

The Role of Intellectual Intelligence, Work Motivation, and Work Discipline in Enhancing the Performance of National Sar Squadron Personnel

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Abstract: This study aims to analyze the effect of intellectual intelligence, work motivation, and work discipline on personnel performance, both simultaneously and partially, and to identify variables that influence improving performance. The research was conducted at the Sarnas Squadron at Atang Sendjaja Air Base in Bogor. The method used was a quantitative approach with a comparative causal design. Data analysis techniques were done through descriptive analysis and multiple linear regression to test the simultaneous and partial effects between variables. The results indicate that intellectual intelligence, work motivation, and work discipline simultaneously and partially significantly influence the performance of personnel at the Sarnas Squadron at Atang Sendjaja Air Base in Bogor. Among the three variables, work discipline contributed most significantly to performance improvement, emphasizing the importance of implementing high discipline in a military work environment. These findings reflect that operational success and work effectiveness are not only influenced by cognitive abilities and motivational drives but are substantially determined by adherence to rules, firmness, and consistency in performing tasks. These findings contribute theoretically to developing human resource management literature and practically to military management in enhancing performance effectiveness through improved discipline, motivation, and intellectual development.

Keywords: Intellectual Intelligence, Work Motivation, Work Discipline, Personnel Performance.

1. INTRODUCTION

In an era of globalization characterized by technological advances and high social dynamics, the quality of human resources has become one of the main determinants of an organization's success. Individual performance directly contributes to achieving organizational goals, especially in strategic and public service-oriented organizations such as the military. The Indonesian Air Force National Search and Rescue Squadron (Sarnas Squadron) is a unit with significant responsibilities in emergencies, such as disaster evacuation and rescue missions. Personnel must possess technical skills, high intellectual qualities, motivation, and discipline. Therefore, improving the performance of Sarnas Squadron personnel is an important issue in efforts to strengthen organizational effectiveness and ensure readiness and the successful execution of operational tasks in the field.

Performance reflects individuals' effectiveness in carrying out their organizational roles, tasks, and responsibilities. Numerous studies have shown that various internal and external factors influence individual

performance. One significant internal factor is intellectual intelligence (intelligence quotient/IQ), which is closely related to logical thinking capacity, analytical skills, and the ability to solve problems systematically. According to Cattell (in Clark, 1983), intellectual intelligence reflects a person's ability to understand complex relationships and adapt to changing situations. In a military context, this ability is crucial, as personnel must make quick and accurate decisions under pressure and in unpredictable and high-risk environments.

In addition to intellectual intelligence, work motivation is a fundamental factor influencing individual performance quality. Work motivation can be defined as internal or external forces that drive a person to act, persevere, and achieve specific goals. In military organizations such as the TNI Sarnas Squadron, high motivation is essential to maintain fighting spirit, perseverance, and loyalty to the institution and the state. Herzberg (2003) states that motivation arises from an awareness of the meaning and value of the work. Low motivation, such as dissatisfaction or unappreciation, will hurt work enthusiasm, creativity, and overall performance. Therefore, organizations must create a

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supportive work environment and design managerial strategies that sustainably trigger motivation.

Work discipline also plays a vital role in determining the performance level of organizational personnel. Discipline reflects compliance with established rules, regulations, and work procedures. In the military world, discipline is not merely a set of formal rules, but rather part of the organizational culture that shapes the attitudes and behavior of soldiers in carrying out their duties. Wursanto (2021) explains that high work discipline can foster an orderly, efficient, and productive work climate. Conversely, a lack of discipline will disrupt operational smoothness, decrease work morale, and increase the risk of errors in mission execution. Therefore, discipline must be enforced consistently through a fair, professional, and educational approach to improve the performance of individuals and teams positively.

The performance of Sarnas Squadron personnel is not only a reflection of individual abilities in carrying out tasks, but also an indicator of the organization's overall effectiveness. Research examining the influence of intellectual intelligence, work motivation, and discipline on performance is highly relevant to provide empirical evidence for formulating human resource development policies. In line with the opinions of Wright *et al.*, (2001) and Mayo (2000), outstanding organizations no longer rely solely on external excellence. However, they must also build internal strength by optimizing individual potential. In this context, improving the performance of Sarnas personnel is part of a long-term strategy to strengthen institutional capacity to address emergencies effectively, quickly, and organizedly.

