

Effect of Personal Intelligence and Organizational Culture on Employee Performance of SMEs Fashion Industry In Bandung

IMAS SOEMARYANI¹, HILMIANA¹, SIPA PAUJIAH¹

¹ Universitas Padjadjaran, Faculty of Economics and Business, Bandung 40132, Indonesia
Email correspondence: imas.soemaryani@unpad.ac.id

Abstract

The manufacturing sector in the city of Bandung contributes approximately 25.45% in 2013 but the contribution decreases by 24.29% in 2014 and 2015. This is caused by the decrease in employee performance of SMEs in this sector as a result of the low personal intelligence and organizational culture. This research studied 10 SMEs (medium scale) of Muslim fashion industry in Bandung, registered in BPPKU Kadin (chamber of commerce) Bandung. This study is aimed at determining the effect of personal intelligence and organizational culture on employee performance of SMEs either partially or simultaneously. The method used is explanatory research. The results showed that personal intelligence and organizational culture significantly influence employee performance of medium scale SMEs of Muslim fashion industry in Bandung either partially or simultaneously.

Key words: JII, volatility, matching data.

Pengaruh Kecerdasan Pribadi dan Budaya Organisasi terhadap Kinerja Karyawan UKM Industri Fashion Di Bandung

Abstrak

Sektor manufaktur di kota Bandung menyumbang sekitar 25,45% pada tahun 2013, tetapi kontribusi berkurang 24,29% pada tahun 2014 dan 2015. Hal ini disebabkan oleh penurunan kinerja karyawan UKM di sektor ini sebagai hasil dari kecerdasan pribadi yang rendah dan organisasi budaya. Penelitian ini mempelajari 10 UKM (skala menengah) industri busana muslim di Bandung, terdaftar di BPPKU Kadin (kamar dagang) Bandung. Penelitian ini bertujuan untuk menentukan pengaruh kecerdasan pribadi dan budaya organisasi terhadap kinerja karyawan UKM baik secara parsial maupun simultan. Metode yang digunakan adalah penelitian penjelasan. Hasil penelitian menunjukkan bahwa kecerdasan pribadi dan budaya organisasi berpengaruh signifikan terhadap kinerja karyawan UKM skala menengah industri busana muslim di Bandung baik secara parsial maupun simultan.

Kata kunci: kinerja karyawan, budaya organisasi, kecerdasan pribadi, UKM.



INTRODUCTION

SMEs have a very important role in the economy. SMEs greatly help the country or government in terms of creating new jobs. Through the creation of SMEs, there are also a lot of new work units employing new labors to support the household income. Bandung is one of the major cities in Indonesia with a quite high development of SMEs. Bandung has become a barometer of the creative industry growth at the national level. No wonder that Bandung has many SMEs in industry of fashion, handicraft, food and beverage, miscellaneous businesses and others.

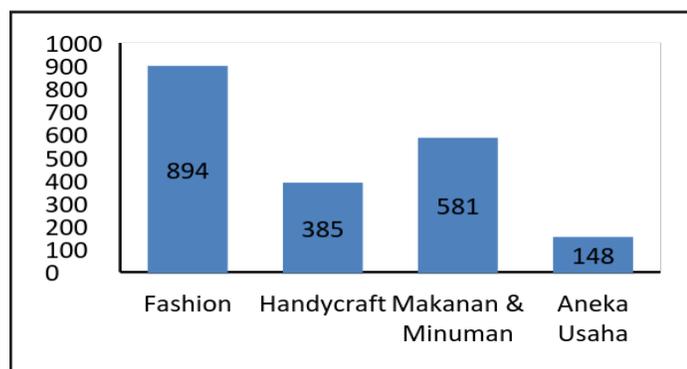


Figure 1 Graph of number of SMEs registered in BPPKU Kadin Bandung 2014

Source: BPPKU Kadin Bandung (processed)

Based on the data obtained from BPPKU Kadin Bandung in 2014, regarding the number of SMEs, the fashion industry has the highest number with 894 SMEs, then the second position is food and beverage industry by 581 SMEs, and the third one is handicraft industry that is 385 SMEs in total. The development of fashion industry in Bandung is not only seen from the number of SMEs, but also from the real evidence such as the rapid growth of factory outlet (FO) and store distribution (distro) which act as distribution agents of textile products relying on creativity. The main strengths of fashion industry are design, raw material diversity, brand specificity and product uniqueness.

