

The Influence of Intellectual Capability, Corporate Culture and Work Motivation on Employee Performance at the Semarang BPPLK Office

Bianda Sekar Pratiwi

Faculty of Economy, Sultan Agung Islamic University, Semarang, Indonesia, E-mail: BiandaSekarPratiwi.std@unissula.ac.id

Abstract. *This study aims to determine the effect of intellectual ability on employee performance at BBPLK Semarang. In addition, this study also aims to determine the effect of corporate culture on employee performance at BBPLK Semarang. And finally, this study also aims to determine the effect of intellectual ability and organizational culture on employee performance at BBPLK Semarang both simultaneously and partially. To test these variables, researchers used data collection techniques using the survey method by distributing questionnaires with google forms to 92 BPPLK Semarang employees. The sampling of this study used non-probability sampling with purposive sampling techniques.*

Keywords: *Corporate; Culture; Intellectual.*

1. Introduction

Human resources are a topic that is always interesting to study, not only because humans are both actors and objects of work for an organization's goals. More than that, humans are creatures of Allah SWT, each of whom has a different personality and has a different response to external conditions. An organization is formed as a container to achieve goals that have been set and planned. The human element is needed to operate the organization, or in other simpler terms it can be said that without the human element, an organization cannot be moved to realize the goals as previously set.

The rapid development of organizations in the era of globalization has made competition within an organization increasingly tight. Human resources have an important role in today's business competition. It is said that companies with good human resources will be able to compete with other companies. This proves that the quality of human resources also determines the quality and future of the company.

Several studies on intellectual ability, organizational culture, work motivation and employee performance have been conducted previously. These studies show different results. According to the results of research conducted by Gondal and Husain (2013), it states that intellectual ability does not have a significant effect on employee performance. This is different from emotional intelligence which shows a significant effect on employee performance and indicates that emotional intelligence is more important than other intelligence in the workplace. According to the results of research conducted by Farida (2016), it states that intellectual ability and organizational culture have a positive and significant

effect on employee performance at BAPPEDA Simalungun Regency simultaneously and partially. Fharied's research (2014) states that only emotional intelligence affects employee performance, while intellectual ability and spiritual intelligence do not affect employee performance. Research by Yani and Istiqomah (2016) shows that intellectual ability has a significant effect on employee performance, while emotional intelligence does not have a significant effect on employee performance. When mediated by professionalism, intellectual intelligence has a significant effect on employee performance, while emotional intelligence does not affect employee performance. Meanwhile, according to Saragih (2018), intellectual ability and work ethic have a positive and significant influence on employee performance at Guest PT BPRS Amanah Bangsa Pematang Siantar, both simultaneously and partially.

Reynecke in Liliweri (2014:276) explains culture as a deposit of knowledge, experience, beliefs, values, attitudes, meanings, hierarchies, religions, records of time, roles, certain relationships, universe concepts, material objects, and thoughts recognized by a group of people which are then passed down from one generation to another. Culture will show the rules of the game that apply in a group or organization. Organizational culture allows for change due to adjustments to circumstances against the applicable rules of the game. These rules of the game are formed differently, which then if they are deemed suitable to be implemented, will be passed on to the next generation. An organization feels the need to take into account a strong organizational culture and in line with several applicable limitations. As long as it has a strong organizational culture, has a good impact and can be applied well by members of the organization, it can facilitate organizational activities. A strong organizational culture will not necessarily run smoothly, so there needs to be adjustments in it. An organization with a strong culture will influence employee behavior and performance effectiveness. Employee performance will run in accordance with the culture adopted in the organization. In addition, the implementation of culture in a company will also shape the character of its employees in carrying out their duties and achieving the company's goals.

According to Zwell (in Wibowo, 2010) organizational culture also plays a role in employee performance. Organizational culture will affect the competence of human resources in various activities, such as in recruitment and selection practices, employee reward systems, decision-making systems, organizational philosophy, vision, mission, values, habits and procedures, commitment, and the organizational process itself. Morris (in Fawcett, 2008) stated that, "Good people in a good environment do good work." This means that people who have good qualities in a good environment or organization will also perform well. This statement is in line with Handayani's opinion (2012) that organizational culture greatly influences the behavior of organizational members because the value system and organizational culture can be used as a reference for human behavior in organizations that are oriented towards achieving goals or performance results that have been set, so if the organizational culture is good, it is not surprising that members of the organization are good and qualified people too.