Based on this background, this study aims to analyze the significance of the influence of intellectual intelligence, work motivation, and work discipline on the performance of Sarnas Squadron personnel simultaneously. In addition, this study will also examine the influence of these three variables on the performance of Sarnas Squadron personnel. The final objective of this study is to identify the most dominant variable that influences Sarnas Squadron personnel's performance at Atang Sendjaja Air Base in Bogor. The results of this study are expected to provide practical contributions as a reference for the Sarnas Squadron at Atang Sendjaja Air Force Base in Bogor in formulating strategies to improve performance by strengthening intellectual intelligence, work motivation, and work discipline. Theoretical contributions enrich studies in human resource management, particularly related to factors that influence the performance of military organizations. In addition, the results of this study can also be used as a reference for practitioners and academics in developing further research and addressing the challenges of increasingly complex human resource management.

2. LITERATURE REVIEW

Performance reflects the work results, both in terms of quality and quantity, achieved by individuals or groups within an organization by their roles and responsibilities (Robbins & Judge, 2012). Performance is also closely related to work behavior toward achieving organizational goals and efficiently utilizing resources (Chu & Lai, 2011). In the context of the Sarnas Squadron, personnel performance indicates success in carrying out humanitarian missions, evacuations, and other Sarnas Squadron operations that require speed, accuracy, and physical and mental toughness. Performance measurement includes indicators such as the quality and quantity of work, timeliness, effective use of resources, task independence, and commitment to the organization. In addition, interpersonal aspects such as coordination and cooperation among personnel are also important parts of performance evaluation in team-based work units such as the Sarnas Squadron.

Various factors can influence the performance of Sarnas Squadron personnel, ranging from individual characteristics to organizational policies and external environmental factors. Individual factors include physical health, psychological condition, intrinsic motivation, job satisfaction, and skills and experience. Organizational factors include leadership style, management effectiveness, and organizational culture that instills values of discipline and responsibility. The work environment, such as physical conditions of the workplace, adequacy of facilities and infrastructure, and workplace safety, plays a significant role in maintaining personnel performance at optimal levels. Meanwhile, management policies related to regular training, incentive provision, and workload management also significantly influence. Equally important, external factors such as socio-economic conditions and government policies can affect organizational stability and readiness. Sutrisno (2017) identifies performance indicators, including ability, work enthusiasm, self-development, and efficiency, as the primary benchmarks for evaluating human resource quality.

Intellectual intelligence, or intelligence, is an individual's cognitive ability to understand, analyze, and respond to information accurately, logically, and efficiently (Zaka, 2022). This term originates from Latin, reflecting an individual's ability to organize knowledge to solve problems (Jahja, 2011). In the context of the Sarnas Squadron, intellectual intelligence is an essential competency that every personnel must possess, given the complexity and dynamics of the tasks they face, especially in emergencies that demand accurate decision-making within limited time frames. Cattell (2013) states that intelligence encompasses the ability to direct actions, adjust behavior, and critically evaluate actions taken. This ability is highly relevant for Sarnas personnel, who often face unpredictable field conditions and require strategic responses based on data and trained logical intuition.

Intellectual intelligence is not solely the result of biological potential but is also influenced by various external determinants, including social, economic, and educational environments (Silvia & Sanders, 2013). Within the Sarnas Squadron framework, continuous training, field experience, and a work environment that supports cognitive development are important factors in shaping operational intelligence. According to Buchar (2016), indicators of intellectual intelligence include numerical proficiency, verbal communication efficiency, observation speed, memory, spatial relationship understanding, and imagination. All these indicators play a key role in the success of search and rescue missions, as they require quick analysis of geographical conditions, efficient information processing, and strategies based on patterns and relationships between situational variables (Priyana, 2017). Therefore, investment in enhancing intellectual intelligence through educational and practical approaches is a strategic aspect in developing the quality of human resources in the Sarnas Squadron.