As one of SMEs, Muslim fashion industry needs employees who have ability or good intelligence to produce high quality Muslim fashion products. Thus, the quality and ability of employees are very important in achieving the goals and objectives of

the company. To that end, the company assesses employees performance in order to get a clear picture of the real development potential of the employees. Given the problems from both external and internal faced by the company are very complex, the parties involved in the company must be careful in observing human resources so as to encourage employees to work optimally and demonstrate good performance or achievement.

The success of an organization or company is strongly influenced by the performance of individual employees. Each company will always strive to improve the performance of employees in hope to achieve the company's goals. Some of the ways that a company can do to improve the performance of employees are through education, providing training, adequate compensation, motivation, and creating a conducive working environment (Guritno & Waridin, 2005).

Success or failure of an employee in the work will be known if the company or organization implements the performance appraisal system. Performance is the result of work that can be achieved by a person or group of people in an organization which is in accordance with each authority and responsibility in order achieve corporate objectives legally, meaning that it does not violate the law and is ethical.

Related to the employees performance, based the interviews, it is found that employees generally have low level of discipline. This is seen from the fact that many employees of SMEs Muslim fashion industry do not pay attention to the timeliness in attendance. In other words, employees are always late. In addition to this, the results from observation showed that the level of education of employees is low so the intelligence level of employees is also low. The low level of intelligence affects employees performance.

There are many factors affecting the performance of employees, one of them is the personal intelligence. An employee will have a high performance if he has good intelligence including: intellectual, emotional, spiritual, social and physical intelligence. Intelligence is a special gift possessed by humans. Other creatures have limited intelligence, while humans do not. With intelligence, humans are able to understand

the phenomenon of life in depth. Similarly, with intelligence, humans are able to know any occurrence and then take wisdom and lessons from it. Humans become more civilized and wiser because we have intelligence. Therefore, intelligence is needed by humans to be used as a tool live our lives in this world. With the diversity and uniqueness of human resources owned, a company should be able to manage them properly. So, the company can achieve the goals effectively and efficiently.

In facing the existing problems, the actors of medium scale SMEs should consider the potential of employees working in the company so that they result in performance in accordance with company's objectives. In addition, the more global competition must be responded quickly and precisely because globalization brings about changes in management and organizational structure that will ultimately have an impact on the organization's culture. Change management and organizational structure will not bring good results without the existence of a conducive culture to such change.

Discussing the problem of culture is important for an organization or company because the organizational culture is one tool that can unify the relationship between employees and the organization. The organizational culture will make the employees feel that they are part of the organization. It is also related to the employee's performance. Research conducted by Rivai dan Mulyadi (2012). Stated that organizational culture has a positive and significant impact on employee performance, so the stronger the culture of the organization is, the higher the performance of employees is. The organizational culture is important because it is the habit occurring in the organizational hierarchy representing norms of conduct followed by the members of the organization. Organizational culture also serves as a chain to bind the process of the perception standardization of how the members see a problem. So, it will be a force in the achievement of organizational goals. The organizational culture makes employees adapt to the environment, jobs, and other members that foster the employee commitment which is ultimately expected to improve the performance of the organization or company. The organizational culture will directly or indirectly affect employee performance. Performance

is a result of work achieved by the employee in performing and completing the given tasks. Companies without good organizational culture will not have the archetype created and developed for learning in order to resolve the issue outside the company causing the company not competitive in addressing the challenges and changes. This study's objectives are to find out: (1) Personal intelligence, organizational culture and employee performance of medium scale SMEs of Muslim fashion industry in Bandung. (2) The influence of personal intelligence on the performance of medium-scale SME employees of Muslim fashion industry in Bandung. (3) The influence of organizational culture on employee performance of medium scale SMEs of Muslim fashion industry in Bandung. (4) Effect of personal intelligence and organizational culture on employee performance of medium scale SMEs of Muslim fashion industry in Bandung.

