivity at PT. Sinar Sosro Surabaya

**spiritual intelligence variables ( $X_3$ ) has a significance level of 0.000 smaller than 0.05, then  $H_0$  is rejected and  $H_a$  accepted, this means spiritual intelligence ( $X_3$ ) has a significant effect on employee productivity at PT. Sinar Sosro Surabaya (Y).**

### 3. HYPOTHESIS TESTING AND DISCUSSION

#### 3.1. Hypothesis Testing

a. The first hypothesis testing

In the result of the analysis done by using *t-test* (partial) obtained by  $t_{\text{count}}$  of Intellectual Intelligence ( $X_1$ ) equal to 2.039  $\geq 1.66$  with sig value  $0.044 \leq 0.05$ , so it can be concluded that there is a significant and positive influence of Intellectual Intelligence variable to work productivity at PT. Sinar Sosro Surabaya.

b. The second hypothesis testing

In the result of analysis conducted by using *t-test* (partial) obtained  $t_{\text{count}}$  Emotional Intelligence ( $X_2$ ) equal to 3.258  $\geq 1.66$  with value of sig  $0.002 \leq 0.05$ , so it can be concluded that there is a significant and positive influence of Emotional Intelligence variable to work productivity at PT. Sinar Sosro Surabaya.

c. The third hypothesis testing

In the result of analysis conducted by using *t test* (partial) obtained *t arithmetic* Spiritual Intelligence ( $X_3$ ) equal to 3.739  $\geq 1.66$  with sig value  $0.000 \leq 0.05$ , so it can be concluded that there is a significant and positive influence of variable of

Spiritual Intelligence to work productivity employees at PT. Sinar Sosro Surabaya.

d. The fourth hypothesis testing

In the result of analysis done by using *F test* (simultant) obtained  $F_{count}$  equal to 18.694 with value of sig 0.000 from *F test* calculation (simultan) can be seen that significant value equal to  $0.000 \leq 0.05$  with  $F_{count} \geq F_{table} = 18.694 \geq 2.72$ . So it can be concluded that intellectual intelligence, emotional intelligence and spiritual intelligence simultaneously affect the productivity of employees at PT. Sinar Sosro Surabaya.

### **3.2. Discussion**

From the data analysis, it can be given an outline as a discussion of following research results:

The result of regression test obtained by value of  $R = 0.588$  and Adjusted R Square ( $R^2$ ) 0.503 this shows that 0.346 it shows that 34,6% independent variable X (intellectual intelligence, emotional intelligence, spiritual intelligence) can influence dependent variable Y (productivity employee work) while the rest 0.654 or 65.4% work productivity employees can be influenced by other factors outside the independent variable.

The results of this analysis in accordance with the statement Goleman (1995) form a description of emotional intelligence is much more complex and short: the ability to regulate and manage one's emotions. Goleman (1995) also expanded the Four-Branch Model into five emotional capacities: managing one's emotional state; understanding, sensitive to, and affecting the emotions of others; identify their own emotional state and distinguish between them; establish and maintain satisfactory social relationships; and ultimately, enter a certain emotional state that aims to facilitate success.

The first hypothesis testing shows the result that intellectual intelligence (IQ) has a significant effect on employee productivity at PT. Sinar Sosro Surabaya proved t-test results obtained  $t_{count}$  intellectual intelligence variable ( $X_1$ ) of 2.039 with with value of sig.0.044 then based on the accepted test criteria due to sig.<0.05.

The results of this analysis fit the fact that, in the international literature includes much evidence that emotional intelligence is beneficial to performance (Dulewicz and Higgs, 2000; Hayward, 2005; Heffernan et al., 2008; Higgs, 2004; Sosik and Megerian, 1999). Most of the relevant Turkish studies have linked emotional intelligence with leadership in the workplace and found that this type of intelligence plays an important role in leadership effectiveness (Acar, 2001; Gursoy, 2005). Akin's (2004) learning, the manager's emotional intelligence effect on the conflict between managers and subordinates is analyzed, and managers are found to have some problems in understanding subordinate emotions. Pamukoglu (2004) revealed that

there is a strong and positive relationship between the manager's emotional intelligence and the effectiveness of his management, but the managers in this study point out some shortcomings in terms of empathy. Canbulat (2007) takes the emotional intelligence of workers and managers into consideration and finds that intelligence and job satisfaction have a positive and strong relationship. Although many consulting companies in Turkey claim to teach the use of emotional intelligence to improve work.