There are several studies on organizational culture that have been conducted previously. Adinata (2015) conducted a study with results showing that transformational leadership,

work motivation, organizational culture have a significant effect on employee performance. The most dominant influence is organizational culture while the lowest influence is transformational leadership. Research conducted by Lina (2014) showed that the results of leadership and organizational culture have an effect on employee performance but only 11.6% while the rest is explained by other variables. Ibrahim and Bakar (2018) conducted a study showing that both strategic improvisation and dimensions of organizational culture have a direct relationship with the performance of HEIs. However, only innovative culture moderates the relationship between strategic improvisation and HEIs, while bureaucratic culture and supportive culture failed to support the proposed hypothesis.

In addition to ability and intellectual capability and organizational culture, work motivation is also a factor that can affect employee performance. Work motivation is an internal force or drive that drives a person to achieve goals or high performance in the work environment. This can come from various sources, including personal satisfaction, a sense of achievement, recognition for achievements, responsibility for work, or even external factors such as financial rewards or recognition from coworkers and superiors. Work motivation plays an important role in individual and overall organizational productivity, as motivated employees tend to be more dedicated, productive, and contribute positively to company goals. Permana's (2021) research shows that work motivation has a positive and significant effect on employee performance. In addition, research by Jufrizen (2022) also shows that work motivation has a positive and significant effect on employee performance. However, Sumiati's (2019) research shows that work motivation does not have a significant effect on employee performance. Likewise, research by Cahya (2021) shows that work motivation does not have a significant effect on employee performance.

From the results of previous research, the results of which were inconsistent between one and another, this became a research gap in this study to directly prove the differences that exist in the field. Some of these studies have different results. So it is necessary to conduct further research on intellectual ability, organizational culture, work motivation and employee performance with different case studies. Based on the problems above, it is necessary to conduct research on whether intellectual ability, corporate culture and work motivation can affect employee performance. Where this research will be conducted on employees at the BBPLK Semarang office.

BPLK Semarang itself is a UPTP (Central Technical Implementation Unit) of the Ministry of Manpower, Directorate General of Binalattas with several adequate facilities. Located on Jalan Brigjen Sudiarto No. 118, Semarang City, Central Java. The location of the BBPLK Semarang office which was relocated from the Bubaan Semarang area to its current location in Pedurungan Semarang. BBPLK Semarang with a large place has many facilities offered, one of which is a dormitory which is located right behind the office building and has several vocations, namely fashion technology, business and management vocations and vocations. BPPLK Semarang has several trainings for several employees, such as boutique fashion training, beauty training, culinary training, and so on. The existence of several of these trainings is a place for employees to develop their skills. The training program not only aims

to improve the technical skills of employees, but also functions as a means of developing their intellectual abilities.

Performance in today's modern companies needs attention in managing it. If employee performance in a company is not well organized, it can become one of the obstacles to the company's activities in achieving its goals. This performance arrangement certainly also requires adjustments to the company's conditions or circumstances in order to be able to compete with other companies in the current era of globalization.

The high and low performance of employees can be seen from the ability of employees to complete tasks. Performance assessment at the Semarang BBPLK Office can be seen from employee performance targets and work behavior. Employee performance targets at the Semarang BPPLK Office are an important basis for evaluating and improving employee productivity and effectiveness in carrying out their duties. In this context, performance targets include quantity, quality, time, and cost. First, quantity reflects the ability of employees to complete work according to the set targets. Second, quality is an important factor in ensuring that the work results produced have high standards and meet stakeholder expectations. Third, time is an important consideration in assessing efficiency in completing tasks. Finally, cost targets emphasize the importance of efficient resource management, including budget and facilities. Thus, these performance targets serve as guidelines for employees to ensure that they provide maximum contribution in achieving organizational goals by providing the best service to the community. While work behavior includes service orientation, integrity, commitment, discipline, cooperation and leadership.