LITERATURE REVIEW

Intelligence is the general ability of human to perform actions which have goals and to think in a rational way. In addition, intelligence can also be interpreted as a personal ability to understand, innovate, and provide solutions to various situations. In general, intelligence consists of Intelligence Quotient (IQ), Emotional Quotient (EQ), Spiritual Quotient (SQ), Social Intelligence (SI) and Physical Quotient (PQ).

Intelligence Quotient (IQ) is individual's ability to think, process, and control the environment to the maximum as well as to in direction. Wiramiharja (2003) studied the closeness of intelligence and willingness to job performance. He used intelligence test developed by Peter Lauster. For measuring willingness, he used the tool of Richard Pauli test, specifically regarding the magnitude of the sum. He mentioned three indicators of intellectual intelligence comprising of three cognitive domains. All the three indicators are a). ability figure which is an understanding and reason in the field of the shape, b). verbal ability which is an understanding in the field of language, and c). numerical ability which is an understanding associated with the number.

The research conducted by Wiramihardja (2003) showed a significant positive correlation for all of



the test results both the intelligence and willingness variables. In terms of intelligence, figure intelligence, verbal intelligence, as well as numerical intelligence influence job performance. The term intellectual intelligence is more devoted to cognitive ability.

Goleman (2008) stated that emotional intelligence accounts for 80% of a person's success, while the other 20% is determined by the intellectual intelligence. Goleman (2010) suggested that emotional intelligence is the ability to recognize oneself and others, the ability to motivate ourselves and manage emotions either in ourselves or when interacting with others. Someone who have high emotional intelligence will be able to understand himself and other people's emotions to get to the positive things so that they can control their emotion, be more motivated, be satisfied, and manage to cope with their work environment and life (Wong et al., 2005). Khirjohari, et all (2013) revealed the five indicators to measure the emotional intelligence of an employee, namely a). self awareness, someone's ability to understand the potential within himself concerning his strength and his weaknesses, b). self regulation, someone's ability to control emotions within himself, c). self motivation, someone's ability to motivate himself, d). social awareness, someone's ability to understand and to be sensitive to the feelings, thoughts, and situations of others, e). social skills, someone's ability to establish social relationships.

Zohar and Marshall (2007) suggested that spiritual intelligence as the intelligence that rests on the inner associated with wisdom beyond ego or soul consciousness. There are five indicators to measure spiritual intelligence, namely a). absolute honest: in the sense of being honest and consistent for the truth, b). openness: be open or fair, c). self-knowledge: unselfishness, d). focus on contributing: prefers to give than receive, e). spiritual non-dogmatic: it has a high level of awareness, the ability to deal with and take advantage of suffering and quality of life inspired by the vision and values.

The problem will be solved properly for individuals or groups who have social intelligence will look at things objectively, can assess an occasion fairly and skilled in addressing the problem so it does not risk towards aggressive behavior (Suyono, 2007).

There are two dimensions of social intelligence component, namely a). social awareness, basically this dimension is to know your feelings about other people, such as basic empathy, alignment, precision empathy and social understanding, b). social facilities, solely by feeling how others feel or knowing what they think or intend, does not guarantee the rich interaction, such as synchronization, self-presentation, influence, and concern (Goleman, 2010). Robbins and Timothy (2010) stated that physical intelligence is the ability required to perform a task that requires stamina, strength and other physical skills.

The factors influencing physical intelligence are a). dynamic power (the ability to use muscle power repeatedly or continuously within a certain time), b). body strength (ability to use muscle strength by using the muscles of the body), c). verbal strength (ability to use strength against external forces), d). static power (the ability to produce an energy in one action), e). dexterity extents (the ability to move muscles of the body and stretch the back as far as possible), f). dynamic flexibility (the ability to do quick movements), g). body coordination (the ability to coordinate simultaneous actions of the different parts of body), h). Balance (ability to maintain balance even though there are forces that affect that balance), i). stamina (the maximum capacity that demands strength in the body over long period) (Robbins, 2010).