The second hypothesis testing shows the result that Emotional Intelligence (EQ) has a significant effect on employee productivity at PT. Sinar Sosro Surabaya proven result of t-test obtained  $t_{\text{count}}$  variable of emotional intelligence ( $X_2$ ) equal to 3.258 with value of sig. 0.002 then based on accepted test criteria due to sig. < 0.05

The results of this study do not support the results of previous research conducted by Gardner (2000) presented many interesting findings related to the study of some private businesses; he found no significant relationship between the manager's emotional intelligence and worker performance, and the demographic characteristics of workers and business sectors emerged as moderator of this relationship.

The third hypothesis testing shows the result that spiritual intelligence (SQ) has a significant effect on employee productivity at PT. Sinar Sosro Surabaya is proved by t-test results obtained  $t_{\text{count}}$



variable spiritual intelligence ( $X_3$ ) of 3.739 with the value of sig. of 0.000 then based on accepted test criteria due to sig. < 0.05.

The results of this study support the results of previous studies conducted by several studies have shown a significant positive relationship between spiritual intelligence and employee job satisfaction (Nodehi and Nehardani, 2013; Sadeghi et al., 2015). Otherwise, Pamukoglu (2004) investigate the relationship between employees.

*The fourth hypothesis testing* shows the result that there is positively significant influence between Intellectual Intelligence ( $X_1$ ), Emotional Intelligence ( $X_2$ ), Spiritual Intelligence ( $X_3$ ) to work productivity of employees at PT. Sinar Sosro Surabaya is proved by  $F_{count}$  of 18.694 with sig.0.000.

The results of this study support the results of some researchers who have revealed that people who are stronger in academics and have a high IQ, social level is not effective (Goleman, 1995). The components of emotional intelligence are useful in helping employees with decision-making in the workplace, such as teamwork, inclusion, productivity and communication. Emotional intelligence operates primarily on social, perceptual, practical and personal and certainly on emotional information (Mayer, 2009).

## **4. CONCLUSION AND SUGESTIONS**

### **4.1. Conclusion**

Based on the results of data analysis and hypothesis testing, it can be concluded as follows:

1. The results obtained that the intellectual intelligence (IQ) has a significant effect on employee productivity in PT. Sinar Sosro Surabaya. This is evidenced by the result of *t-test* 2.039 with the value of *sig.* 0.044, so the hypothesis is acceptable and proven true.
2. The results obtained that emotional intelligence (EQ) has a significant effect on employee productivity at PT. Sinar Sosro Surabaya. This is evidenced by the result of *t-test* 3.258 with the value of *sig.* 0.002, so the hypothesis is acceptable and proven true.
3. The results of the analysis obtained that spiritual intelligence (SQ) has a significant effect on employee productivity at PT. Sinar Sosro Surabaya. This is evidenced by the result of *t-test* 3.739 with the value of *sig.* 0.000, so the hypothesis is acceptable and proven true.
4. Analysis results obtained that intellectual Intelligence (IQ), Emotional Intelligence (EQ) and spiritual intelligence (SQ) simultaneously affect the productivity of employees at PT. Sinar Sosro Surabaya. This is evidenced by the *f-test* results of 18.694 with the value of *sig.* 0.000 so the hypothesis is acceptable and proven true.

## **4.2. Suggestions**

Based on the discussion and conclusion of the research results can be developed some suggestions or inputs for interested parties in this study. Suggestions that can be put forward are as follows:

1. To improve employee productivity, it is expected the company can provide training to increase IQ, which aims to increase intellectual intelligence owned by employees. The form of exercise that can be done is to provide a training of knowledge and skills fit to the needs and tasks of each employee. So the ability of employees in work, problems solving, analyze, or decide a problem can be better. In addition, training for emotional and spiritual intelligence needs to be done such as personality training and so on so that the balance between the three things above that can improve employee productivity.
2. It is expected that the results of this study can be used as a reference for further researchers to develop this research by considering other variables that are expected to have an impact on increasing employee productivity, such as work attitude. The addition of new variables may contribute to similar research regarding the factors that affect employee productivity.

## **5. ACKNOWLEDGMENTS**

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## **6. DECLARATION OF INTEREST STATEMENT**

The purpose of this research is (1) to test the influence of intellectual intelligence on work productivity, (2) to test the emotional intelligence on work productivity, (3) to test the influence of spiritual intelligence on work productivity, (4) to test relationship between intellectual intelligence, emotional intelligence and spiritual intelligence, which has more powerful effect on employee work productivity.

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The authors hope the results of this study could be one of the foundations in determining the next policy about teachers and schools.

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