Work motivation is a fundamental component that plays a significant role in determining the level of performance and productivity of Sarnas Squadron personnel. In the context of high duties and responsibilities for public safety, work motivation is a key determinant in maintaining consistency and quality in executing rescue missions. Herzberg (1959) defines motivation as a psychological process that includes an individual's enthusiasm, direction, and persistence in achieving personal and institutional goals. As explained by Maslow through his hierarchy of needs theory, work motivation begins with fulfilling physiological needs and progresses toward self-actualization. In military units such as the Sarnas Squadron, these needs include a sense of safety while on duty, recognition from superiors, and self-actualization through mission success. Effective human resource management must understand the dynamics of employee motivation to create an adaptive work system focused on strengthening the psychological well-being and professionalism of personnel.

The factors of work motivation within the scope of the Sarnas Squadron can be classified into two main categories, intrinsic and extrinsic motivation, as explained by Kim (2018). Intrinsic motivation arises within the individual, such as a spirit of dedication, a sense of responsibility, and a desire for moral recognition for dedication in carrying out humanitarian tasks. On the other hand, extrinsic motivation includes elements originating from outside the individual, such as rewards, career guarantees, adequate supervision, and a safe and supportive work environment (Kuvaas & Dysvik, 2009). In practice, inspirational leadership and a fair compensation system have significantly influenced maintaining personnel work motivation. In addition, flexible yet firm work regulations are necessary to balance military discipline and the psychological well-being of personnel. By understanding these indicators, institutions can design strategies to improve work

motivation that are sustainable, adaptive to change, and in line with the spirit of Sarnas Squadron personnel's dedication to the country and humanity.

Work discipline among Sarnas Squadron personnel is important in maintaining professionalism and operational effectiveness, especially in rescue tasks requiring high alertness and compliance with procedures. Work discipline reflects employees' motivation to act according to established norms and rules. Anoraga (2021) emphasizes the importance of compliance with company regulations. Sjafrri & Aida (2017) also add that discipline is a form of awareness in obeying organizational regulations. Various factors, such as leadership, organizational policies, motivation, work culture, and training and sanctions, as explained by Mathis (2021), greatly influence the formation of strong work discipline. In addition, indicators of discipline according to Hasibuan (2020), such as clear objectives, strict supervision, and fairness in applying rules, are important benchmarks in building a disciplined work culture in military and rescue environments such as the Sarnas Squadron.

3. RESEARCH METHOD

3.1 Research Design

This study employs a quantitative approach, testing hypotheses using statistical tools. The research design is a causal-comparative study with three independent and one dependent variable. This explanatory study aims to explain the relationships between variables and identify causal effects among the variables under investigation, thereby providing a deeper understanding of the studied phenomenon.

3.2 Scope and Location of the Study

The scope of this study covers human resource management, specifically the performance of personnel at the Atang Sendjaja Air Force Base in Bogor, which is influenced by intellectual intelligence, work motivation, and work discipline. This study was conducted at the Atang Sendjaja Air Force Base in Bogor, which was selected because it has relevant data that is easily accessible, thereby creating cost efficiency in data collection, travel, and accommodation. The research location was selected based on its suitability to the research context, where the factors being studied directly impact personnel performance. Thus, the results of this study are expected to provide a real contribution to human resource management in the environment of the Sarnas Squadron at Atang Sendjaja Air Force Base in Bogor.

3.3 Research Population and Sample

The population in this study consists of all personnel of the Sarnas Squadron at Atang Sendjaja Air Force Base in Bogor, totaling 71 individuals, who are the study subjects with specific characteristics. According to Sugiyono (2009), the population encompasses the totality of objects relevant for study, both quantitatively

and qualitatively. A sample, which is a portion of the population, is selected to represent the overall characteristics of the population. In this study, the census method was used because the population size was limited, where all 71 personnel were selected as the sample and studied in their entirety.

3.4 Data Collection and Analysis Techniques

Data collection in this study used questionnaires to obtain written information from respondents regarding the research variables, to ensure relevant data, and to ensure high reliability and validity by the research design described by Sugiyono (2009). The collected data were then analyzed using two main techniques. First, descriptive analysis describes the phenomenon being studied based on the respondents' answer scores. This analysis is conducted using SPSS version 25.0 (Ghozali, 2007). Second, multiple linear regression analysis was used to measure the influence of dependent variables on independent variables. This analysis also measured the closeness of the relationship between variables using the correlation coefficient (R) and the contribution of independent variables to changes in dependent variables using the coefficient of determination (R²), where an R² value close to 1.0 indicates a substantial contribution using Ghozali's (2007) model as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Explanation:

Y = Performance

α = Constant number

$\beta_1 - \beta_3$ = Regression coefficient

X₁ = Intellectual intelligence

X₂ = Work motivation

X₃ = Work discipline

e = Standard error

4. RESULTS AND DISCUSSION

4.1 Research Findings

Atang Sendjaja Air Force Base in Bogor, established in 1948 and located in Bogor Regency, West Java, plays a crucial role in supporting national air defense, particularly in West Java, as an integral part of the Indonesian Air Force. In addition to fulfilling its core military duties, the base contributes to human resource development through education and training in aviation. The base has adequate facilities and trained personnel, enabling optimal operational performance. Personnel performance is enhanced through the development of intellectual intelligence for technical capabilities and quick decision-making, work motivation to achieve organizational goals, and work discipline that supports efficiency and compliance with procedures. These three factors play an important role in maintaining the stability and success of the organization, making Atang Sendjaja Air Base a vital element in Indonesia's air defense.

The research respondents involved 71 personnel grouped based on gender, age, education, and length of service at the Sarnas Squadron of Atang Sendjaja Air Base in Bogor. This grouping aims to

provide a clearer picture of the measured variables: intellectual intelligence, work motivation, discipline, and performance. Based on the tabulation results, male respondents dominated with 46 people (64.8%), while female respondents numbered 25 people (35.2%). In terms of age, the majority of respondents were aged 31–40 years, with 25 respondents (35.2%), followed by the age group >50 years with 20 respondents (28.2%), aged 41–50 years with 15 respondents (21.1%), and finally aged 20–30 years with 11 respondents (15.5%). This age distribution indicates that most personnel are in their productive years and at the peak of their careers, which can influence performance and work dynamics at the Sarnas Squadron of Atang Sendjaja Air Force Base in Bogor.

Regarding education, most respondents hold a bachelor's degree (40 people, 56.3%), while those with a postgraduate degree account for 31 people (43.7%). This reflects a good level of understanding in addressing issues encountered in their work, as higher education is often associated with stronger analytical and problem-solving skills. Regarding work experience, respondents with over 5 years of experience dominate at 21 people (29.6%), followed by 3-5 years of experience at 18 people (25.4%), 1-3 years of experience at 17 people (24%), while those with less than 1 year of experience account for 15 people (21.1%). This data indicates that most personnel have sufficient job experience, contributing to a deep understanding of operational tasks and improved work efficiency at the Sarnas Lanud Atang Sendjaja Bogor Squadron.

This study provides a descriptive overview of the conditions of 71 personnel at the Sarnas Squadron of Atang Sendjaja Air Force Base in Bogor, focusing on intellectual intelligence, work motivation, work discipline, and performance. The SPSS program was used to calculate descriptive statistics, such as mean or mode values, to provide an overview of the measured variables. Grouping respondents based on gender, age, education, and years of service allows the researcher to examine how these demographic factors influence intellectual intelligence, motivation, work discipline, and performance, and identify potential issues or problems among the personnel of the Sarnas Squadron. Thus, this descriptive analysis provides important information in understanding the basic characteristics of the respondents and the work environment at the Sarnas Squadron of Atang Sendjaja Air Force Base in Bogor.

The intellectual intelligence variable shows significant variation in three leading indicators: emotional, psychological, and social. The emotional indicator, with the highest value of 36 (50.7%) and the lowest of 1 (1.4%), describes differences in individuals' ability to manage feelings and interpersonal relationships. The psychological indicator, with the highest value of 40 (56.3%) and the lowest of 1 (1.4%), reflects differences in analytical thinking and problem-

solving abilities among personnel. The social indicator, with the highest value of 40 (56.3%) and the lowest of 1 (1.4%), indicates differences in personnel's ability to interact and communicate effectively in a social context. These results indicate that the intellectual intelligence of Sarnas Squadron personnel varies, which can affect their performance in aerospace and operational tasks.