Organizational culture, according to Robbins (2010), is defined as how members see the organization, not whether members of the organization like it or not, because the members absorb the culture of the organization based on what they see or hear in the organization and members of the organization tend to have similar perception about the culture within the organization even though they come from different backgrounds or work at different levels of expertise within the organization.

Robbins (2002) stated that there are seven characteristics of the organizational culture, namely a). innovation and courage to take risks (a degree to which employees are encouraged to be innovative and take risks), b). detailed attention (a level which is expected to show employee meticulousness, analysis, and attention to the details of things), c). orientation on results (the degree to which management focuses

on results rather than on the techniques and processes used to achieve results), d). orientation on humans (the extent to which the management decisions consider the effect of these results on the people in the organization), e). orientation on the team (the extent to which the activities of organizations working in the team rather than individuals), f). aggressiveness (a level where members of the organization have aggressive and competitive nature rather than relax), g). stability (a degree to which the organization's activities emphasize the retention of the status quo in comparison with the growth).

Bernardin and Russell (2010) suggested that the performance of employees is a record of the work or activity achieved over a given period. Furthermore, he said that the performance of employees depends on the ability, work effort and employment which can be judged from the output. Robbins (2010) stated that there are six indicators of employee performance measurement criteria, namely a). quality, b). quantity, c). punctuality, d). effectiveness, e). autonomy, and f). work commitment.

Quality work is measured from the employees' perception of the quality of work produced and the perfection of duty to the skills and abilities of employees. Quantity is the amount produced which is expressed in terms such as the number of units, number of activity cycles completed. Timeliness is a level of activity completed earlier, viewed from the point of coordination with the output results and maximize the available time or other activities. The effectiveness is the level of use of organization's resources (manpower, money, technology, raw materials) which is maximized with the intention of raising the results of each unit in the use of resources. Self-reliance is the level of an employee's self-reliance who will be able to carry out his work function without asking for help, without guidance from another person or supervisor. Work commitment is a level where employees have the commitment to work with the authorities and have the responsibilities for the organization or company.

METHOD

The objects of this research are personal intelligence, organizational culture and employee performance

in medium scale SMEs of Muslim fashion industry in Bandung. This research used descriptive and verification analysis. Verification analysis was conducted to test the hypothesis using a statistical test of multiple linear regression. The population of this study was all employees of medium-scale SMEs in Bandung registered in BPPKU Kadin Bandung in 2014. The sampling method used the Slovin formula with a degree of error of 5%, and the samples used were 110 employees.

RESULTS AND DISCUSSION

The calculation results using SPSS for distribution of the respondents' answers are as follows:

First the average index score for the indicators of intellectual intelligence is 4.40. It is considered quite high for the employees' ability to distinguish quickly the form of the products they produce compared to other SME's products and the ability of the employee in writing and reading supporting their work to achieve good employee performance. However, the employees' ability to communicate with other people is still low.

Second the average index score for indicators of emotional intelligence is 5.36 which can be interpreted high in understanding their own strength and weakness. With their ability to understand and control their mood, the employees are easy to decide to improve their performance in order to achieve the maximum work. Employees of medium scale SMEs of Muslim fashion industry in Bandung are very concerned with other people so that their relationship with the employers and co-workers is good.

Third the average index score for the indicators of spiritual intelligence is 5.43. It can be interpreted high because employees can keep their promises to the company as well as with colleagues so that they can be relied upon to work. Employees also always try to do good so they do not harm others in achieving high performance.

Fourth the average index score for indicators of social intelligence is 5.52. It can be interpreted high since employees are always dressed neatly and always respect others while talking. Employees are truthful,



sincere and have ideas that are beneficial to the company so that employees can be trusted by the company or co-workers.