The following is a phenomenon of employee performance at the BBPLK Semarang Office according to the author's observations, it is known that performance in the employee performance target dimension is not optimal, because employees are still less able to do tasks independently, for example there are still some employees who ask for help from colleagues to do the task and do not complete the work task according to the time given. In the work behavior dimension, it is also not optimal because there are still some incompetent employees, for example there are employees who still do not obey the regulations in the company, lack discipline and there are still many employees who are often late for work.

One of the factors that affect employee performance is the intellectual ability of the employee itself. According to Robbins (2003), there are dimensions of intellectual ability, namely numeracy skills, verbal comprehension, conceptual speed, inductive reasoning, deductive reasoning, spatial visualization, and memory.

Viewed from the intellectual ability side, to measure employee performance, BBPLK Semarang sets standards for employee performance, as follows:

Table 1.1 Employee Performance Value Standards BBPLK Semarang

Mark (%)	Category
80-90	Very good

70-79	Good
61-69	Enough
60 and Below	Not enough

Based on the phenomena that the author observed, there are still several employees who are considered unable to complete their responsibilities properly. Therefore, this causes a decline in employee performance at BBPLK Semarang. The following is data on the results of the decline in employee performance at BBPLK Semarang in May-November 2023:

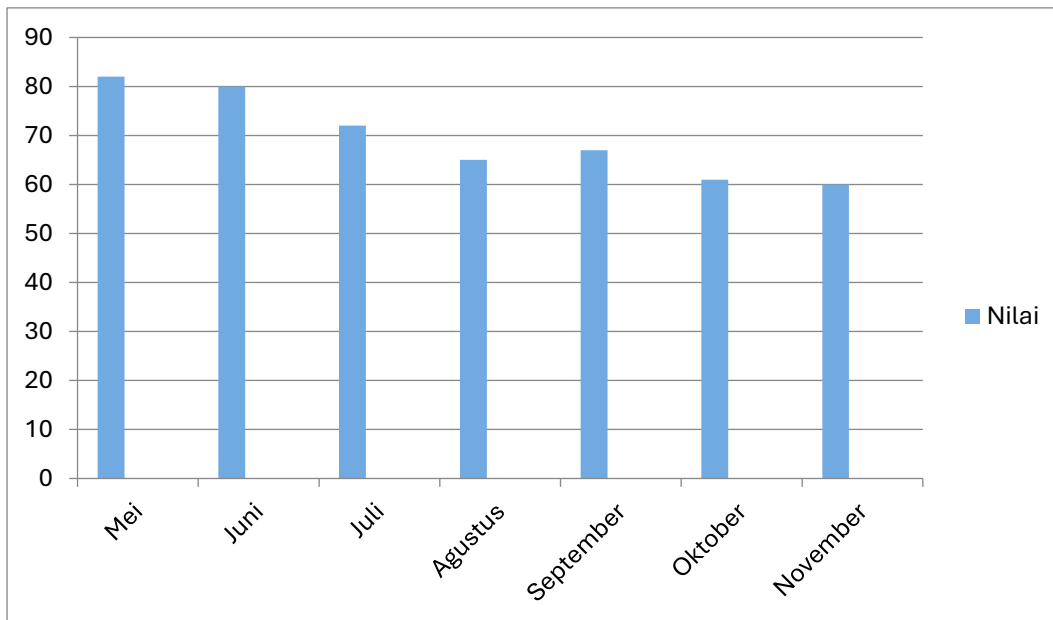


Figure 1.1 Average Results of Employee Performance Assessment of BBPLK Semarang May-November 2023

Based on the graphic above, it can be seen that the average performance assessment of BBPLK Semarang employees in May to November decreased. This is because there are still employees who make mistakes in their work, even though they have often received direction from their leaders. For example, when given a task, some employees seem to have difficulty understanding the direction from the leader because there are several new terms that are not yet known to them. In the conceptual speed dimension, there are employees who are still hesitant to see the similarity of the files being worked on, for example when employees see the company archives there are several similarities in the archives so that employees are confused and slow down their performance in completing tasks. In the deductive reasoning dimension, there are employees who are less competent in carrying out tasks, for example when employees are given new tasks by their leaders, their work is not in accordance with the leader's expectations because the task is something new for employees.