Work motivation variables consist of four leading indicators, namely physical needs, security, social needs, and rewards. The analysis results show that the physical needs indicator recorded the highest value of 52 (73.2%) and the lowest of 4 (5.6%), indicating significant differences in fulfilling basic needs that affect work motivation. The sense of security indicator, with the highest value of 43 (60.6%) and the lowest of 2 (2.8%), highlights the importance of a sense of security in the work environment for personnel. Social needs, with the highest value of 39 (54.9%) and the lowest of 1 (1.4%), reflect personnel satisfaction with interpersonal relationships at the workplace. Finally, the recognition indicator, with the highest value of 36 (50.7%) and the lowest of 1 (1.4%), indicates variations in the level of recognition received by personnel. These variations in work motivation directly influence improvements or declines in personnel performance when carrying out their duties.

The indicators measured in the work discipline variable include goals and abilities, assertiveness, supervision, and fairness. The analysis results show that the goals and abilities indicator has the highest value of 40 (56.3%) and the lowest of 3 (4.2%), illustrating varying levels of understanding of the goals and roles of each individual. The firmness indicator, with the highest

value of 40 (56.3%) and the lowest of 3 (4.2%), reflects differences in firmness in enforcing rules and procedures at the workplace. The supervision indicator, with the highest value of 40 (56.3%) and the lowest of 1 (1.4%), indicates differences in the level of supervision over personnel performance. Meanwhile, the fairness indicator, with the highest value of 34 (47.9%) and the lowest of 1 (1.4%), reflects personnel perceptions of applying fairness principles in performance evaluations. Consistently applied work discipline plays an important role in improving performance and efficiency.

Meanwhile, the performance variable consists of four indicators: ability, work enthusiasm, self-development, and efficiency. The ability indicator shows the highest value of 43 (60.6%) and the lowest 2 (2.8%), reflecting variations in personnel technical skills. The work enthusiasm indicator, with the highest value of 40 (56.3%) and the lowest 1 (1.4%), illustrates differences in personnel motivation levels in completing tasks. Self-development has the highest value of 39 (54.9%) and the lowest of 4 (5.6%), indicating the extent to which personnel invest in improving their capabilities. Efficiency, which also varies, reflects the potential for improvement in work efficiency at the Sarnas Squadron. Overall, personnel performance is influenced by intellectual intelligence, motivation, and work discipline, all of which require improvement to achieve optimal results.

The results of multiple linear regression analysis testing the influence of intellectual intelligence, work motivation, and work discipline on personnel performance at the Sarnas Squadron at Atang Sendjaja Air Base in Bogor are presented in the table below:

Table 1: Multiple Linear Regression Results

Variable	Description	Regression Coefficient β	t Count	Sig.
X ₁	Intellectual Intelligence	0.170	0.141	0.000
X ₂	Work Motivation	0.264	0.326	0.000
X ₃	Work Discipline	0.289	0.346	0.000
Constant	11.307			
R ²	0.094			
Adjusted R Square	0.098			
F Count	4.751			
Sig. F	0.000			
N	95			

Based on the results of the multiple linear regression analysis presented in the table above, the multiple linear regression equation is formulated as follows:

$$Y = C + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

$$Y = 11.307 + 0.170X_1 + 0.264X_2 + 0.289X_3 + e$$

Based on the results of the multiple linear regression analysis, the regression constant value of 11.307 indicates that even though the three independent variables, namely intellectual intelligence, work motivation, and work discipline, are assumed to be

constant or equal to 0, there is still an influence on performance at the Sarnas Squadron of Atang Sendjaja Air Force Base in Bogor. This shows that other factors influence performance besides the three variables studied. The regression coefficient for the intellectual intelligence variable is 0.170, indicating a significant positive influence on personnel performance. The t-test results show that the probability value for the intellectual intelligence variable is less than the predetermined level of research error, which is 0.05, so it can be concluded that intellectual intelligence contributes significantly to

improving the performance of Sarnas Squadron personnel.

Furthermore, the regression coefficient for the work motivation variable is 0.264, indicating a significant positive influence on personnel performance. High work motivation can increase enthusiasm and dedication in carrying out tasks, which in turn has a direct effect on individual performance. The t-test results show that the probability value for the work motivation variable is also less than 0.05, indicating that the influence of work motivation on performance is significant. Furthermore, the regression coefficient for the work discipline variable is 0.289, indicating that work discipline also significantly influences performance. The t-test results for the work discipline variable show a probability value of less than 0.05, confirming the importance of discipline in achieving optimal performance at the Sarnas Squadron of Atang Sendjaja Air Force Base in Bogor.