Fiveth the average index scores for indicators of physical intelligence is 5.78 which can be considered high in which the employees are in healthy condition so that they can finish the job quickly and achieve the expected performance.

Sixth the average index score for SMEs orientation on employees is 5.98. It could mean stronger because employees always finish their tasks. Orientation at 4.19 on employees can be interpreted strong enough for companies to reward employees. SMEs orientation on the team at 3.94 means neutral because the company remain neutral in giving awards to the team. Aggressiveness employee of 6.27 can be interpreted very strong because employees feel unrivaled when co-workers complete tasks more quickly, then the employees strive to be the best and deliver the high performance for the company.

Seventh the stability of SMEs of 4.56 means strong enough to maintain and improve the employee performance. SMEs maintain the togetherness through entertaining activities that strengthen the relationship between employees and owners of SMEs.

Eighth the average index score for indicators of SME employees' quality is 5.11. It can be interpreted high because the employees can produce products that comply with company standards. The quality of SME employees of 5.36 is categorized high because there are lot of products produced are in accordance with customer demand. Score of 5.91 of is considered high because the employees have commitment in obeying the rules existing in the company. And they do not want to leave the company where they work. Such commitment will produce high performance.

Table 1 explains the influence of personal intelligence (X1) on employee performance (Y) partially. As shown in column Sig (significance), the Sig. 0.000 is obtained and this value is smaller than the probability value Sig 0.05 or $0.05 > 0.000$, then H_0 is rejected and H_1 is accepted. In other words, personal intelligence influences employee performance significantly.

From the test results, the influence of the personal intelligence on employee performance of medium scale SMEs of Muslim fashion industry in Bandung can be seen in table 1 in which the value of the direct effect of 0.506 and the value of t-statistic for the path coefficient is greater than t-table ($6.198 > 1.978$). In this case, the personal intelligence has significant effect on the performance of employees of 0.506 or if the personal intelligence increases by one, the performance of employees will increase by 0.506. Thus, the hypothesis in this study proves that the personal intelligence significantly influences employee performance.

The influence of personal intelligence on the employee performance of 0.506 shows a considerably high influence. This reflects that personal intelligence relating to intellectual, emotional, spiritual, social and physical is one important component in improving the employee performance of medium scale SMEs of Muslim fashion industry in Bandung.

The variable of personal intelligence has a positive influence on the variable of employee performance. It can be understood that the changes in the personal intelligence will impact on employee performance. A positive value indicates unidirectional relationship. The higher the personal intelligence is, the higher the employee performance will be. It means that the lower the personal intelligence is, the lower the employee performance would be.

Table 1 Coefficient

| Model | Uderstandardized Coefficients | | Standardized Coefficients | t | Sig. | Correlations | | | Collinearity Statistic | |
|---------------------|-------------------------------|------------|---------------------------|-------|------|--------------|---------|------|------------------------|-------|
| | B | Std. Error | Beta | | | Zero-order | Partial | Part | Tolerance | VIF |
| 1 (Constant) | 4.956 | 2.196 | | 2.257 | .026 | | | | | |
| Kecerdasan Personal | .083 | .013 | .506 | 6.198 | .000 | .562 | ..516 | .485 | .918 | 1.089 |
| Budaya Organisasi | .112 | .046 | .197 | 2.414 | .017 | .342 | .228 | .189 | .918 | 1.089 |

a. *Dependen Variabel : Kinerja*

Source: Data processed in 2016

Personal intelligence in the forms of intellectual, emotional, spiritual, social and physical ones possessed by employees of medium scale SMEs of Muslim fashion industry in Bandung has significant effect on the six dimensions of employee performance. Their personal intelligence will be able to improve their performance if they can distinguish the shape of products quickly, write, read and communicate well. They also have emotional intelligence in terms of understanding their own strengths and weaknesses, understanding and controlling their mood, being able to make decisions if the performance does not reach the maximum, having concern with others so that the good relationship with colleagues and employers can be maintained. Honest employees are really needed who do not harm others and can keep the promises to the company and colleagues. Another thing that can improve employee performance is the employee's healthy body condition which enables them to work optimally.