In addition to intellectual ability, corporate culture can also affect employee performance.

According to Brahmasari (2004), the dimensions of corporate culture include observed behavioral rules, rules, norms, dominant values, and philosophy. In the dimensions of norms and dominant values, BBPLK Semarang employees are optimal. The phenomenon of corporate culture in the BBPLK Semarang office is not optimal, especially in the dimension of behavioral rules, some employees are less obedient to office regulations. In the philosophical dimension, there are employees who are sometimes less enthusiastic about working, especially when entering the afternoon and evening. This can be seen from the attitude of employees who find it difficult when asked for help or get additional tasks from their leaders. This phenomenon is confirmed by the presence of several employees who are often late for work.

Table 1.2 Number of BBPLK Semarang Employees Who Are Late for Work

Month	Number of Employees	Number of Employees Who Came Late
May	82 people	2 persons
June	82 people	2 persons
July	82 people	6 people
August	82 people	5 people
September	82 people	3 people
October	82 people	8 people
November	82 people	9 people

From the table, it can be concluded that every month, the number of employees who are late to work increases. The causes involve factors such as family interests, lack of time management, or other factors. Therefore, this reflects that the office has not fully implemented a good organizational culture for employees. For employees who are late are not subject to strict sanctions, this can signal that norms and rules related to time discipline may not have been applied consistently. This condition can be detrimental to the productivity and image of the organization as a whole. It is important to remember that organizational culture is not just a statement on paper, but rather the implementation and application of these values in every aspect of life in the office.

In terms of work motivation, BBPLK Semarang employees do not feel motivated to improve their performance in order to achieve recognition or achievement in their work. This is due to the lack of incentives or awards aimed at employees who show high performance. There is no clear distinction between employees who perform well and those who do not. When there are employees who do not achieve the expected performance standards, the company only gives a warning. In addition, when employees make mistakes, the company does not give

strict punishments such as salary deductions or dismissal. So, in this case there are still employees who are less motivated to work better.

2. Research Methods

This study uses a quantitative approach, namely research that emphasizes testing theories through measuring research variables with numbers and requires data analysis with statistical procedures. The measuring instrument used in this study is a questionnaire, the data obtained is in the form of employee answers to the questions given. Based on the purpose of the study, the type of research is explanatory. This study was conducted at the BBPLK Semarang office located at Jalan Kwaron I No. 8, RT.03 / RW.12, Bangetayu Kulon, Genuk District, Semarang City, Central Java 50115. Population is an area that generally consists of objects or subjects that have certain qualities and characteristics and are determined by researchers to be studied which will then be concluded. Population is all individuals or objects studied and have the same characteristics. The characteristics in question can be age, gender, education level, area of residence, and so on (Sugiyono, 2010). According to Sugiyono (2020) population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population in this study were 92 employees of BBPLK SEMARANG.

1) Multiple Linear Regression Analysis Test

Multiple linear regression analysis is used to measure whether or not there is an influence of the independent variable on the dependent variable.

Table 4.1 Multiple Regression Analysis Test Results

Variables	Unstandardized Coefficients	
	B	Std. Error
Constants	1,645	1.204
<i>Intellectual Capital</i> (X1)	0.455	0.088
Corporate Culture (X2)	0.404	0.068
Work Motivation (X3)	0.348	0.039

Source: SPSS Data Processing Results version 23

The equation for multiple linear regression analysis is:

$$Y = a + B_1X_1 + B_2X_2 + B_3X_3 + e$$

Information:

Y = Employee Performance

a = Constant

b1 = Intellectual Capital regression coefficient

b2 = Corporate Culture regression coefficient value

b3 = Work Motivation regression coefficient value

X1 = Intellectual Capital

X2 = Corporate Culture

X3 = Work Motivation

e = Standard error

Based on table 4.12, the regression equation can be seen as follows:

$$Y = 1.645 + 0.455X1 + 0.404X2 + 0.348X3 + e$$

Based on the multiple regression equation, it can be explained as follows:

- a) The constant value of 1.645 means that the value of the employee performance variable (dependent variable) will be 1.645 if all independent variables are not influenced by other variables or have a value of 0.
- b) The regression coefficient of Intellectual Capital is 0.455. This means that the Intellectual Capital variable (X1) has a positive impact on the Employee Performance variable of BPPLK. Semarang.
- c) The regression coefficient of Corporate Culture is 0.404. This means that the Corporate Culture variable (X2) has a positive impact on the Employee Performance variable of BPPLK Semarang.
- d) The regression coefficient of Work Motivation is 0.348. This means that the Work Motivation variable (X3) has a positive impact on the Employee Performance variable of BPPLK Semarang.

2) T-test

T-test is a test to determine the partial effect of independent variables on dependent variables. If $t_{count} > t_{table}$ or $sig < 0.05$ (5%) then the independent variables have a partial significant effect on the dependent variable. The following are the results of this research T-test:

Table 4.2T-Test Results

Variables	Results			Information
	T Table	T Count	Sig	
<i>Intellectual Capital → Employee Performance</i>	1.987	5.191	0.000	H1 accepted
<i>Company Culture → Employee Performance</i>	1.987	5.935	0.000	H2 accepted

Work motivation → Employee Performance	1.987	9.021	0.000	H3 accepted
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Source: SPSS Data Processing Results version 23

From table 4.13, it can be explained that:

a) The Influence of Intellectual Capital on Employee Performance

Based on table 4.13, it can be seen that the t-count value of the Intellectual Capital variable (X1) is 5.191 > t table 1.987, and the significance value is 0.000 < 0.05. It can be said that H1 is accepted, which means that Intellectual Capital has a significant effect on Employee Performance.

b) The Influence of Corporate Culture on Employee Performance

Based on table 4.13, it can be seen that the t-count value of the Corporate Culture variable (X2) is 5.935 > t table 1.987, and the significance value is 0.000 < 0.05. It can be said that H2 is accepted, which means that Corporate Culture has a significant effect on Employee Performance.

c) The Influence of Work Motivation on Employee Performance

Based on table 4.13, it can be seen that the t-count value of the Work Motivation variable (X3) is 9.021 > t table 1.987, and the significance value is 0.000 < 0.05. It can be said that H3 is accepted, which means that Work Motivation has a significant effect on Employee Performance.

3) F Test

The F test aims to determine the simultaneous influence of the independent variable to the dependent variable. If the sig value < 0.05, then it is stated that the independent variable influences the dependent variable simultaneously. The following are the results of the F test of this research:

Table 4.3 F Test Results

Model	F-count	F-table	Sig.
Regression	91,881	2,707	0.000

Source: SPSS Data Processing Results version 23

In table 4.14 above, it is known that the calculated f value from the Anova table is 91.881 > calculated f 2.707, and the significance value of the model is 0.000 < 0.05, so that the variables Intellectual Capital, Corporate Culture and Work Motivation have an effect on Employee Performance simultaneously.

4) Coefficient of Determinancy

The coefficient value ranges between 0 and 1, and the more changes closer to the number 1, the more information the independent variable has about the variance of the dependent variable. Here are the results of the determination coefficient test for this research:

Table 4.4 Results of Determination Coefficient Test

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.871	0.758	0.750	1,084

Source: SPSS Data Processing Results version 23

From the output results of table 4.15, it can be seen that the coefficient of determination value in this regression model is obtained from $0.750 \times 100\%$, which is 75%. This states that 75% of the variation in Employee Performance variables can be influenced by the variables of Intellectual Capital, Corporate Culture and Work Motivation. While the rest, namely 25%, is influenced by variables that are not included in the model, such as the variables of Work Discipline, Work Environment, Leadership and others.

3. results and Discussion

3.1. The Influence of Intellectual Capital on the Performance of BPPLK Semarang Employees

Based on the results of the hypothesis test above, it shows that Intellectual Capital has a significant effect on Employee Performance. Viewed from the maximum and minimum values of respondents' answers, the maximum value of respondents' answers on this intellectual capital variable is 5 and the minimum value of the answer is 1. The highest mean value is on the "deductive reasoning" instrument with a value of 4.26 in the "very high" category. This indicates that the majority of BPPLK Semarang employees are skilled in making decisions based on rational analysis. It can be stated that H1 is accepted. The existence of good Intellectual Capital from each employee will encourage better performance of BPPLK Semarang employees.