The strength of the relationship between the independent variables, namely intellectual intelligence, work motivation, and work discipline, and the dependent variable performance was measured using multiple correlation coefficient analysis. The correlation coefficient (R) value of 0.94 indicates a powerful relationship between the independent variables and performance. This indicates that these three factors play a vital role in determining the performance of personnel at the Sarnas Squadron of Atang Sendjaja Air Force Base in Bogor. Furthermore, the coefficient of determination (R²) value of 0.98 reveals that 98% of the variation in personnel performance can be explained by intellectual intelligence, motivation, and work discipline. The remaining 2% is likely influenced by other factors not examined in this study, providing a clear picture of the significant contribution of these three variables to performance improvement.

The first hypothesis test in this study was conducted using an F-test to determine whether the three independent variables, namely intellectual intelligence,

work motivation, and work discipline, significantly affected the dependent variable, namely performance. The F-test was performed by comparing the calculated and table F values. In this case, the calculated F value obtained was 4.751, while the table F value for $\alpha=0.05$ and $df=71$ was 3.98. This comparison shows that the calculated F value is greater than the table F value ($4.751 > 3.98$), and the significance value (sig.) of F obtained is < 0.001 , which is smaller than the researcher's error level of 0.05. Based on these results, it can be concluded that intellectual intelligence, work motivation, and work discipline significantly affect the performance of personnel at the Atang Sendjaja Air Force Base in Bogor, so the first hypothesis can be accepted.

The second hypothesis in this study was tested using a t-test to determine the effect of each independent variable, namely intellectual intelligence, work motivation, and work discipline, individually, on the dependent variable, namely performance. The t-test results show that the t-value for the intellectual intelligence variable is 0.141 with a significance level of 0.000, which is less than 0.141, indicating a significant influence on performance. For the work motivation variable, the t-value is 0.326 with a significance level of 0.000, which is less than 0.326, indicating a significant influence on performance. Similarly, for the work discipline variable, the t-value is 0.346 with a significance level of 0.000, which is less than 0.346, indicating a significant influence on performance. Based on these results, intellectual intelligence, motivation, and work discipline significantly influence personnel's performance at the Atang Sendjaja Air Force Base in Bogor.

Meanwhile, the results of the third hypothesis testing in this study were conducted by comparing the unstandardized coefficients to see which variable had the most dominant influence on performance. The analysis results show that the work discipline variable has a coefficient of 0.289, the largest compared to the intellectual intelligence and work motivation variables. The results can be seen in full in the following table:

Table 2: Result of Third Hypothesis Testing

No	Independent Variable	Dependent Variable	Regression Coefficient	Sig. t	Error Tolerance Level	Result
1	X ₁ Intellectual Intelligence	Y - Performance	0.170	0,000	0,05	X ₁ affects Y
2	X ₂ Work Motivation	Y - Performance	0.264	0,000	0,05	X ₂ affects Y
3	X ₃ Work Discipline	Y - Performance	0.289	0,000	0,05	X ₃ affects Y

Thus, it can be proven that work discipline has a more dominant influence on personnel performance than intellectual intelligence and work motivation. This finding indicates that improving work discipline can have a greater impact on improving personnel performance at the Atang Sendjaja Air Force Base in Bogor than other factors.

4.2 DISCUSSION OF RESEARCH RESULTS

Intellectual intelligence in this study was measured through three indicators: emotional, psychological, and social. In the emotional indicator, most respondents strongly agreed that they always wanted to know more about various things. This indicates a high level of curiosity among Sarnas Air Force Base personnel in Atang Sendjaja, Bogor. In the

psychological indicator, most respondents strongly agreed that they enjoy discussing various topics, reflecting openness and a desire to share knowledge. In the social indicator, respondents tended to strongly agree that conflicts in the Atang Sendjaja Air Force Base Squadron environment are resolved constructively, illustrating a positive and collaborative problem-solving culture within the organization.