The influence of organizational culture on employee performance is shown in the column Sig (significance). The Sig. 0.017 is smaller than the probability value Sig 0.05 or $0.05 > 0.017$. Then H_0 is rejected and H_1 is accepted, meaning that organizational culture has influence on employee performance significantly.

From the test results of the influence of organizational culture on employee performance of medium scale SMEs of Muslim fashion industry in Bandung, the direct influence is 0,197 and the value of t-statistic for the path coefficient of the influence of personal intelligence on employee performance shows that the value of the t-statistic is greater than t-table ($2.414 > 1.978$). In this case, the organizational culture has a significant effect on the employee performance of 0.197 or if the organizational culture increases by one, the employee performance will increase by 0.197. Thus the hypothesis in this study proves that

organizational culture significantly influences the employee performance.

The influence of organizational culture on employee performance of 0.197 shows a considerably low influence. This reflects that the organizational culture related to result orientation, costumer orientation, team orientation, aggressiveness and stability is one of the most important components in improving the employee performance of medium scale SMEs of Muslim fashion industry in Bandung.

The variable of organizational culture has a positive influence on the variable of employee performance. It is understood that the changes of the organizational culture will have an impact on employee performance. A positive value indicates unidirectional relationship. The stronger the organizational culture is, the higher the employee performance will be. It also means that the weaker the organizational culture is, the lower the employee performance would be.

Organizational culture in the forms of result orientation, costumer orientation, team orientation, aggressiveness and stability possessed by the employees of medium scale SMEs Muslim fashion industry in Bandung has a significant effect on the six dimensions of employee performance. The employee's organizational culture will be able to improve the employee performance if SMEs give rewards to the employees and teams when they complete the task quickly. The SMEs also need to organize fun activities to avoid the boredom. The fun activities will bring togetherness between the employees and the owners of SMEs.

Model Summary is the table to explain the effect of the variable of personal intelligence (X1) and the variable of organizational culture (X2) on the employee performance (Y) simultaneously.

Table 2. Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistic | | | | | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|------------------|----------|-----|-----|---------------|---------------|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change | |
| 1 | .593 ^a | .352 | .340 | 3.04789 | .352 | 28.775 | 2 | 106 | .000 | 1.672 |

a. Predictors: (Constant), Budaya Organisasi, Kecerdasan Personal

b. Dependent Variable: Kinerja

Source: Data processed in 2016



Table 3 ANOVA^b

| Model | Sum of Square | df | Mean Square | F | Sig. |
|--------------|---------------|-----|-------------|--------|-------------------|
| 1 Regression | 534.619 | 2 | 267.309 | 28.775 | .000 ^a |
| Residual | 984.702 | 106 | 9.290 | | |
| Total | 1519.321 | 108 | | | |

a. Predictors: (Constant), Organizational Culture, Personal Intelligence

b. Dependent Variable: Performance

Source: Data (processed) 2016

Table 3 Anova shows F count 28.775 and probability value (Sig) = 0.000, because the significance value (Sig) <0.05, then the decision is H0 is rejected and H1 is accepted. This means that personal intelligence and organizational culture significantly influence employee performance of medium scale SMEs of Muslim fashion industry in Bandung. The coefficient of determinant R square or $R^2_{yx1x2} = 0.352 = 35.2\%$ is shown in the table of summary model. And the influence of other variables, namely $1 - 0.352 = 0.648 = 64.8\%$.