Intellectual Capital (Intellectual ability) is the mental ability needed to perform various activities - thinking, reasoning, and solving problems. Intellectual Capital has a significant effect on the performance of BPPLK Semarang employees because these employees have the ability to quickly assess and respond to new information. In the context of BPPLK Semarang, where learning and knowledge are constantly changing and developing, employees who have this ability will be able to respond to changes more quickly and effectively. They can better understand new information provided in training or policy updates, which in turn can improve their performance.

In addition, intellectual capital has a significant effect on employee performance because there are employees who make decisions based on rational analysis. Employees who are skilled at conducting in-depth analysis of available information and making informed decisions will be able to increase efficiency and effectiveness in carrying out their duties.

Then, the ability of employees to describe ideas or solutions visually also triggers the influence of intellectual capital on employee performance. By using images, diagrams, or graphs, employees can easily share ideas, clarify concepts, and illustrate solutions in team discussions. This facilitates better understanding, reduces the risk of misunderstanding, and encourages the creation of a creative and productive work environment.

The existence of a good level of intellectual capital from each employee will improve the

performance of BPPLK Semarang employees. This research is in line with research by In research by (Nurla, 2021) showed that intellectual ability has a significant effect on performance. In addition, research (Samosir, 2016) showed that intellectual ability has a significant positive effect on the performance of employees of the State Asset Service and Auction Office of Pematang Siantar. Likewise, research by (Lukiyana, 2020) showed that intellectual ability has a significant effect on employee performance.

3.2. The Influence of Corporate Culture on Employee Performance

Based on the results of the hypothesis test above, it shows that Corporate Culture has a significant effect on Employee Performance. In addition, seen from the maximum and minimum values of respondents' answers, the maximum value of respondents' answers on this corporate culture variable is 5 and the minimum value of the answer is 2. The highest mean value is on the "attention to detail" instrument with a value of 4.29 "very high". This indicates that the majority of employees agree that BPPLK Semarang always pays attention to the performance of its employees to achieve the best. The majority of BPPLK Semarang employees have a good corporate culture response. It can be stated that H2 is accepted. The existence of a good corporate culture and supports employee activities will improve the performance of BPPLK Semarang employees even better.

Corporate culture according to Akbarsyah (2023:400) is the personality of the company that defines the environment in which employees work. Corporate culture has a significant influence on the performance of BPPLK Semarang employees because the company always provides opportunities for each employee to think creatively, try new things, and develop innovative solutions to the challenges faced. When employees feel encouraged to innovate, they tend to be more motivated to improve the quality of their work and achieve better results.

In addition, the corporate culture at BPPLK Semarang always pays attention to and appreciates individual performance which can increase employee motivation to achieve high performance standards. When employees feel recognized and appreciated for their efforts, they tend to be more motivated to give their best in their work.

Work culture has a significant influence on employee performance also because the company always supports its employees to help achieve employee work results and goals, and the company always encourages cooperation and collaboration between individuals, so that this can improve team performance that is more effective and can share knowledge and experience, and will have an impact on the work results of each employee.

The implementation of a good corporate culture will improve the performance of BPPLK Semarang employees. This research is in line with the findings of Jufrizen (2020:70) which shows that organizational culture has a significant effect on the performance of employees of PT PLN Unit Induk Daerah Sumatera Utara. The results of this study are also supported by research by Wiratama (2022:190) which shows that organizational culture has a significant effect on the performance of employees of the Lumbung Sari Sedana Buduk Cooperative, Badung Regency. Likewise, in the study by Anggara (2022:94) which resulted in the finding

that organizational culture has a significant effect on the performance of employees of the Pedungan Village Unit Cooperative.