Work motivation was measured through four indicators: physical needs, safety needs, social needs, and recognition needs. On the physical needs indicator, most respondents strongly agreed that they were satisfied with the facilities provided, indicating that physical conditions and facilities supporting work have been met. On the safety indicator, most respondents strongly agreed that they felt protected from the risk of job loss, such as termination of employment, reflecting a high level of safety at work. Regarding social needs, most respondents strongly agreed that they felt communication with their superiors was open, reflecting a good communication climate in the workplace. Meanwhile, regarding esteem, most respondents agreed that they had opportunities for career development, indicating attention to individual career development.

Work discipline was measured through four indicators, namely goals and abilities, assertiveness, supervision, and fairness. Most respondents agreed they receive helpful feedback from their superiors or coworkers on the goals and abilities indicator, reflecting a constructive feedback system within the organization. Most respondents strongly agreed that they uphold their work commitments on the assertiveness indicator, indicating high discipline in carrying out tasks. Most respondents agreed they feel safe working in the supervision indicator, indicating adequate and non-pressuring supervision. In the fairness indicator, most respondents feel that they are treated fairly in the environment of the Atang Sendjaja Air Force Base in Bogor, illustrating that the principle of fairness is well applied in the organization.

Performance is measured through four indicators: competence, work enthusiasm, self-development, and efficiency. Regarding competence, most respondents strongly agreed that they have good communication skills, indicating good interpersonal skills. In terms of work enthusiasm, the majority of respondents strongly agreed with the statement that they often seek opportunities to develop their skills, indicating internal motivation to continue to grow. Regarding self-development, most respondents strongly agreed that they have access to resources that help them grow professionally, reflecting support for career development and competence. Meanwhile, regarding efficiency, most respondents agreed that information technology at the Atang Sendjaja Air Force Base helps improve operational efficiency, indicating that technology positively impacts productivity and work effectiveness.

Intellectual intelligence is an important factor that influences the performance of personnel at the Atang Sendjaja Air Force Base in Bogor. The study results show that most personnel have good intellectual intelligence, which is reflected in their ability to think critically, solve problems, and make appropriate decisions at work. This intellectual intelligence is influenced by cognitive factors and emotional, psychological, and social aspects that support each other. Personnel with stable emotional control, healthy psychological conditions, and good social skills can interact more effectively with colleagues and superiors and perform their duties more efficiently. Therefore, improving intellectual intelligence through emotional, psychological, and social development is important in improving work environment performance and achieving better organizational goals.

Work motivation plays a significant role in improving performance because it is an internal drive that encourages someone to work harder, more efficiently, and achieve set goals. This study shows that the higher the work motivation of Sarnas Squadron personnel, the more likely they are to contribute maximally to achieving organizational goals. Work motivation is not only influenced by basic needs such as security and recognition but also by internal drives such as the desire to continue developing and a high level of curiosity. With high motivation, personnel work harder and focus more on improving the quality of their work. In the long term, this positively impacts individuals and improves the organization's overall performance. High work discipline also supports achieving organizational goals by ensuring all personnel comply with established rules and procedures.

5. CONCLUSION AND RECOMMENDATIONS

This study examined the influence of intellectual intelligence, work motivation, and work discipline on the performance of personnel at the Sarnas Squadron at Atang Sendjaja Air Base in Bogor. Based on the objectives and results of the study, it can be concluded that intellectual intelligence, work motivation, work discipline, and the performance of Sarnas Squadron personnel can be well explained based on the conditions at Atang Sendjaja Air Base in Bogor, which was the background of this study. The study's results indicate that intellectual intelligence, work motivation, and work discipline significantly affect personnel performance. These three variables also proved to have a significant partial effect on personnel performance. Additionally, work discipline has the most dominant impact on influencing personnel performance, indicating that a high level of discipline is crucial in achieving optimal performance in the work environment of the Sarnas Squadron at Atang Sendjaja Air Force Base in Bogor.

Based on the study's results, several suggestions can be made. First, the intellectual intelligence of Sarnas Squadron personnel needs to be evaluated periodically to

monitor their cognitive development and critical thinking skills, so that further development needs can be identified. Second, work motivation should be evaluated regularly to identify problems and find practical solutions to improve personnel's enthusiasm. Third, work discipline should be evaluated with the involvement of personnel in the process to increase their commitment to the applicable rules and procedures. Finally, many other variables not examined in this study can affect performance. Therefore, these factors need to be considered in further research to provide a more comprehensive picture for improving the performance of Sarnas Squadron personnel.

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