CONCLUSION

First personal intelligence of employees in medium scale SMEs of Muslim fashion industry in Bandung in the forms of intellectual, emotional, spiritual, social or physical ones is in high level. This high intellectual intelligence is demonstrated by the ability of employees to distinguish the form of products quickly, high writing and reading skill, ability to have persistence in work. However their ability in communication is still low because companies rarely give knowledge to the employees about the manner of greeting customers. Their high emotional intelligence is shown by the employee's ability to understand their own strengths and weaknesses, and ability to control their mood to work optimally. The employees also have a high sense of caring to others causing a good relationship with their employers and co-workers. Such relationship creates a comfort for employees to work and reach the high performance. High spiritual intelligence is demonstrated by the ability of employees to keep their promises to the company and co-workers so that employees can be relied upon by companies and workers. High spiritual intelligence is also reflected in the employees' attitude of doing good so they do not harm others. High social intelligence is indicated by

their neat appearance in serving customers coming to the store. Employees are also honest and sincere in their work so that they are believed by the company to finish the job. High physical intelligence is shown by their healthy condition which makes the employees work quickly to produce products that comply with the prescribed standards of the company.

Organizational culture in medium scale SMEs of Muslim fashion industry in Bandung is strong enough. It can be seen from employees who always finish their work. SMEs are strong in giving awards to employees and teams. Employees also feel unrivaled when co-workers complete tasks more quickly resulting in the sense to do the best for the company. To maintain a togetherness, SMEs organize fun activities to strengthen the employee's relationship with the owners of SMEs and co-workers.

High employee performance is demonstrated by the products produced in accordance with prescribed standards and by a lot of products produced according to customer's demand. Employees have a strong commitment for the employees obey the rules in the company and the employees do not want to quit from the company where they work.

Second personal intelligence has a significant influence on employee performance of medium scale SMEs of Muslim fashion industry in Bandung, meaning that the higher the level of intelligence of the employees is, the higher the performance of employees will be. And vice versa, the lower the level of their personal intelligence is, the lower their performance will be. Employees who have personal intelligence will work optimally to achieve the goal to make high performance.

Third the organizational culture has a significant influence on the employee performance of medium scale SMEs of Muslim fashion industry in Bandung. It means that the stronger the organizational culture of the SME is, the better the employee performance will be. In other words, the weaker the organizational culture is, the lower the employee performance will be. Employees who have high level of intelligence will show positive attitudes toward work, thus giving the positive perception and values for the company members. Organizational culture is related to work so

that it will also affect the performance. That is why the stronger the organizational culture perceived by the employees, the higher the performance will be shown.

Fourth both personal intelligence and organizational culture significantly influence the employee performance of medium scale SMEs of Muslim fashion industry in Bandung. Personal intelligence and organizational culture influence the employee performance of 35.2%, while the remaining 64.8% is influenced by other factors. This means that the personal intelligence and organizational culture will encourage employees to thrive and grow together with companies (SMEs) to improve the performance.

Suggestions

The results of the research, conducted on the personal intelligence and organizational culture on employee performance of medium scale SMEs of fashion Muslim industries in Bandung, provide suggestions as follows:

First even though the employees personal intelligence is already in high level, the employees need to be given the knowledge of how to communicate well so that they can serve customers politely and courteously. Companies are recommended to maintain good relation between the owners of SMEs and employees through activities held outside the workplace, for example, by conducting fun outbound activities so employees are not saturated with everyday work. Outbound activities also have benefits to strengthen the relationship among coworkers and owners of SMEs so that employees will not quit from the company.

Second despite the strong organization culture, the owners of SMEs are expected to give more rewards, for example in the form of bonuses to employees and teams for their good work and for achieving the targets set. Thus, the employees feel that they are appreciated for what they have done. Finally, they continue to improve their performance.

Third although the level of employee performance is already high, the owners of SMEs are expected to always discuss with employees about the targets to

be achieved. To improve their discipline, there should be briefing before starting the work. It is also needed to evaluate the things occurring within the company. Briefing is preferable to see who arrive on time or too late so that employees arriving late get sense of shame and can be immediately reminded.

Fourth companies should review the existing organizational culture in medium scale SMEs of Muslim fashion industry in Bandung which is considered strong. Discipline should be applied more deeply so that SME can grow into a successful company. The company is expected to follow the rules in accordance with applicable regulations, without seeing status and position of employees. Creating a conducive working atmosphere will enable the company to improve the performance of employees of medium scale SMEs of Muslim fashion industry in Bandung.

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