3.3. The Influence of Work Motivation on Employee Performance

Based on the results of the hypothesis test above, it shows that Work Motivation has a significant effect on Employee Performance. In addition, seen from the maximum and minimum values of respondents' answers, the maximum value of respondents' answers on this corporate culture variable is 5 and the minimum value of the answer is 2. The highest mean value is on the "need for security" instrument with a value of 4.27 "very high". This indicates that the majority of employees agree that employees have been motivated and can work better because BPPLK Semarang has a safe and stable work environment. It can be stated that H3 is accepted. The existence of work motivation possessed by each employee will improve the performance of BPPLK Semarang employees even better.

Ady (2013:104), work motivation is a psychological state that drives someone to do their work with enthusiasm, dedication, and creativity. It includes internal drives that motivate individuals to achieve work goals, meet organizational expectations, and seek satisfaction in their work. Work motivation has a significant effect on the performance of BPPLK Semarang employees due to the fulfillment of basic needs. When basic needs are met, employees tend to be more focused and have enough energy to carry out their tasks well.

In addition, there is a safe and stable work environment. A safe and stable work environment can create a sense of comfort and trust for employees. When employees feel safe and stable in their work environment, they tend to be more motivated to contribute positively and do their jobs better.

Work motivation has a significant effect on employee performance also due to the presence of good superiors and coworkers. When employees feel accepted and appreciated by the people around them, they tend to be more motivated to work well and strive to achieve satisfactory results. In addition, BPPLK Semarang employees are also motivated to continue learning to improve their skills and develop to be even better. Employees who are motivated to reach their full potential in their careers, they tend to strive to continue learning and developing their skills, which in turn can improve their overall performance.

The existence of strong work motivation from within the individual will improve the performance of BPPLK Semarang employees. This research is in line with the findings of Permana (2021) which show that work motivation has a positive and significant effect on employee performance. In addition, research by Jufrizen (2022) also shows that work motivation has a positive and significant effect on employee performance.

3.4. The Influence of Intellectual Capital, Corporate Culture and Work Motivation on Employee Performance

Based on the results of the hypothesis test above, it shows that Intellectual Capital, Corporate Culture and Work Motivation have a simultaneous effect on Employee Performance. It can be stated that H4 is accepted.

Intellectual Capital(Intellectual Capital) is a term that refers to the intellectual values

possessed by an organization, including the knowledge, skills, experience, and expertise possessed by employees. BPPLK Semarang employees have quite high intellectual abilities, so that it will affect the good work results of employees.

In addition to intellectual ability, corporate culture also plays an important role in shaping the performance of BPPLK Semarang employees. Corporate culture includes values, norms, and beliefs that are shared by members of the organization. The culture implemented in BPPLK always supports teamwork, collaboration and positive vibes, so this supports improving employee performance.

The existence of work motivation owned by each employee will foster work enthusiasm that will have an impact on the performance of BPPLK Semarang employees. Each BPPLK Semarang employee has their own motivation. The existence of employees who have this motivation will tend to be more enthusiastic, dedicated and productive in carrying out the tasks assigned.

The results of this study are in line with the results of previous studies by (Jatiningrum, 2016) which showed that organizational ability and culture have a simultaneous effect on the performance of employees and agents of PT Asuransi Jiwasraya Branch Office Malang. The results of this study are also supported by research (Nainggolan, 2016) which shows that organizational culture and intellectual ability have a simultaneous effect on the performance of Bappeda Simalungun Regency employees.

4. Conclusion

Based on the research and discussion that has been conducted on "The Influence of Intellectual Capability, Corporate Culture and Work Motivation on Employee Performance at the Semarang BPPLK Office", it is concluded: Intellectual Capital has a significant effect on the Performance of BPPLK Semarang Employees. This indicates that the better the intellectual capital owned, the better the performance of BPPLK Semarang employees. Corporate Culture has a significant effect on Employee Performance. This indicates that the existence of a good and positive corporate culture will improve the performance of BPPLK Semarang employees. Work Motivation has a significant effect on Employee Performance. This indicates that the existence of work motivation possessed by each individual will improve the performance of BPPLK Semarang employees. Intellectual Capital, Corporate Culture and Work Motivation have a simultaneous effect on the Performance of BPPLK Semarang Employees. This indicates that the existence of intellectual capital, corporate culture and good work motivation will improve the performance of BPPLK Semarang employees.

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